

# 2023

## Sustainability Report

***Energy Without Compromise***

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## A Message from our Chairman and CEO



Dear Stakeholders,

It is with great pride that we present Nabors' Sustainability Report for 2023. I am pleased to share our team's collective efforts to meaningfully advance our sustainability initiatives.

The overarching theme of this year's report is "Energy Without Compromise." Initially conceived as a guiding vision for our energy transition strategy, Energy Without Compromise has evolved into a comprehensive ethos that encapsulates our commitment across all facets of sustainability.

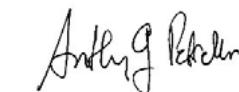
From an environmental perspective, we prioritize the reduction of emissions, intensity of operations, leveraging innovative technologies and best practices to minimize carbon footprints. We apply these digital, automated, and robotic technologies in the field to keep our people safe and to produce energy efficiently.

We have made great progress in the clean energy space. Through strategic investments and partnerships, we are advancing the viability of renewable energy sources such as geothermal, concentrated solar power and energy storage. I encourage you to read on in the report to learn more about our efforts to deliver clean, renewable, affordable, and dispatchable power — the kind of energy the world needs.

Moreover, Nabors sets a high standard for social responsibility, prioritizing the well-being and safety of our employees, fostering diverse and inclusive workplaces, and actively protecting and supporting the communities where we operate. Keeping people at the forefront of priorities is how we shape a brighter future for all.

In closing, our goal is to help the world achieve an energy mix that is affordable, reliable and sustainable. Our Board and Committees are equally invested, having set ambitious emissions and social targets, and are closely monitoring the progress.

Thank you for your continued support and partnership as we continue to reach for and achieve our sustainability goals.



**ANTHONY G. PETRELLO**

Chairman, President and Chief Executive Officer

**We uphold ourselves to the highest standards in all our endeavors, continuously striving to distinguish ourselves not only as pioneers in the energy transition but also as exemplary leaders in our traditional operations.**

## Who We Are

 **\$3.0B**  
Total Operating Revenue

 **12K+**  
Employees

 **170**  
Operating Rigs

 **621**  
Worldwide Patents

 **14**  
Countries Where We Operate

### About Us

Established in 1952, today, Nabors is a leading provider of advanced technology for the energy industry. We offer cutting-edge and environmentally conscious drilling solutions to assist our customers in fulfilling the global need for energy. With ownership and operation of one of the largest land based drilling rig fleet, Nabors is a leading provider of offshore platform rigs in the United States and multiple international markets. Our commitment extends to also providing innovative drilling technology, directional drilling operations and drilling instrumentation and software.

Today, we employ more than 12,000 individuals across over 14 countries around the globe. Through a dedicated focus on our key areas of expertise, including drilling, engineering, automation, data science, and manufacturing, we are changing the way wells are drilled. It is an evolution that leads to greater efficiencies, enhanced safety, and a continuous drive for innovation, all to help enable the transition to a more sustainable and lower carbon world.

### ***Our View for the Energy Transition***

Nabors views three critical paths to managing the energy transition:

1.

**Embrace energy innovation over energy exclusion**

Supporting hydrocarbons and renewables while eliminating the tradeoffs between them.

2.

**Capitalize on strengths and adjacencies**

Seeking opportunities to apply skills and competencies to advance other industries.

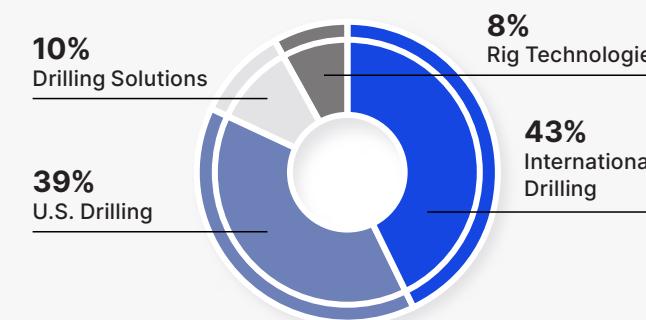
3.

**Collaborate to accelerate progress**

Working together and leveraging collective strengths to decarbonize faster.

## Business Highlights

### 2023 REVENUE BY SEGMENT



### Leading in sustainability and energy transition

Improving operational efficiency and reducing emissions intensity

### Performance excellence in L48 drilling

Strong daily revenue and margins

### Advancing technology and innovation with demonstrated results

Expanding third party in U.S. and international business

# Sustainable Value Creation

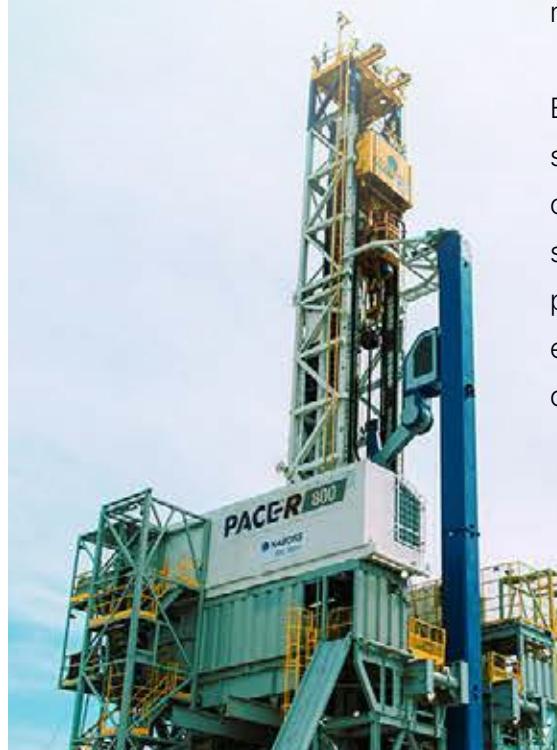
**Nabors is dedicated to being a leader in the energy transition.**

**Our comprehensive approach to sustainability is integral to our business strategy, and ultimately helps us to both create value for shareholders and generate wins for our broader stakeholders.**

Fundamentally, we believe our intense focus on creating a sustainable future delivers financial, operational, and strategic benefits to our business.

Integrating sustainability makes us more competitive and resilient. Our embrace of the energy transition has opened new opportunities for our Company. We have been investing strategically in leading-edge companies with clear adjacencies, embracing energy efficiency, emission reduction technologies and expanding beyond oil and gas into new fields, including geothermal development. Concurrently, by accounting for climate in our risk management analysis and providing detailed reports on environmental and social metrics beyond our usual financial reporting, we are improving the management of potential business risk.

By viewing the environment as a stakeholder, we are better able to drive savings for ourselves and our customers. Finding efficiencies in our drilling operations has enabled us to not only reduce emissions while we improve safety, but also improve margins, as we have achieved superior drilling performance. Furthermore, developing and deploying energy efficiency and emissions reduction technologies that have applications within and outside our industry benefits our bottom line.



Reducing costs and embracing new revenue streams means a more secure financial foundation for us. With our continued focus on sustainability, we have significantly reduced our debt from a previous high in 2018, witnessed a gradual increase in revenues and viewed our Company through a new lens: not only as a drilling company, but as an energy innovator.



## Purpose

To responsibly help our customers meet the world's demand for oil and gas.



## Mission

We deliver best-in-class drilling performance through our exceptional people, execution, teamwork, and technology.



## Vision

To be the driller of choice for employees, customers, and investors.



## Values

We value safety.  
**We care.**

We value excellence.  
**We outperform.**

We value teamwork.  
**We win together.**

We value innovation.  
**We explore new territory.**

We value accountability.  
**We keep our promises.**

## About this Report

We have included indices that map our content and data with the appropriate TCFD, SASB, GRI and IPIECA disclosures.

### Governance of Sustainability

At Nabors, we believe in the collective responsibility of every employee, manager, and leader at Nabors towards our ESG initiatives. The oversight of our ESG program begins at the highest level with our Board of Directors. The ESG Committee of the Board is responsible for reviewing and advising on ESG policy matters. This Committee actively shapes the Company's ESG strategy, policies, and initiatives while also assessing ESG-related risks from strategic, regulatory, and financial perspectives.

The Committee consists of a minimum of three Board members and convene at least four times annually to review ESG updates. Regular reports on ESG policy initiatives are submitted to the Board by the Committee. Furthermore, the Committee oversees the publication of Nabors' sustainability report and sets targets for reducing greenhouse gas (GHG) emissions and achieving other environmental goals.

### Strategy & Oversight

With a direct line of communication to the Board and direct report to the CEO, ESG strategy and oversight is overseen by the Senior Vice President, Chief Administrative Officer (SVP, CAO), with close alignment to the CEO and Executive Leadership Team who support the implementation of ESG initiatives in their respective areas. The Executive Leadership Team represents Energy Transition, Environmental and Social Governance, Operations, and Technologies and Services. The SVP, CAO is supported by, and oversees, the Sustainable Development Team, a management team comprised of business unit and function heads, and sustainable development team members drawn throughout the Company. The team, which is representative of the various geographies in which the Company operates, disseminates our ESG priorities and goals across the Company. ESG priorities and goals fall within multiple categories, including Carbon & Climate, Risks and Stakeholder/Society, DEI, Product, Safety, Quality and Brand, and Governance.

The Executive Leadership Team in their respective areas are responsible for coordination and execution on the climate strategy, ensuring successful ESG implementation and reporting on performance.



## Governance of Sustainability continued

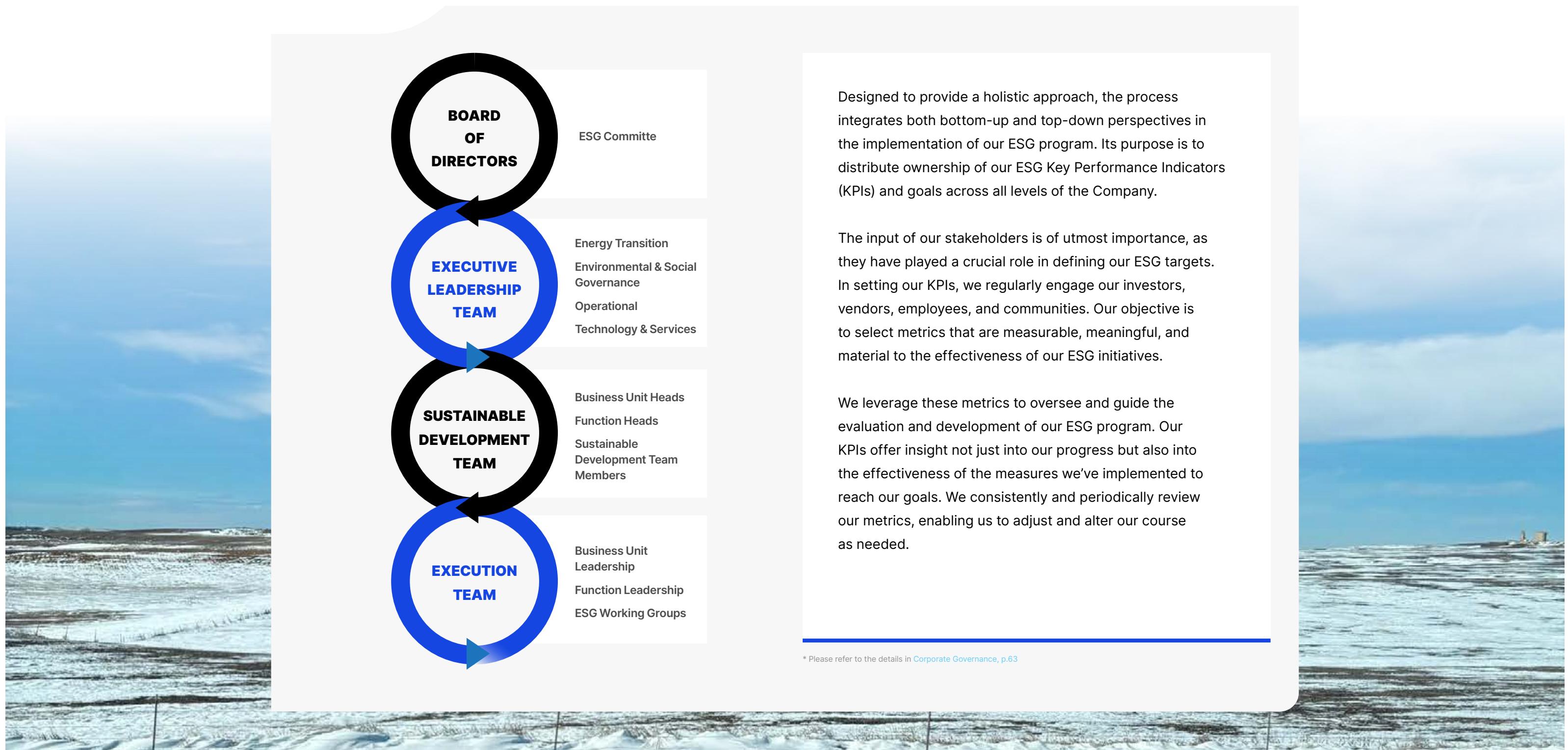


Designed to provide a holistic approach, the process integrates both bottom-up and top-down perspectives in the implementation of our ESG program. Its purpose is to distribute ownership of our ESG Key Performance Indicators (KPIs) and goals across all levels of the Company.

The input of our stakeholders is of utmost importance, as they have played a crucial role in defining our ESG targets. In setting our KPIs, we regularly engage our investors, vendors, employees, and communities. Our objective is to select metrics that are measurable, meaningful, and material to the effectiveness of our ESG initiatives.

We leverage these metrics to oversee and guide the evaluation and development of our ESG program. Our KPIs offer insight not just into our progress but also into the effectiveness of the measures we've implemented to reach our goals. We consistently and periodically review our metrics, enabling us to adjust and alter our course as needed.

\* Please refer to the details in [Corporate Governance, p.63](#)



# Assessing and Managing Risks

**Our process for conducting a materiality assessment involves five key steps:**

## 1. Define the Purpose

Clarify the objective of the materiality assessment and success outcomes.

Materiality assessments assist businesses in identifying the concerns that are significant to their investors and stakeholders or could affect decisions or perception of performance as well as their most significant ESG-related obstacles.

## 2. Identify Stakeholders

List potential groups that are influential in the business or may be affected and prioritize.

As a part of this endeavor, we engaged a diverse array of Company employees and stakeholders to collaboratively identify and prioritize existing and emerging sustainability topics. The results of this materiality assessment serves as the foundation for our sustainability strategy.

## 3. Research Industry Standards

Look into industry standards, sustainability frameworks, peer reports and other regulatory requirements.

This process involved participation from executives, account managers, ESG specialists and external customers.

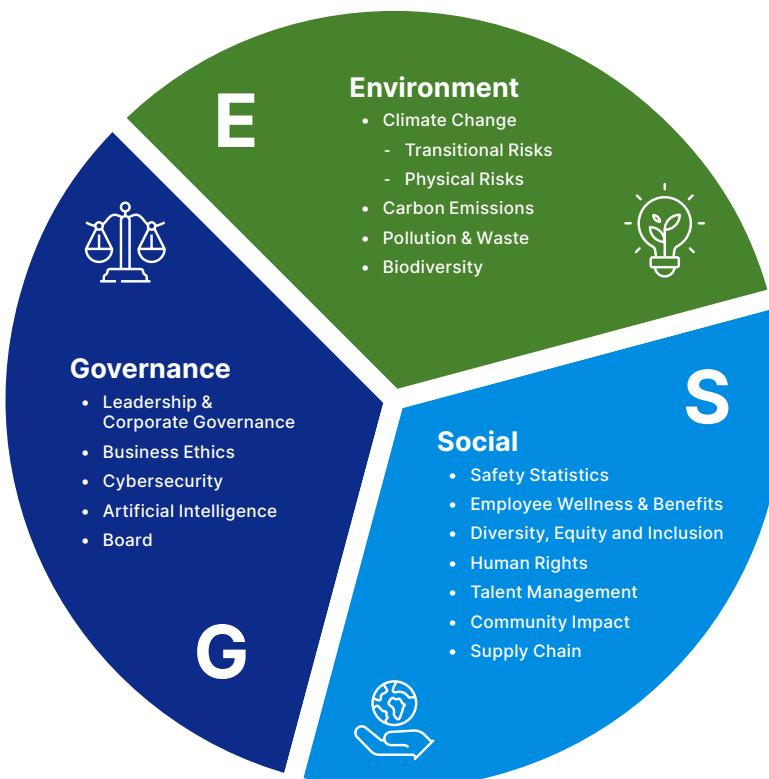
## 4. Assess and Engage

Distribute various methodologies to assess and engage with stakeholders to understand concerns and perspectives.

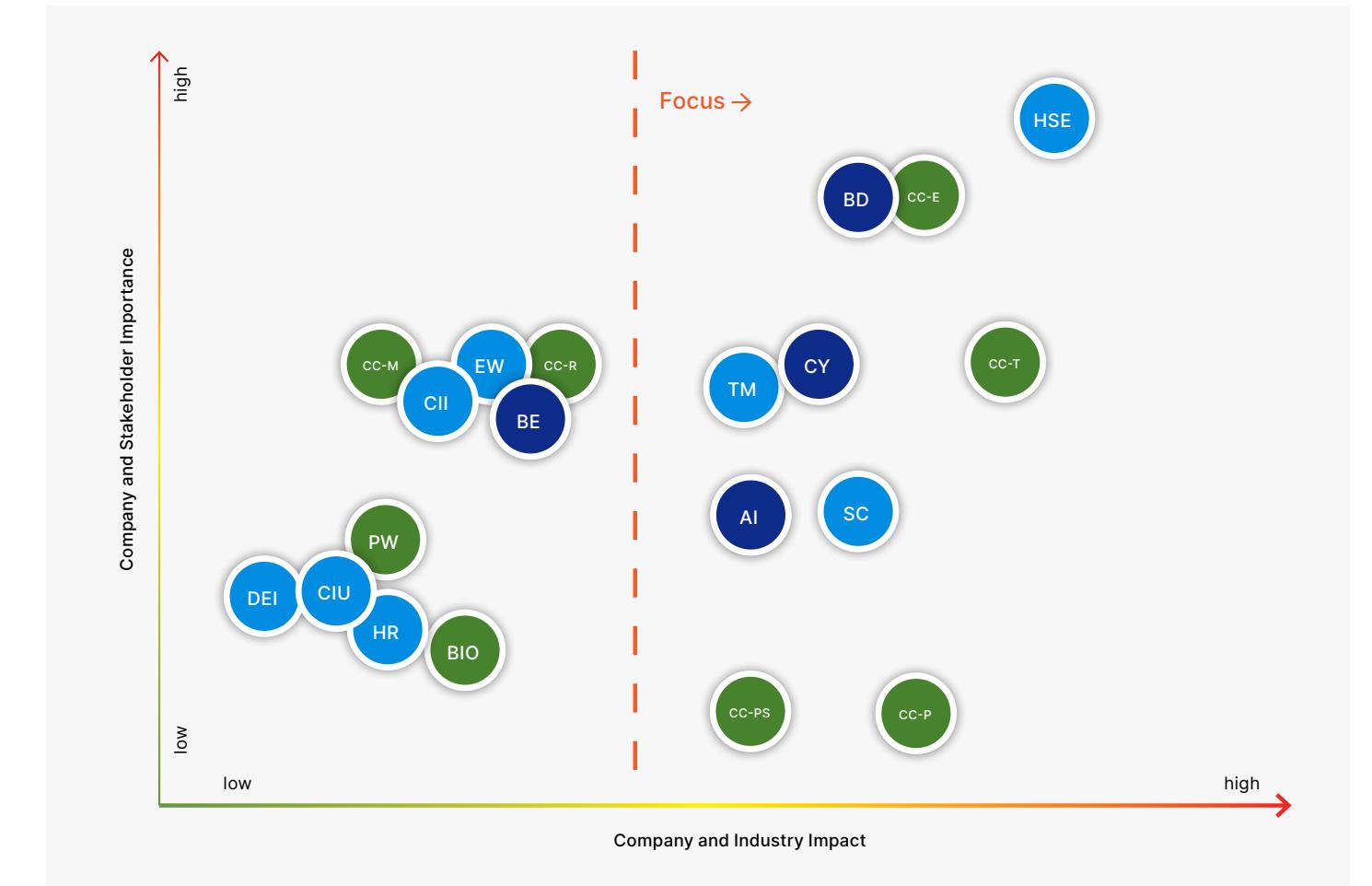


## 5. Prioritize and Set Targets

Plot issues based on importance to stakeholders and align targets with business strategy.



**In 2023, Nabors defined sustainability materiality through a structured assessment process.**



CLIMATE CHANGE	SOCIAL	GOVERNANCE
CC-P: Policy & Legal	HSE: Safety Statistics	BE: Business Ethics
CC-T: Technology	EW: Employee Wellness	CY: Cybersecurity
CC-M: Market	DEI: Diversity, Equity & Inclusion	AI: Artificial Intelligence
CC-R: Reputation	HR: Human Rights	BD: Board
CC-PS: Physical	TM: Talent Management	
CC-E: Carbon Emissions	CIU: Community Impact US	
PW: Pollution & Waste	CII: Community Impact International	
BIO: Biodiversity	SC: Supply Chain	

## Assessing and Managing Risks continued

	<b>GOALS</b>	<b>HOW WE WILL DELIVER SUCCESS</b>	<b>HOW WE MEASURED SUCCESS</b>
<b>1</b> <b>Environment</b> 	<p><b>1.1 Uphold environmental stewardship and minimize our footprint</b></p> <ul style="list-style-type: none"> <li>Minimize the impact of carbon emissions.</li> </ul> <p><b>1.2 Identify low carbon solutions to drive value to our Company and customers</b></p> <ul style="list-style-type: none"> <li>Partner with customers to support the transition to cleaner and more efficient energy solutions.</li> <li>Create and/or invest in innovative technologies.</li> </ul>		<ul style="list-style-type: none"> <li>Achieved best possible ISS Environmental score of 1 of 10.</li> <li>Reduced Scope 1 GHG emissions per foot drilled by 3% for Nabors Drilling USA, relative from 2022.</li> <li>Reduced Scope 1 GHG emissions per foot drilled by 3% for Nabors Drilling International, relative from 2022.</li> <li>Completed business combination agreements with VAST, a next generation concentrated solar power platform that enhances the Energy Transition portfolio.</li> <li>Electrified one customer's entire North Dakota rig fleet with grid utility power.</li> <li>Awarded Gulf Energy Excellence Awards for Mid/Small cap energy firm of the year and best drilling technology.</li> <li>Awarded Oil and Gas Middle East's Service Provider of the Year.</li> <li>Awarded IADC Permian Basin Chapter's Service Company of the Year.</li> </ul>
<b>2</b> <b>Social</b> 	<p><b>2.1 Attract, retain and develop diverse workforce</b></p> <ul style="list-style-type: none"> <li>Actively focus on methods to attract, retain, and develop diverse talent.</li> </ul> <p><b>2.2 Engage our people and communities</b></p> <ul style="list-style-type: none"> <li>Engage with employees and communities in which we operate.</li> <li>Embed sustainability throughout the Company.</li> </ul> <p><b>2.3 Create a culture of safety for our employees</b></p> <ul style="list-style-type: none"> <li>Provide the tools, resources and environment that supports achievement of our Mission Zero.</li> </ul>		<ul style="list-style-type: none"> <li>Continued gender diversity improvements with US SGA and FS women representing 19% of leadership roles; 8% relative change increase from 2022; 8% female (3% relative change increase from 2022). Greater than 20% reduction in female attrition among SGA and FS workforce.</li> <li>Increased minority group representation by 7% from 2022.</li> <li>Increased diversity in workforce hires by 1% from 2022.</li> </ul> <ul style="list-style-type: none"> <li>Worked with Indigenous community in PNG and Colombia.</li> <li>Continued support of North Dakota Tribal College Apprenticeship program.</li> <li>Achieved 98.62% completion with human rights training and engagement.</li> <li>Paid 951 hours of employee volunteer activities; Conducted a total of 2097 hours of charity/community work.</li> </ul> <ul style="list-style-type: none"> <li>Achieved Mission Zero safety goal across 130 rigs.</li> <li>Achieved a Company TRIR of 0.47.</li> <li>Engaged over 5,000 employees across 36 global locations participated in Global Safety Day event.</li> <li>Adopted new "We always Check" procedure across US operations.</li> <li>Conducted 23 new crisis tabletop and onsite exercises across our global operations, including response(s) to potential cybersecurity events.</li> </ul>
<b>3</b> <b>Governance</b> 	<p><b>3.1 Continuously enhance a culture of transparency</b></p> <ul style="list-style-type: none"> <li>Develop and implement sustainable governance.</li> </ul> <p><b>3.2 Uphold ethical standards as we innovate the future of energy</b></p> <ul style="list-style-type: none"> <li>Champion compliance and ethics.</li> <li>Set processes for sustainable governance; especially in new and upcoming technologies (e.g. cybersecurity, AI, etc.).</li> </ul>		<ul style="list-style-type: none"> <li>Achieved 98.62% Human Rights training compliance and 96.62% Cybersecurity compliance.</li> </ul> <ul style="list-style-type: none"> <li>Achieved <a href="#">701 ISS Cyber Risk Score</a>.</li> <li>Established Nabors guidelines on use of Generative AI.</li> </ul>

# 1

# Environment



The protection of the Earth is not just an aspirational goal, but the practical application and efficient use of our resources and expertise.

## 10 Our Approach to Managing Environmental Risks and Opportunities

## 25 Environmental Stewardship

## Our Approach to Managing Environmental Risks and Opportunities

**Nabors believes that when produced responsibly, oil and gas are dependable sources of energy that are instrumental in supporting the ongoing energy transition. Recognizing the need for a lower carbon future amidst growing energy demand, we understand the importance of diversifying the global energy mix. As such, we are dedicated to improving and expanding our services and technological solutions. Our goal is to offer our customers best-in-class tools for their decarbonization journey while driving energy efficiency across our operations.**

In line with our leadership position in the global energy industry, throughout 2023, we continued to explore opportunities in alternate energy sources, energy storage, and carbon capture. With the goal of increasing green power in the energy mix, we are strategically advancing the energy transition by developing business lines through technological innovation and scalable solutions.

**Every day, our people and our culture help us achieve our sustainability goals while delivering world-class performance. Together, we exemplify our values of accountability, teamwork, innovation, excellence, and safety.**

### Recognized for Our Commitment to Sustainability

#### **Mid/Small-Cap Energy Firm of the Year — Gulf Energy Excellence Awards**

Nabors won Mid/Small-Cap Energy Firm of the Year at the 2023 Gulf Energy Excellence Awards, held in Houston, Texas. This recognition is a testament to Nabors' success in delivering productive outcomes for its customers through automation, digitalization, robotics, and decarbonization.

#### **Service Provider of the Year Award — 2023 Oil & Gas Middle East Awards**

Nabors Industries was named "Service Provider of the Year" and "Highly Commended for Sustainability Initiative of the Year" at the 13th Annual Oil & Gas Middle East Awards, held in Dubai.



Nabors Wins Service Provider of the Year Award at the 2023 Oil & Gas Middle East Awards

# Our Environmental Management System

At Nabors, environmental management is woven into our integrated management system and housed within our Health, Safety, and Environmental Integrated Management System (HSE-MS). Our system components are interrelated, enabling us to address health, safety, and environmental risks while simultaneously protecting our employees, the environment, and local communities.

Our management system takes into account applicable environmental laws and regulations and industry standards. This proactive approach is our way of effectively managing risks and seizing opportunities. We aim for sustainability in all operations, including our supply chain and contractors. As a result, our HSE IMS applies to third-party vendors working in any capacity for our organization.

Our Environmental Management System (EMS) is founded on sustainability principles, driven by our continuous improvement process. This strategic framework fosters a holistic approach to managing environmental risks across our operations.

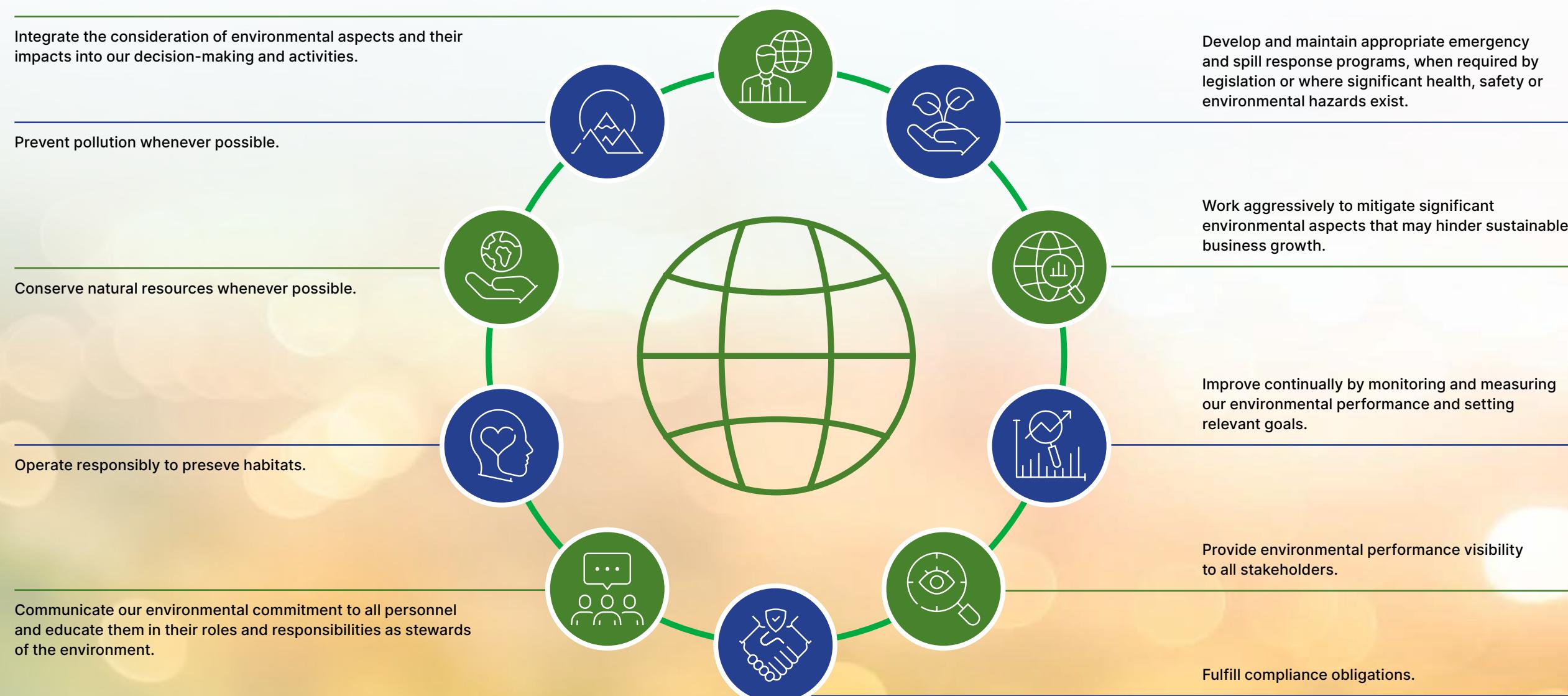
To enhance effectiveness, Nabors is actively harmonizing our EMS with the International Standards Organizations (ISO). Currently, we hold ISO 14001:2015 Environmental Management System certification for our operations in Colombia, Mexico, and Oman. We continue to target improvements to meet or exceed ISO standards across our operations globally.



## Guided by an Internal Framework

Our commitment to environmental stewardship is guided by an internal framework based on the policy below. These principles strongly influence key business decisions, ensuring a structured and responsible environmental performance across all our activities.

When making significant business decisions, we carefully consider these principles to guarantee a well-organized and environmentally responsible performance throughout all our operations.



# Board and Management Oversight



The Board of Directors provides oversight of the management of risks related to climate change. Through our risk management process, we are able to identify, assess, and mitigate the relevant risks and opportunities.

As environmental stewards, we consider climate risk management an essential element in both our strategic and financial planning. As a result, we evaluate climate risks and opportunities using an integrated approach.

Within our comprehensive Company-wide risk management process, we evaluate existing or potential environmental risks and opportunities supported by data monitoring. These assessments occur at both the corporate and

business unit levels, addressing short-term, medium-term, and long-term risks over one, three, and five-year horizons, respectively.

Underscoring our commitment to integrating these risks into our overall enterprise risk management, Nabors has established Board-level oversight on climate-related issues. The Board's ESG Committee is responsible for advising on ESG policies, shaping ESG programs, overseeing a comprehensive climate change strategy, and held four ESG committee meetings in 2023. The committee meetings focused on quarterly updates of ESG activities at Nabors, regulations and progress on ESG goals.



Our Senior Vice President, Chief Administrative Officer (SVP, CAO) leads our ESG strategy and oversight, with a direct line of communication to the Board and direct reporting to the CEO. Our SVP, CAO maintains close alignment with the CEO and Executive Leadership Team who support the implementation of ESG initiatives in their respective areas. The Executive Leadership Team represents Energy Transition, Environmental and Social Governance, Operations, and Technology and Services. The SVP, CAO is supported by, and leads the Sustainable Development Team, a management team comprised of business unit and function heads drawn throughout the Company. The Sustainable Development Team shares our ESG priorities and goals across the Company. ESG priorities and goals include Carbon & Climate, Risks and Stakeholder/Society, DEI, Product, Safety, Quality and Brand, and Governance.

## Climate-related concerns are a regularly scheduled topic on the agenda for all Board meetings and are seamlessly incorporated into:



Strategy review and guidance



Plans of action



Performance objectives and executive compensation



Risk management policies and guidelines



Business plans



Annual budgets



Major capital expenditures and divestures

# Climate Risk Assessment

**Every day, we are increasingly incorporating climate-related considerations into how we manage and oversee our business. In reporting, our goal is to outline our understanding of climate-related risks, including the potential impact of physical risks such as extreme weather events and transitional risks including policies related to the transition to a low-carbon economy.**

Nabors takes a strategic approach to navigate the challenges and opportunities presented by climate change. To that point, we have structured our risk assessment process to minimize or eliminate our business impact on the environment and to reduce our exposure to climate-related risks wherever feasible.

Beyond evaluating natural resource consumption and the potential for emissions from our business activities, we strive to understand our legal and compliance obligations within a dynamic regulatory landscape.

Our climate-related risk assessments consistently takes into account technology, market dynamics, and reputation risks. The outcomes of these assessments are implemented through our policies, procedures, training, and dedicated resources.

## A Framework for Continual Improvement

By applying this framework to identify significant climate risks, we've established and put in place operational controls such as processes, procedures, and management plans within our Environmental Management System (EMS). This risk-based process will enable us to pinpoint opportunities for improvement across our operations, implement prevention measures, achieve reductions in energy use, and position us to transition to renewable sources.

Moreover, these processes incorporate, when applicable, opportunities for reducing water consumption and enhancing waste management. They empower us to continually assess and implement effective methods, enabling Nabors to positively influence the environment and the communities in which we operate. To support these processes, we are currently partnering with a third party to provide limited assurance for the alignment of this Sustainability Report with GRI 1: Foundation. Furthermore, we are seeking assurance on the accuracy and reliability of GHG emission data, to a limited level of assurance as per the ISO 14064-3 standard.



### Policy, Compliance, Legal and Regulatory Risks

Given the heightened regulatory focus on greenhouse gas (GHG) emissions, particularly carbon dioxide and methane, industries may face more stringent standards in the future. This could result in:

- Operational changes required to meet emission targets
- Compliance costs requiring investments in cleaner technologies
- Financial risks with regulatory fines for exceeding emission limits
- Insurance and investment rates.

The US Congress has already introduced legislations to regulate GHG emissions. Implementing further measures to reduce GHG emissions, whether through regulatory changes or international climate accords like COP21, may present challenges in terms of cost and implementation complexity for our industry and our specific business.

Should governments and non-governmental organizations implement more aggressive measures to reduce GHG emissions, potential future regulations may bring about increased compliance costs or additional operating restrictions. This could have a positive impact with increasing demands for our customers' products as well as our services.



### Financial Risks

The financial community, including investors and lenders, continue to face growing pressure to divest from the fossil fuel industry. This trend coincides with an increased focus within the investment community on sustainability practices within the oil and gas industry, particularly concerning GHG emissions and exposure to climate change-related risks. Additionally, there is a rising awareness among our customers, who are increasingly considering sustainability factors during the procurement process. Together with changing public perceptions, the combination of these developments could result in a decrease in both the production and demand for oil and natural gas, and a shift toward lower carbon energy sources such as wind, solar and other renewables.



### Physical Risks

The increasing physical impacts of climate change may require adjustments to our operating procedures. Specifically, the more frequent occurrence of extreme weather events in certain geographies where we operate may impact our customers' operations, our operations, the overall demand for products and services and our workforce.

Physical risks can take the form of acute or event-driven occurrences, like extreme weather, and chronic conditions involving long-term shifts in climate patterns such as sustained high temperatures, rising sea levels, and changing precipitation. This could lead to:

- Reduced revenue due to diminished operational capacity (including challenges in transportation or the supply chain).
- Adverse impacts on the workforce.
- Asset damage in high-risk areas.
- Higher capital expenditure (capex) or operating costs.
- Elevated insurance premiums.

# Investing in the Energy Transition

Nabors has evolved over the decades into an advanced energy technology platform, encompassing Digital, Artificial Intelligence, Automation, Robotics and more recently, Decarbonization solutions. Our investments in geothermal, concentrated solar power (CSP), energy storage, monitoring, and advanced materials position us to support the energy transition while enhancing the value of our core business.

We are dedicated to reducing our exposure to climate change-related risks through a dual approach. Firstly, we strive to mitigate downside risks by reducing the carbon intensity of our drilling operations. Secondly, we strive to support society's increasing demand for energy from alternative sources. Leveraging our extensive experience in drilling and engineering across global geographies, these investments position us to become a leader in the clean energy sector.

**Nabors Energy Transition is at the forefront of the global energy sector's shift towards low carbon and renewable sources to maximize our impact on energy transition for the benefit of customers, shareholders, and the future of our planet.**

## Nabors Energy Transition Solutions

Nabors aims to help innovate the future of energy and accelerate the transition to a lower carbon world. By combining our technology portfolio with heightened employee awareness and understanding of our environmental stewardship initiatives, Nabors is enabling responsible hydrocarbon production. Our solutions focus on decarbonizing the oilfield in three key areas:

### 1. Advisory and Management Systems

Engine advisory and management solutions allow rigs to run engines at their most efficient levels and reduce the overall amount of emissions generated.

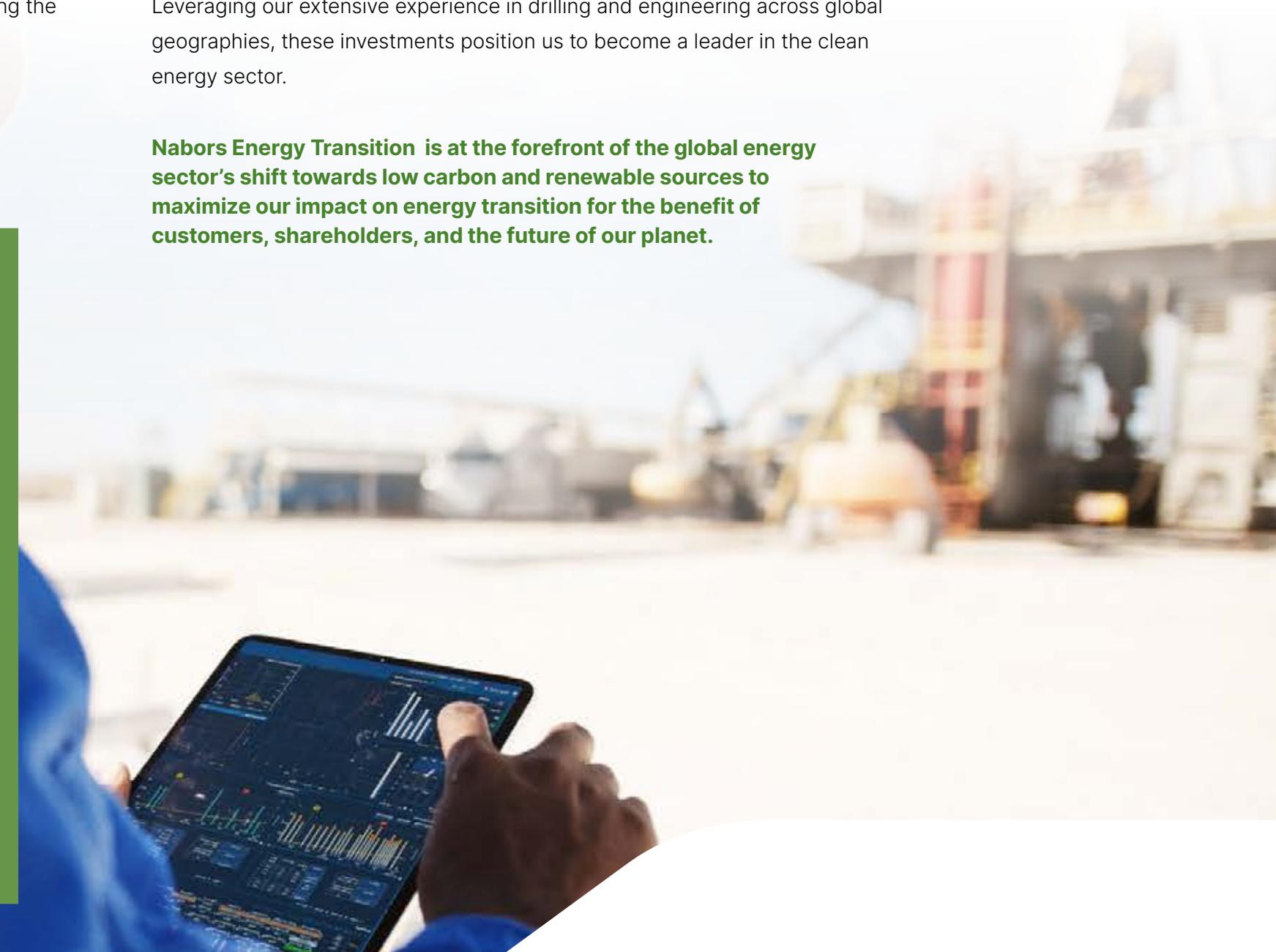
### 2. Technology

Technology solutions that reduce fuel consumption and emissions through energy storage and green fuels in an effort to diversify from pure diesel into cleaner fuels.

### 3. Automation and Centralization

Utilization and further development of smart drilling automation tools and centralization enables the remote execution of operations, fewer days on well, reduced on-site personnel and increased safety.

SmartPower™  
PowerTAP™



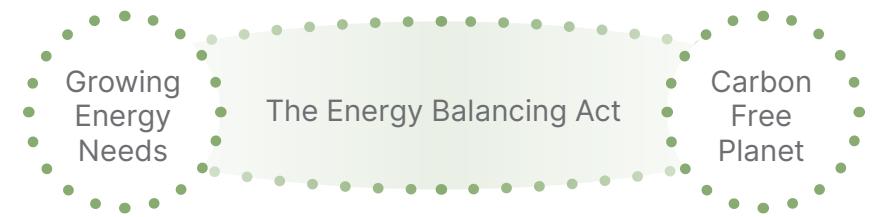
**2023 ENERGY TRANSITION TECHNOLOGICAL ADVANCES**

# Our Strategy

At Nabors, we are pursuing energy without compromise. We believe renewable energy and socially responsible hydrocarbons are required to realize a sustainable energy mix that is affordable, reliable, and clean.

**Nabors is following three guiding principles:**

- 1.** • Be inclusive and embrace innovation to solve energy problems.
- 2.** • Accelerate and scale new ideas and technologies globally.
- 3.** • Collaboration is the key to success.



During 2023, we continued to enhance existing investments, partnerships, and pursue new technologies to enable the transition to a lower-carbon world.

Considering these factors, our efforts are centered around achieving an energy transition marked by uncompromised energy. This means fostering an energy mix that is affordable, reliable, and responsible, incorporating both new and traditional energy sources. However, to realize this vision, we must address the shortcomings, tradeoffs, and compromises inherent in both hydrocarbons and renewables while leveraging their respective strengths. This requires delivering hydrocarbons responsibly and enhancing the affordability, reliability, and responsibility of clean energy solutions.

## Energy Without Compromise

A sustainable economy requires a broad mix of affordable, reliable and responsible energy.



Invest in technologies that enhance the affordability and reliability of clean energy



Deploy Solutions that deliver responsible hydrocarbon production

## Initiatives to Lower Emissions

Delivering Responsible Hydrocarbon Production



Energy Optimization



Energy Storage



Real-time Emissions Monitoring



Cleaner Fuels

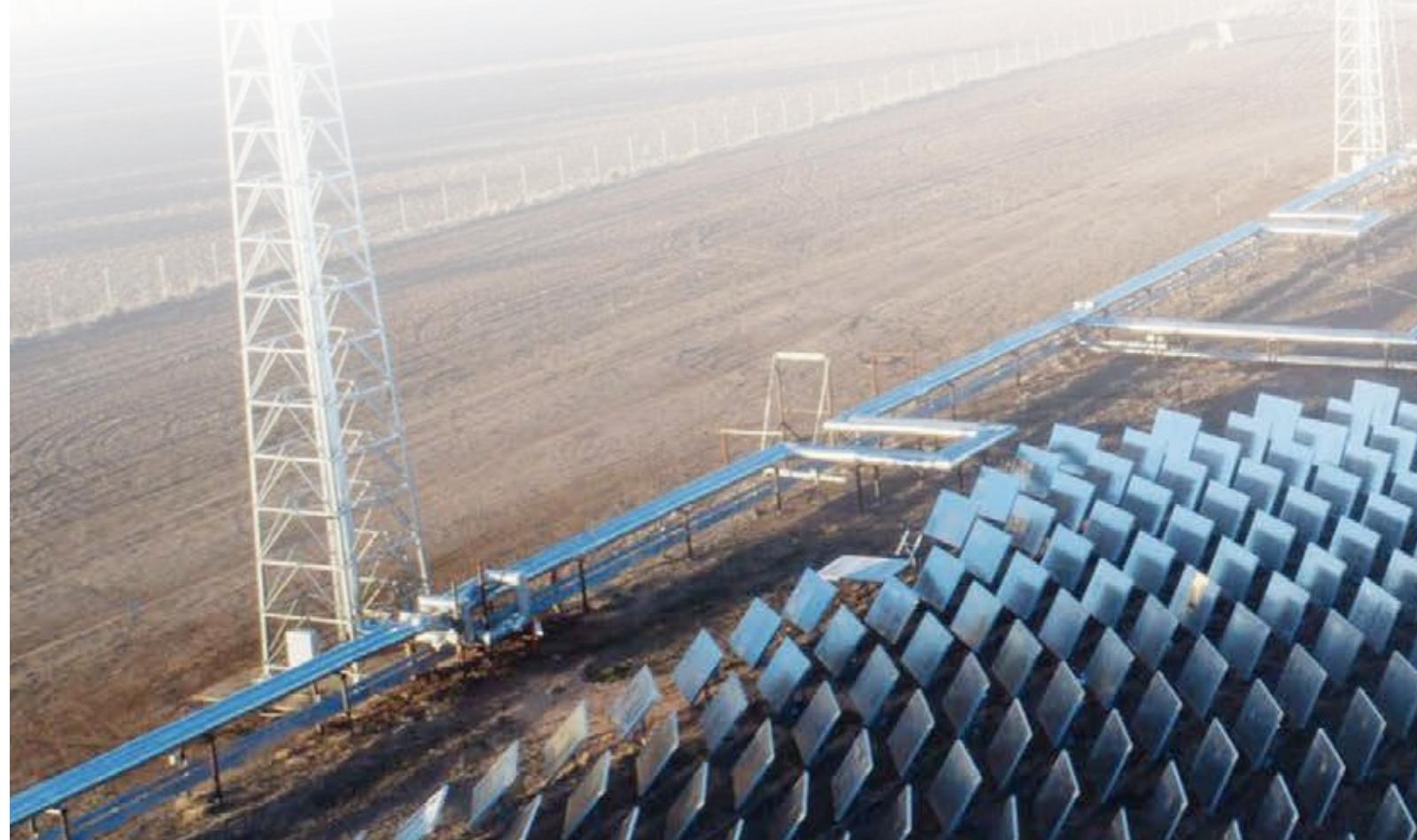


Alternate Energy

## Our Strategy continued

### Investing in Solar Energy with Vast Renewables

In 2023, Vast Renewables Limited, a renewable energy company specializing in concentrated solar thermal power (CSP) energy systems for generating zero-carbon electricity and industrial process heat, completed a business combination with Nabors Energy Transition Corp. (NETC), an affiliate of Nabors Industries Ltd. Vast's CSP v3.0 technology has the potential to decarbonize challenging industries, and global opportunities. Vast's CSP v3.0 technology, employing modular tower design and sodium loop heat transfer, addresses traditional solar power challenges of intermittency and storage limitations. It captures and stores solar heat efficiently, using it to produce clean electricity and heat or for green fuel production, offering greater efficiency and reliability compared to conventional CSP plants.



### Investments in Geothermal and Energy Storage

We believe that collaboration is the key to decarbonizing faster. That's why NETV invests in disruptive startups striving to make renewables clean, affordable, scalable, and dispatchable — the kind of energy the world needs. The technologies we invest in have the potential to decarbonize power generation, heavy industry, and other hard-to-abate sectors.

#### **QUAISE**

##### **Quaise Energy** Ⓜ

Commercializing novel millimeter wave drilling systems to harness geothermal energy around the globe. In 2023, Quaise Energy secured a substantial funding to advance its geothermal drilling technology.



##### **Sage Geosystems** Ⓜ

Advancing the deployment of geothermal technologies, including energy storage and baseload power generation. Case Study details on [p.18](#).

#### **HEPHAE** ENERGY TECHNOLOGY

##### **HEPHAE** Ⓜ

The company aims to allow the drilling of directional wells in increasingly deeper and hotter rock, focusing on unconventional geothermal energy. In 2023, Hephae Energy Technology progressed on the Pandora210 high-temperature directional drilling tool that enables unconventional geothermal wells to be drilled at higher temperatures, making geothermal energy production more economically viable.

#### **GA Drilling**

##### **GA Drilling** Ⓜ

The first public demonstration of ANCHORBIT® was conducted on April 25, 2023, in partnership with Nabors at their technology center in Houston. GA Drilling's advancements in 2023 represents a crucial step toward a geothermal revolution, potentially transforming the global energy landscape with sustainable and cost-efficient geothermal energy.

#### **Natron Energy**

##### **Natron Energy** Ⓜ

World's leading developer and supplier of sodium-ion battery solutions. Natron Energy's progress in 2023 indicates a strong move towards diversifying the battery market and enhancing energy storage solutions with sodium-ion technology.

#### **UCAP** POWER™

##### **UCAP Power** Ⓜ

Global provider of ultracapacitor solutions offering reliable high-power energy storage. UCAP Power's progress in 2023 reflects its commitment to leading a power revolution with its ultracapacitor-based power solutions, contributing to the shift towards clean energy and electrified transportation.

## Our Strategy — Investments in Geothermal and Energy Storage continued

### Sage Geosystems Inc. (Sage)

Sage Geosystems™ is a game-changing company that makes geothermal energy available and affordable everywhere by not only harvesting heat but also pressure in a well. Sage uses proven oilfield technology, which helps us cut costs and provides geothermal power or energy storage that is reliable, flexible, and sustainable.

#### CASE STUDY:

##### ***Sage Confirms Performance of Energy Storage System***



In 2023, Sage Geosystems announced groundbreaking results and data from their full-scale commercial pilot confirming the performance of its energy storage system that can provide short- or long-duration storage through EarthStore™, Sage's mechanical energy storage technology. Data analysis confirmed that Sage can provide 18 hours or more of storage capacity to effectively generate baseload energy 24/7 when paired with solar or wind generation. This technology was shown to be cost-competitive with lithium-ion batteries, pumped storage hydropower, and natural gas peaker plants.

The field results also demonstrated that Sage can provide high-powered, short-duration power during peak demand. Both storage intervals, long and short-duration, enhance grid reliability with stable power output. In addition, the heat from the formation expands the fluid downhole and improves round trip efficiency (RTE).



## Innovations and Patents

Our commitment to innovation is at the core of our mission and holds more significance than ever in today's constantly evolving market. Thanks to our dedicated engineers, scientists, digital specialists, and inventors, we are proudly innovating the future of energy.

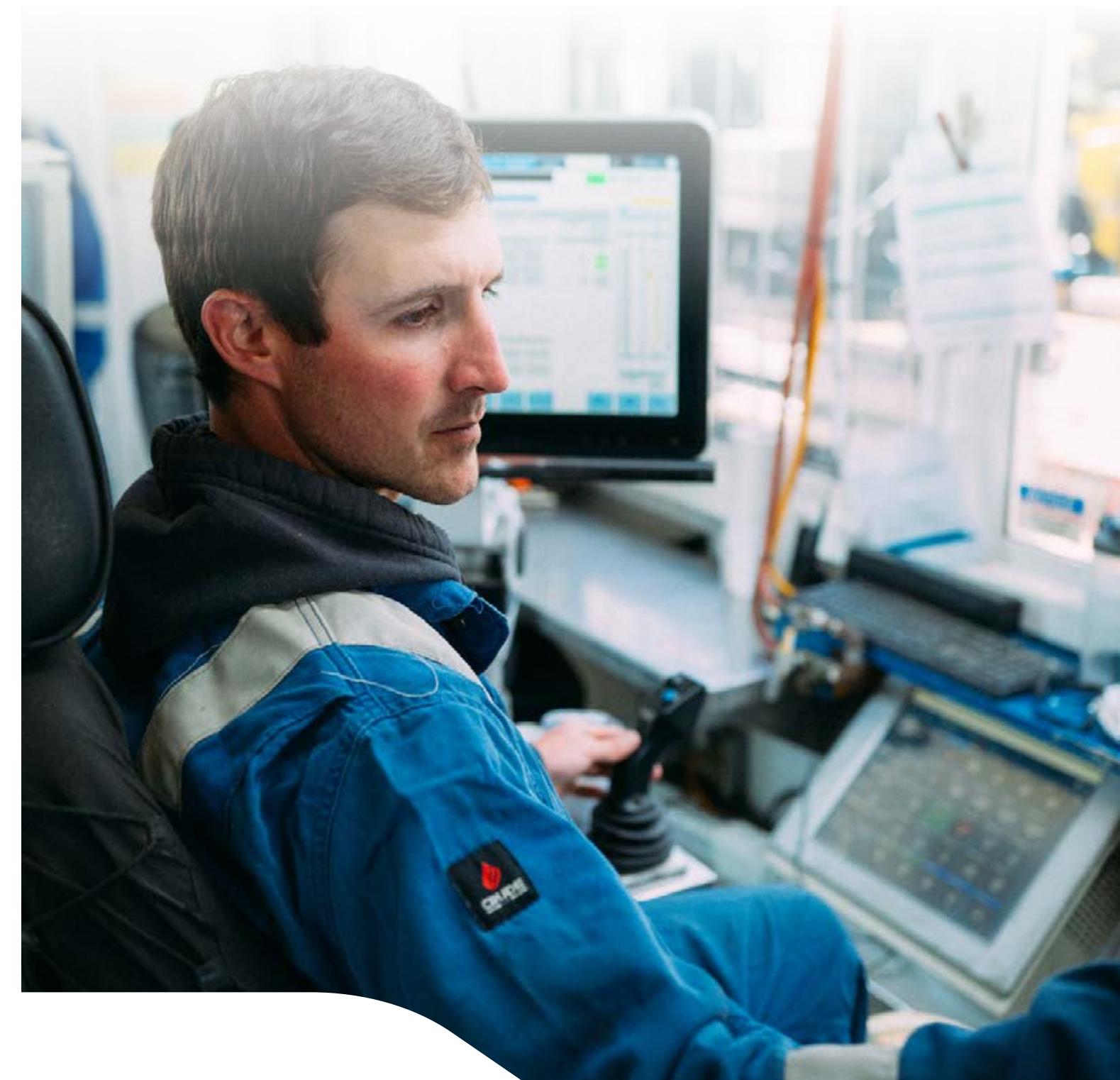
In 2023, Nabors was granted

**25 United States Patents**  
and, **36 International Patents.**

To expedite our advancements, we engage in innovation through internal research and development, alongside external investments, and collaborative partnerships. Our strategic investments target transformative solutions, fostering growth for both Nabors and our valued customers.

Our research and development initiatives are primarily geared towards creating new products, services, technology, and solutions. We also dedicate efforts to enhance existing products and services, along with design specialized products to cater to specific customer needs. In 2023, we have filed a total of 33 patents related to energy transition products. Continuing our investment strategy across all business segments, we prioritize products that enhance safety, develop capabilities, improve performance, and align with our operational strategy to reduce costs.

In the Oilfield Services and Equipment (OFSE) sector, we continued to invest in formation evaluation capabilities, drilling, completions, and production hardware. We also continued to develop technologies that enable a transition to a low-emission global economy. Our products and innovations are recognized around the globe for their efficiency, reliability, and environmental benefits.



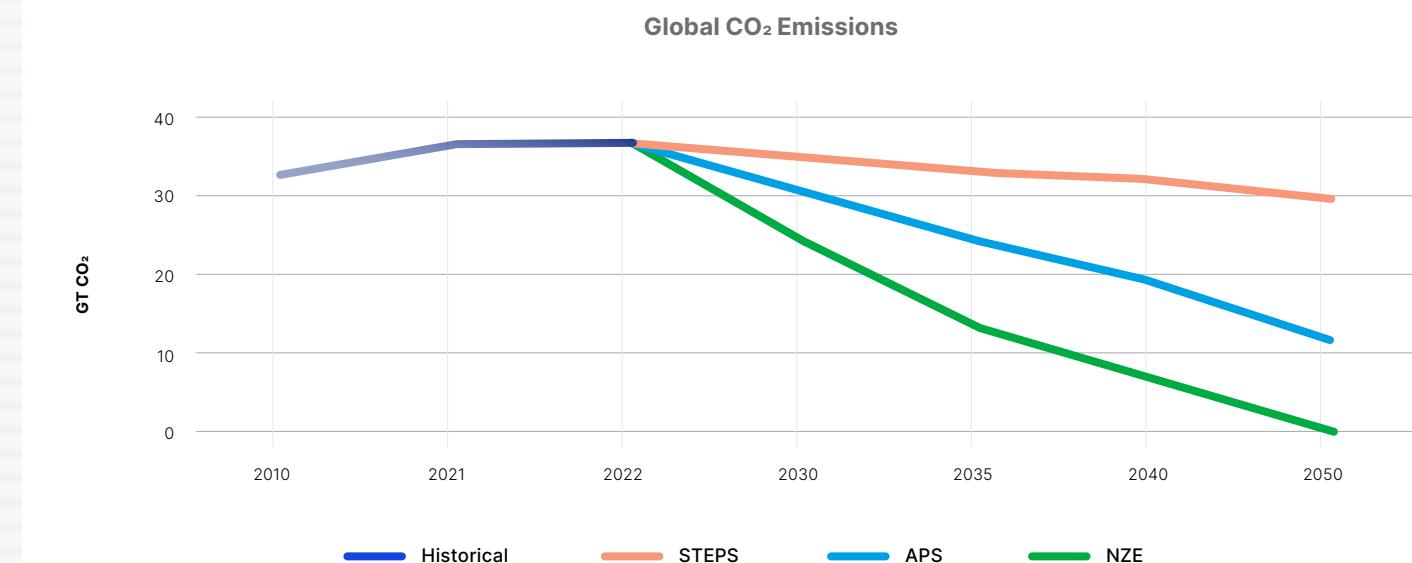
## Scenario Analysis

**Nabors is committed to conducting a comprehensive assessment of the potential technological, reputational, and physical risks and opportunities associated with climate change, as well as initiatives aimed at reducing GHG emissions. This evaluation is conducted through scenario analysis aimed at assessing the Company's strategic and operational resilience to plausible climate-related risks and opportunities. Based on the findings, adjustments are made to strategic and plans as deemed necessary.**

As our primary focus revolves around owning and operating both land-based and offshore drilling rigs catering to the oil and gas sector, we recognize the critical importance of comprehending the potential impact of climate change scenarios on our operations. In 2023, we anticipate that approximately 64% of our drilling rigs will be situated in the United States. The associated risks and opportunities for this segment of our business are intricately linked to the demand for oil and gas, as well as policy interventions aimed at promoting efficiency enhancements within the industry. Concurrently, risks and opportunities for other facets of operations are closely aligned with the pace of the energy transition and the extent of investment in transformative technologies.

For this analysis, Nabors employed publicly available scenarios sourced from the 2023 World Energy Outlook (WEO) issued by the International Energy Agency (IEA). Renowned for its comprehensive examination of potential transition risks linked to climate change, the WEO report is widely acknowledged within the oil and gas industry. Each scenario outlined in the report depicts a feasible future global state, probing key uncertainties across various policy and economic trajectories. The selected scenarios are not intended to provide exact predictions but rather to assess the Company's exposure to risks and opportunities across a diverse spectrum of potential GHG mitigation pathways within the global energy sector.

Figure 1



### Overview of 2023 WEO Climate Scenarios

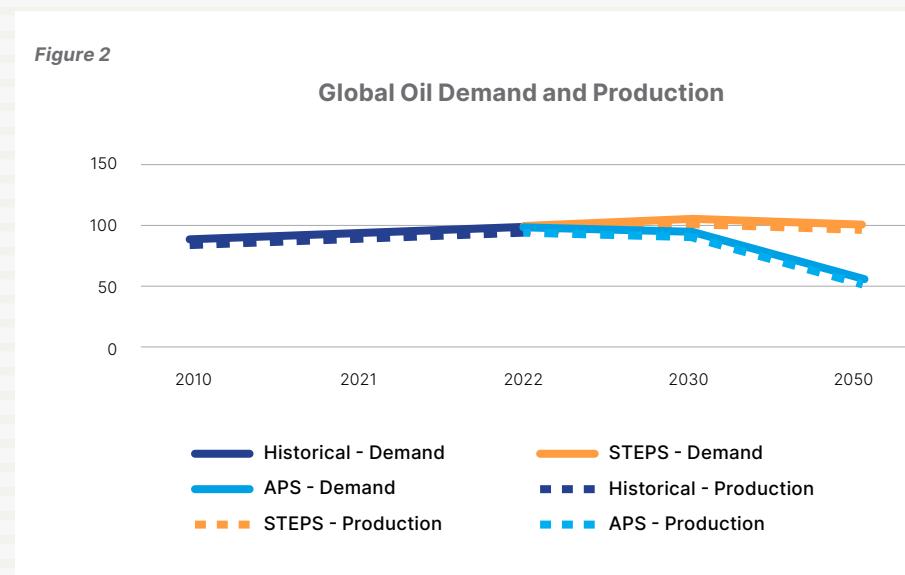
IEA studies three scenarios in the 2023 WEO report:

1. Stated Policies Scenarios (STEPS) presents a meticulous sector-by-sector evaluation of the existing and forthcoming policies enacted by governments worldwide. This scenario serves as a valuable reference point for assessing potential outcomes in situations where efforts to combat climate change are constrained, leading to stable emissions from the global energy sector and sustained growth in demand for fossil fuels up to 2030.
2. Announced Pledges Scenario (APS) involves more robust policy measures compared to STEPS. It operates under the assumption that the current climate pledges made by governments worldwide are fulfilled punctually and completely. Fulfilling these commitments triggers a transition away from fossil fuels toward alternative energy sources, commencing in the 2020s and leading to a reduction in global greenhouse gas emissions from the energy sector.
3. Net Zero Emissions by 2050 (NZE) outlines a narrow yet feasible route for the global energy sector to reach net-zero CO<sub>2</sub> emissions by 2050. This pathway examines a world that adopts even more ambitious emissions reduction tactics than those presently declared. In this scenario, there's a swift transition away from fossil fuels toward alternative energy sources, starting as early as the 2020s.

## Scenario Analysis continued

### Oil Demand and Production

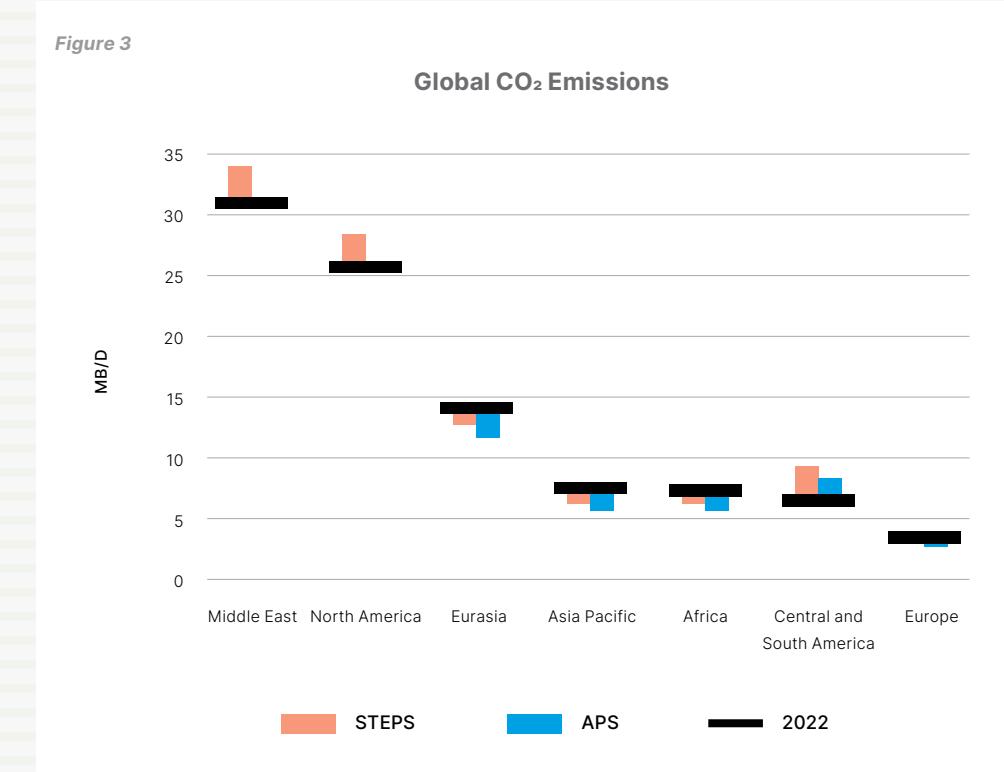
Due to the significant impact of fossil fuel combustion on global GHG emissions, the varying levels of governmental actions taken to mitigate emissions, as modeled under the three WEO scenarios mentioned earlier, lead to a wide range of forecasts for future oil demand, as illustrated in Figure 2.



The IEA predicts that global oil demand will continue to rise from 2022 to 2030 in both the STEPS and APS scenarios. Across Central and South America, Africa, the Middle East, and Eurasia, approximately 25% of Nabors' operational footprint, oil demand is projected to increase or remain stable. In the United States, which constitutes 75% of our operational footprint, both the STEPS and APS scenarios anticipate a slight decline in oil demand through 2030.

### Oil Demand and Production

The IEA forecasts oil production for the two scenarios, as depicted in Figure 3, illustrating the change between 2022 and 2030 in million barrels per day (mb/d) of oil produced across different regions globally. North America, our primary market, demonstrates a rise in oil production in both the STEPS and APS scenarios during this timeframe. The bulk of the increase in U.S. production through 2030 is attributed to tight oil and natural gas liquids (NGLs) extracted from shale formations.



## Scenario Analysis continued

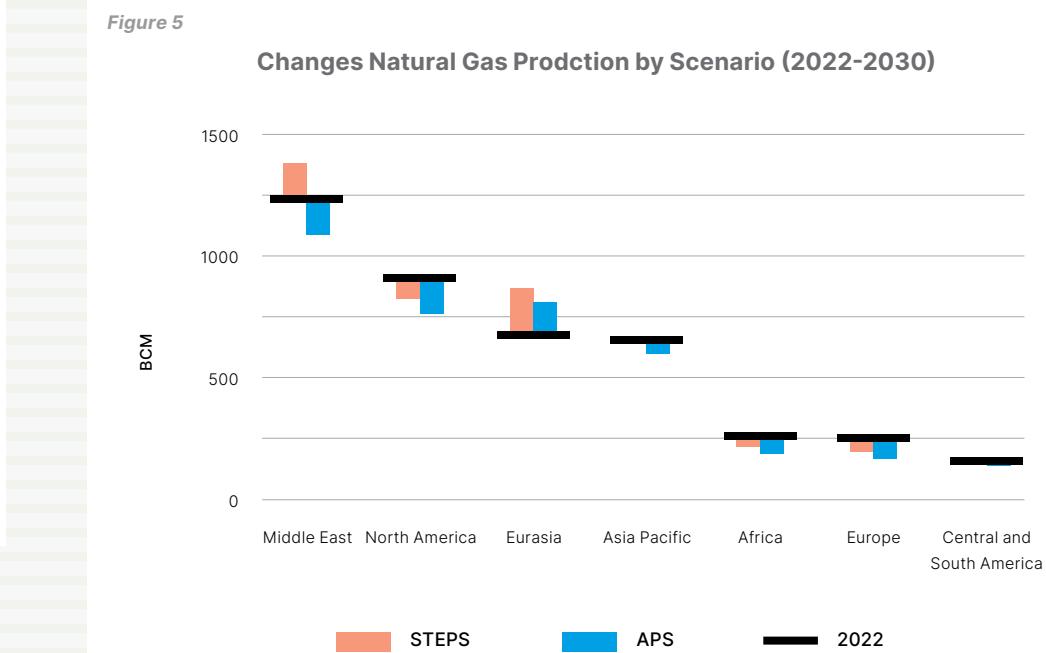
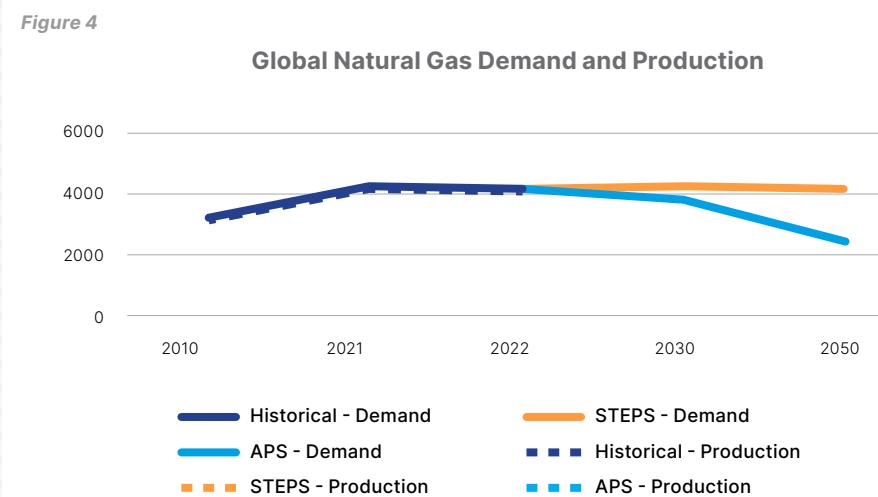
### Natural Gas Demand and Production

The IEA's projections for natural gas demand under two WEO scenarios are depicted in Figure 4. Like oil demand, the range of demand in billion cubic meter equivalents (bcm) between 2021 and 2050 varies due to differing levels of policy influence. In the STEPS scenario, natural gas demand increases until 2030, while in the APS scenario, it gradually decreases through the same period.

The IEA forecasts natural gas production across three scenarios, illustrated in Figure 5, depicting the change between 2022 and 2030 in billion cubic meters (bcm) of natural gas produced by region.

### RISK ANALYSIS

The 2023 World Energy Outlook (WEO) analysis by the IEA implies that geopolitical tensions, shifts in energy demand, and the transition towards cleaner energy sources could lead to significant impacts on drilling operations in regions like the Permian Basin through 2030. These factors may influence global energy markets, affecting oil prices, investment strategies, and regulatory environments. A shift towards cleaner energy could also drive technological innovation and alter the demand for fossil fuels, potentially affecting the profitability and operational focus of drilling activities. Currently, the Permian Basin accounts for 22.5% of Nabors global operations which potentially presents both an immediate and long term risk to the business.



## Scenario Analysis continued

### Investments in Clean Energy Technologies

VAST innovative and proven concentrated solar power energy systems deliver clean, dispatchable power and heat for utility-scale power generation, green fuels production and industrial process heat applications.

Figure 6 depicts the historical trend of the Global Solar PV Generation and Figure 7 depicts IEA projections of Global Electric Sector installations for specific technologies in terawatt-hours (TWh) from 2022 to 2030 and 2050. It highlights the growth trajectory of these technologies worldwide, notably solar photovoltaic technology and battery storage, within the APS and NZE scenarios. These scenarios reflect government efforts to implement increasingly ambitious measures to reduce greenhouse gas emissions over time.

Together, these statistics illustrate how government actions are geared towards transitioning away from fossil fuels in the APS and NZE scenarios could enhance opportunities for Nabors, thereby supporting customers in their move towards clean energy sources. Conversely, in the STEPS scenario, which favors rig and drilling services businesses, the potential for growth in our clean energy ventures is more limited.

#### KEY TAKEAWAYS:

1. We are mitigating our exposure with oil and natural gas production, especially in the most aggressive emissions reductions scenario (NZE).
2. In particular, we believe our investments are well placed, given the likelihood of expansion of hydrogen-related infrastructure in the moderate (APS) and aggressive (NZE) emissions reductions scenarios.

Figure 6

#### Global Solar PV Generation

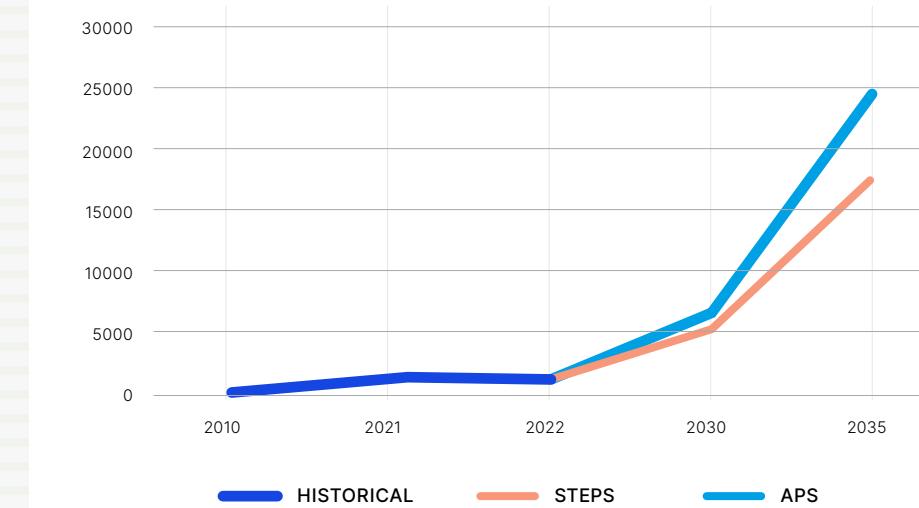
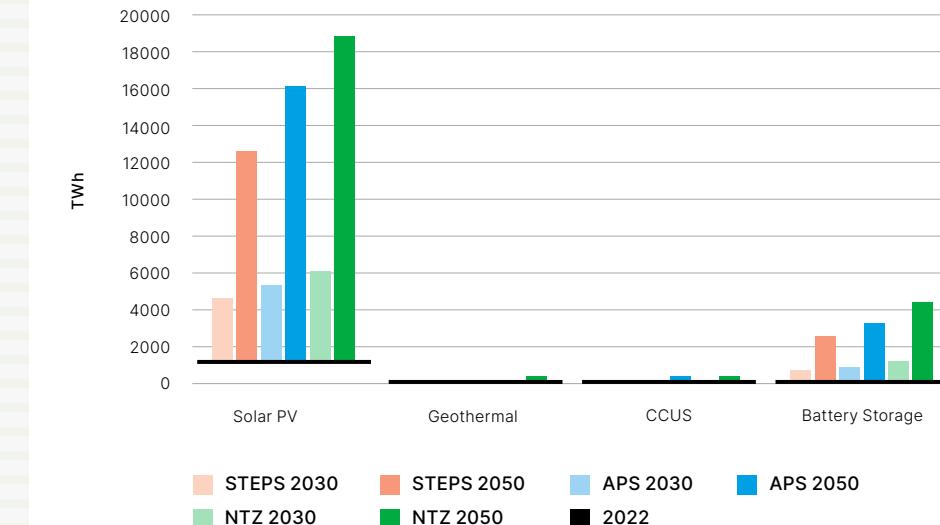


Figure 7

#### Global Installed Capacity of Selected Electric Sector Technologies (2000 - 2050)



# Scenario Analysis — Case Study

## SCENARIO ANALYSIS 1:

### ***Spills — Tank Refueling process leading to spills***

The crisis management teams in Prudhoe Bay, Crosby, and Breen Rd, were given a tabletop exercise where a tank refueling is occurring. During the refueling process, a fitting broke and diesel began to spill on the ground. The driver was distracted during the refueling and did not observe the spill. Nabors employees briefed before the refueling started, but did not stay with the driver during the diesel transfer. As part of the scenario, the diesel began to spill and leave the location. The team was tasked with responding to the spill by stopping it and preventing further spread, contacting vendors for spill cleanup, and prepare for governmental agency reporting, such as EPA, TCEQ and applicable agency.

## SCENARIO ANALYSIS 2:

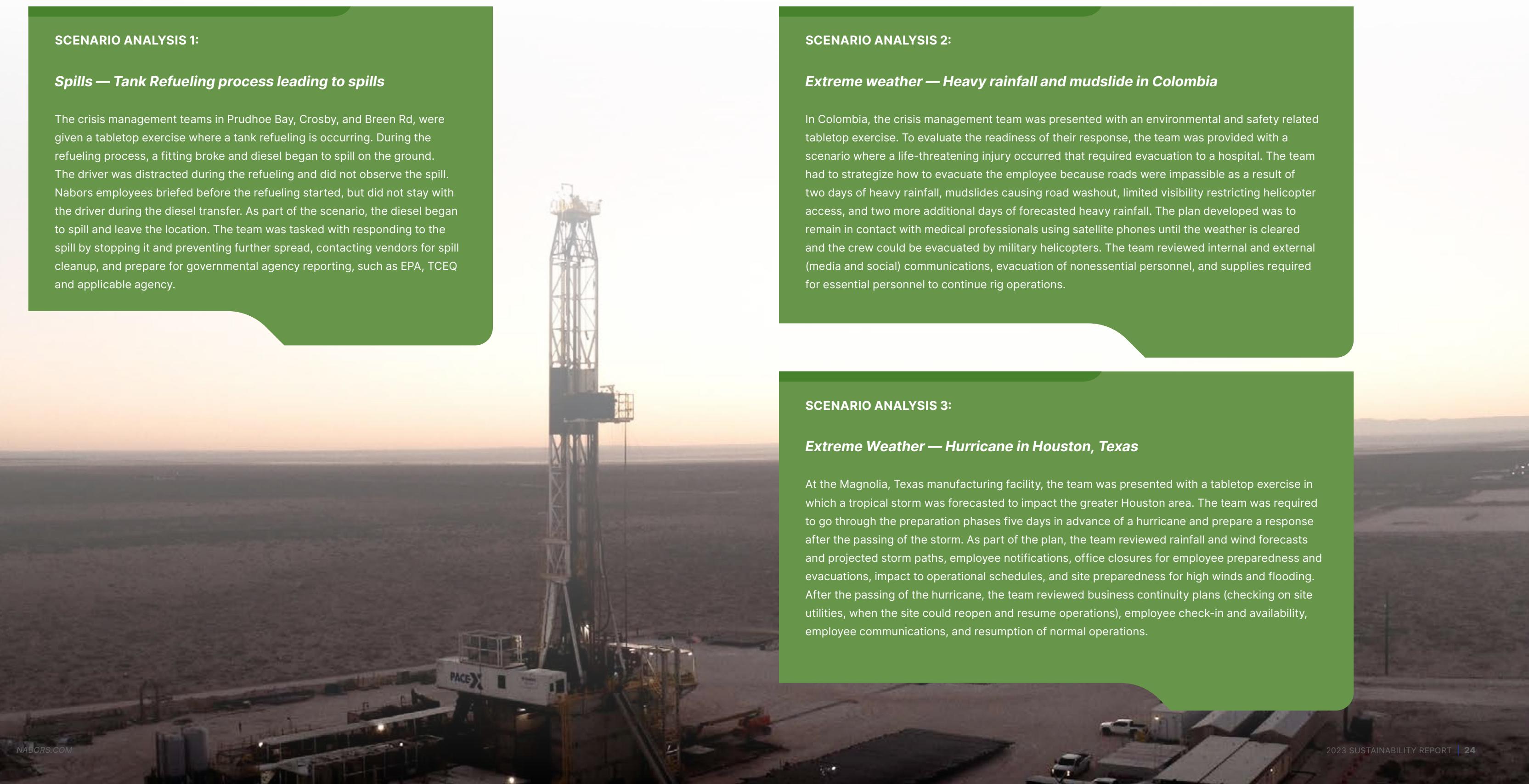
### ***Extreme weather — Heavy rainfall and mudslide in Colombia***

In Colombia, the crisis management team was presented with an environmental and safety related tabletop exercise. To evaluate the readiness of their response, the team was provided with a scenario where a life-threatening injury occurred that required evacuation to a hospital. The team had to strategize how to evacuate the employee because roads were impassible as a result of two days of heavy rainfall, mudslides causing road washout, limited visibility restricting helicopter access, and two more additional days of forecasted heavy rainfall. The plan developed was to remain in contact with medical professionals using satellite phones until the weather is cleared and the crew could be evacuated by military helicopters. The team reviewed internal and external (media and social) communications, evacuation of nonessential personnel, and supplies required for essential personnel to continue rig operations.

## SCENARIO ANALYSIS 3:

### ***Extreme Weather — Hurricane in Houston, Texas***

At the Magnolia, Texas manufacturing facility, the team was presented with a tabletop exercise in which a tropical storm was forecasted to impact the greater Houston area. The team was required to go through the preparation phases five days in advance of a hurricane and prepare a response after the passing of the storm. As part of the plan, the team reviewed rainfall and wind forecasts and projected storm paths, employee notifications, office closures for employee preparedness and evacuations, impact to operational schedules, and site preparedness for high winds and flooding. After the passing of the hurricane, the team reviewed business continuity plans (checking on site utilities, when the site could reopen and resume operations), employee check-in and availability, employee communications, and resumption of normal operations.

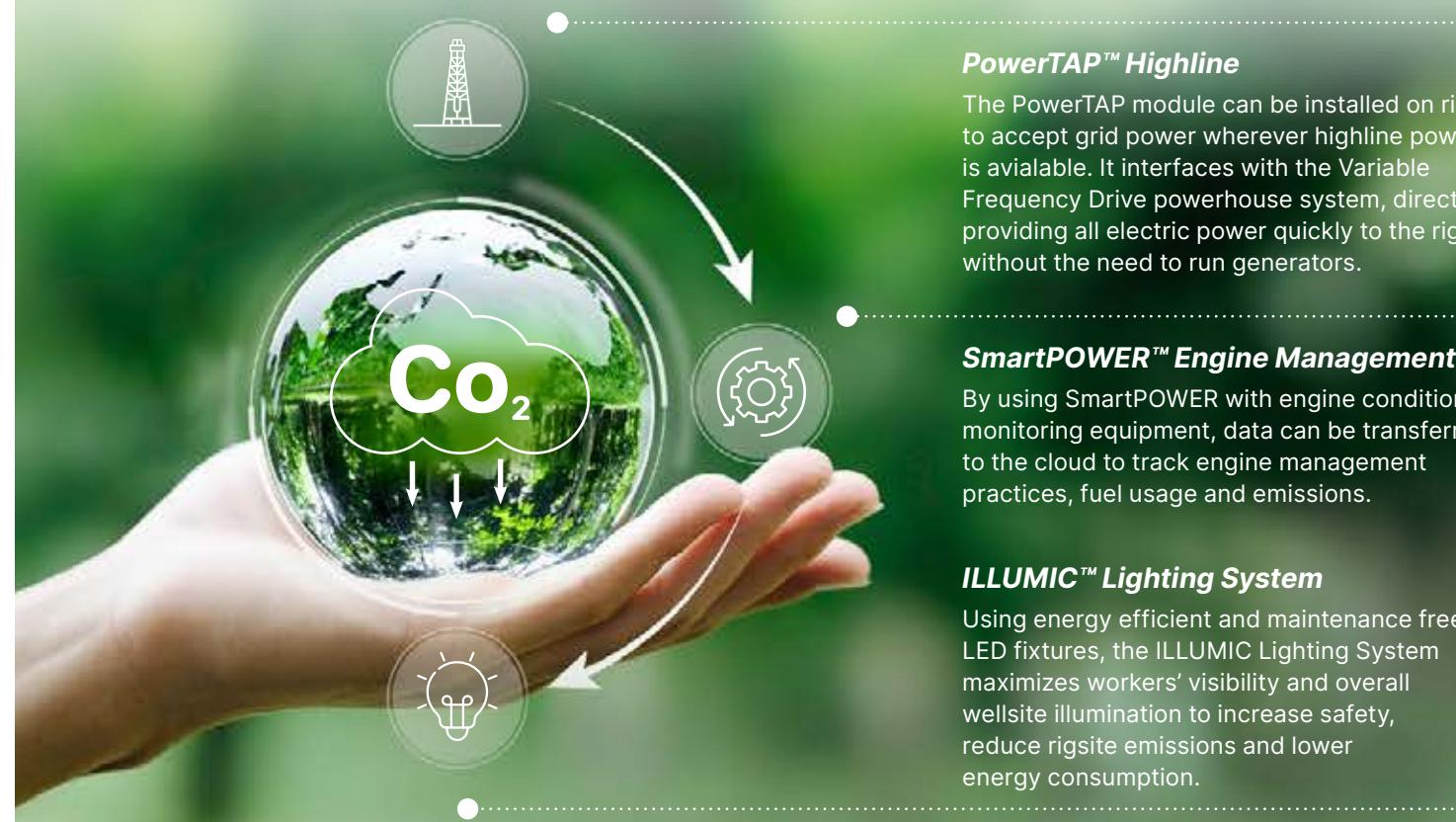


# Environmental Stewardship

**At Nabors, we are committed to pioneering technologies designed to address and diminish the environmental impact associated with our operations and those of our valued customers. We are committed to collaborate closely with our customers while on operational sites in order to optimize water utilization.**

## Our De-carbonization Portfolio

The decarbonization portfolio includes a comprehensive array of products and investments aimed at reducing carbon emissions and transitioning towards a more sustainable and low-carbon economy.



## MEETING GOALS

### 2023 Goals

Reduce Scope 1 GHG emissions per foot drilled by 3% for Nabors Drilling USA from 2022.

### 2023 Achievements

✓ Achieved Goal

### 2024 Goals

Strive to achieve a 3% reduction in Scope 1 GHG emissions intensity for Nabors Drilling USA in 2024, using 2023 baseline.

Reduce Scope 1 GHG emissions per foot drilled for Nabors international rigs by 3% from 2022.

✓ Achieved Goal

Strive to achieve a 3% reduction in Scope 1 GHG emissions intensity for Nabors international rigs in 2024, using 2023 baseline.

## Environmental Stewardship continued

Focusing on efficient fuel use and engine power to reduce emissions globally, has proven successful across our operations. In 2023, we implemented various strategies to reduce emissions from our global vehicle fleet.

Among these initiatives, we:

- Continued monitoring and tracking of our vehicle fleet fuel consumption and mileage
- Upgraded our fleet with our new, more efficient vehicles
- Minimized vehicle idle time for employees driving Company vehicles

In 2023, we also implemented use of PowerTAP™, which enables highline power use on any AC drilling rig where grid power is accessible, regardless of the rig manufacturer. This has led to a notable reduction in CO<sub>2</sub> emissions.

### **Increased Drilling Footage, Reduced Emissions Per Foot**

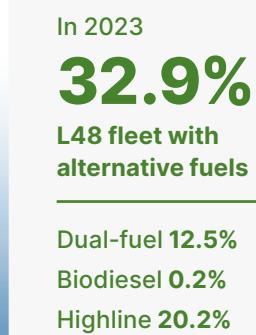
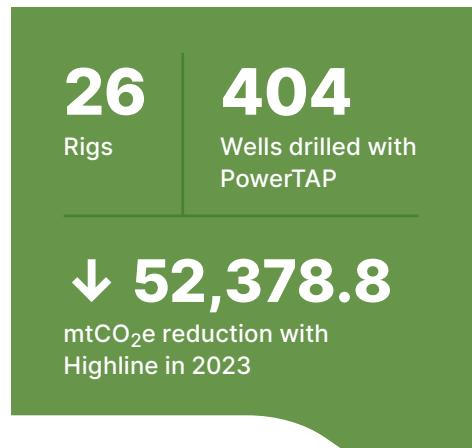
Despite the increase in drilling footage, Nabors International has achieved a decline in Scope 1 GHG emissions per foot drilled compared to our 2020 baseline, surpassing our target of 5% established last year. Similarly, Nabors Drilling USA has seen a reduction in Scope 1 GHG emissions per foot drilled, exceeding our target of 3% from 2020. Concurrently, we are actively aiding

our customers in lowering their emissions, giving them a competitive edge within the industry. Moreover, through offerings like our RigCLOUD® platform, we furnish equipment and analytical services to assist customers in managing and mitigating their emissions, thereby fostering sustainability throughout our sector.

### **Measuring and Monitoring**

Nabors acknowledges the critical importance of precise GHG emissions measurement and transparent data reporting in our efforts to effectively reduce our environmental footprint. Consequently, we are consistently refining our emissions accounting methodologies in alignment with scientific standards and pursuing additional initiatives to enhance our environmental performance. Nabors conducts regular audits across our operations to verify the accuracy of GHG emissions measurement.

Furthermore, having achieved our GHG emissions targets for 2023, we are now extending our reduction objectives for 2024. These include aiming for a 3% decrease in Scope 1 GHG emissions intensity for Nabors Drilling USA, based on a 2023 baseline, and a 3.7% reduction in Scope 1 GHG emissions intensity for international rigs, also based on a 2023 baseline.



**In 2023, we installed**

**46**  
sets of crown lights  
globally with

**27**  
in the USA installed  
on third party rigs.



## Environmental Stewardship continued

In 2023, Nabors used approximately

**158**  
megaliters of water,  
representing  
a roughly

**23%**  
decrease  
compared to 2022.

### Water Management

#### **Management of Water Resources**

Nabors is steadfast in our dedication to environmental stewardship, as reflected in our strategic approach to water management. In line with this commitment, we have broadened our focus to include the adoption of water conservation best practices, with an emphasis on wastewater recycling and reuse whenever viable. The majority of this water was allocated for essential needs such as drinking, sanitation, and non-industrial hygiene purposes.

Efficient water management is a vital part of our environmental efforts, and we've made strides in regulating water usage worldwide. To accurately track water data, we've implemented monitoring systems covering Company-owned or leased locations across the globe. This monitoring includes tracking water usage for different purposes, like domestic needs and industrial activities such as manufacturing, research and development, and maintenance. While control over water usage for drilling mainly lies with our customers, we are committed to collaborating with them to help achieve their water use goals.

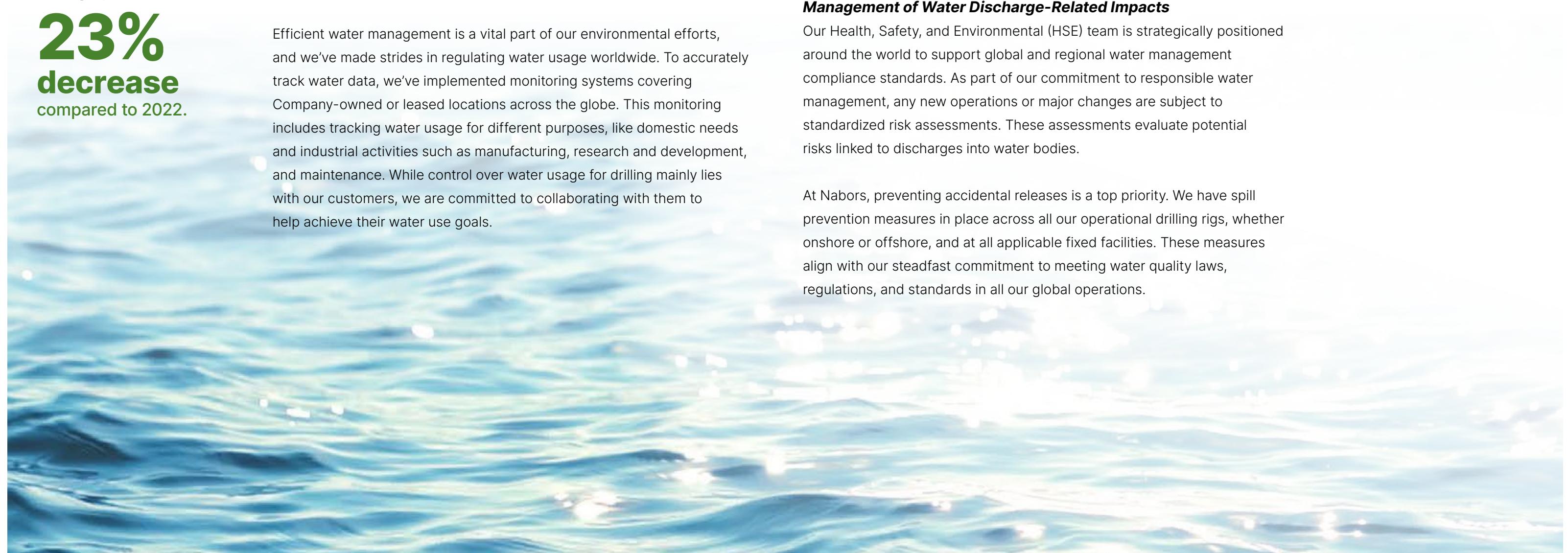
#### **Water as a Shared Resource**

Our dedication to responsible water management is evident in our proactive approach to addressing water-related challenges. At Nabors, we acknowledge that freshwater is a finite and essential resource, crucial for all living beings on our planet. As part of our dedication to environmental stewardship, we understand the vital importance of responsible water management and conservation.

#### **Management of Water Discharge-Related Impacts**

Our Health, Safety, and Environmental (HSE) team is strategically positioned around the world to support global and regional water management compliance standards. As part of our commitment to responsible water management, any new operations or major changes are subject to standardized risk assessments. These assessments evaluate potential risks linked to discharges into water bodies.

At Nabors, preventing accidental releases is a top priority. We have spill prevention measures in place across all our operational drilling rigs, whether onshore or offshore, and at all applicable fixed facilities. These measures align with our steadfast commitment to meeting water quality laws, regulations, and standards in all our global operations.



## Environmental Stewardship continued

### Biodiversity

#### **Management of Biological Resources**

Nabors is dedicated to minimizing the need for additional land disturbances by operating within established guidelines to the greatest extent possible. Biodiversity holds a central role in our environmental risk assessment criteria, and we assess it at each facility under our direct control. Proactively, we implement operational controls to mitigate significant impacts, ensuring that our business activities prioritize the utmost regard for biodiversity and ecosystems.



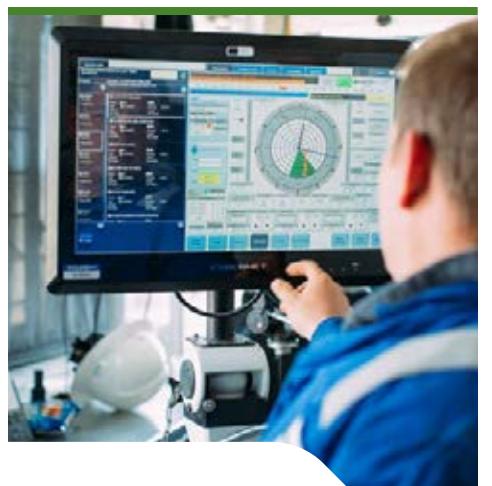
When applicable, these controls are intricately designed to safeguard sensitive wildlife areas, flora and fauna, air quality, soil health, water resources, ecosystems, conservation areas, and human factors. This approach considers a comprehensive life cycle perspective. The controls in place are developed taking into account pertinent national and regional regulations while adhering to external standards.

It's important to note that the selection and construction of wellsite locations are primarily determined by our customers. Therefore, we adhere to our customer's biodiversity controls where applicable.



**We consistently assess environmental risks that are applicable to our business while providing support to our customers**

## Environmental Stewardship continued



### Management of Waste

Nabors is dedicated to a comprehensive waste management system that not only enhances operational efficiencies but also aligns with our sustainability goals to reduce our environmental impact. Our waste management approach follows a hierarchy, prioritizing source reduction, reuse, and recycling over disposal. This commitment emphasizes proactive waste prevention and responsible handling of both nonhazardous and hazardous waste.

Effectively managing waste is crucial for Nabors to reduce environmental impacts, enhance operational safety, and protect the well-being of our workforce and local communities. We prioritize initiatives to minimize waste, actively participate in recycling programs for recyclable materials, and implement strategies for handling residual waste.

Nabors is meticulous in selecting our waste vendors and recyclers, selecting only those who meet stringent criteria aligned with regulatory requirements. We actively collaborate with these partners to explore sustainable alternatives to landfill disposal, contributing to a circular economy and reducing our overall waste footprint.

**Spill Prevention, Controls, Countermeasures and Stormwater Pollution Prevention Program trainings**

**807 hours**  
✓ complete in 2023.

### Management of Significant Waste-Related Impacts

To manage waste across our global operations, we employ a systematic approach that prioritizes source reduction and life-cycle assessment. By adopting this strategy, our aim is to minimize wastewater production, waste generation, and emissions, thereby addressing critical environmental challenges such as climate change, pollution, and the scarcity of natural resources. Nabors has established formal procedures for waste management, mandating the identification, classification, and tracking of waste types in accordance with national and local regulatory requirements.

To further advance waste minimization efforts at each of our facilities, we provide guidance and support to our teams. While striving to reduce waste volumes, we acknowledge that certain materials may not find economic demand for recycling or reuse, leading to eventual disposal. Nevertheless, our commitment remains strong in managing waste in an environmentally sound manner.

### Waste Generation

Nabors remains committed to enhancing waste management strategies throughout our offices, manufacturing, research and development, and maintenance facilities. Our waste-generation data encompasses all manned, fixed facilities where Nabors exercises operational control and where there is potential for significant waste generation. This data includes both office and industrial waste, covering general office trash, industrial nonhazardous wastes like iron and steel, and hazardous wastes, including various chemicals. Our dedication to responsible waste management is integral to our sustainability vision, ensuring a cleaner, safer, and more sustainable future.



## Environmental Stewardship continued

**Nabors recognizes the significance of asset management and responsible asset decommissioning in our dedication to sustainability within the oil and gas industry. These pillars are essential to the efficiency, longevity, and environmental responsibility of our drilling operations.**

**1,050**

metric tons of metal recycled or reused in 2023.

### Asset Management

Nabors takes a forward-thinking approach to asset management, utilizing innovative technologies and data-driven methods for real-time monitoring of the condition and performance of our drilling rigs and equipment. This proactive strategy helps us identify potential issues early on, allowing for preventive maintenance and the extension of asset operational life. Investing in comprehensive asset management not only reduces operational downtime and risks but also aligns with our sustainability goals by promoting judicious resource use.

Furthermore, our ethical and environmentally responsible asset management practices extend to the procurement of materials and components for our drilling rigs. Nabors applies our [Code of Business Conduct](#) to our suppliers through Nabors' Vendor Guidelines, setting expectations for lawful and ethical conduct throughout the supply chain.

### Asset Decommissioning

Nabors is devoted to responsible asset decommissioning, focusing on reducing waste and protecting the environment. We prioritize reusing and recycling asset components whenever possible, conserving resources and minimizing waste to demonstrate our commitment to eco-friendly practices.

Our strong dedication to sustainable asset management and responsible decommissioning is based on our commitment to environmental stewardship, operational excellence, and engaging with stakeholders. These practices not only improve the efficiency and lifespan of our operations but also play a vital role in protecting the environment and the communities where we operate.



# 2

## Social

**We're dedicated to providing a workplace that is safe, inclusive, and fulfilling because our people are the cornerstone of all we do.**

- [\*\*32 Overall Approach to Managing Social Risks and Opportunities\*\*](#)
- [\*\*33 Health and Safety — Programs and Training\*\*](#)
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- [\*\*59 Stakeholder Engagement\*\*](#)
- [\*\*60 Community and Social Engagement\*\*](#)



## Overall Approach to Managing Social Risks and Opportunities

### Human Rights Training and Engagement

**98.62%**  
complete in 2023.

#### We commit to:



Diversity, Equity,  
and Inclusion



Workplace Security



Preventing Forced Labor  
and Human Trafficking



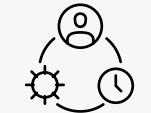
Community Engagement



Safe and Healthy  
Workplace



Prohibiting Human  
Trafficking, Child Labor  
and Modern Slavery



Appropriate Work Hours,  
Wages and Benefits

**With Board oversight and management guidance, our team of experts play a crucial role in improving processes, procedures, and standards for the well-being and support of our personnel, including both employees and suppliers, during the operation of our assets.**

In our efforts to continuously improve, we implemented a series of programs and trainings, with a specific emphasis on Diversity, Equity, and Inclusion throughout 2023. In addition, we foster employee engagement and talent management to lead our workforce toward success as well as community involvement and philanthropy.

### Human Rights

Nabors Corporate Guidelines on Human Rights reflect our commitment to upholding the basic rights of everyone we engage with, avoiding any involvement in activities that might encourage human rights abuse. Our internal guidelines align with the principles outlined in the United Nations Universal Declaration of Human Rights and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights to Work. With our global presence, we are dedicated to upholding and enforcing these guidelines throughout our international operations, shaping our relationships with vendors, suppliers, subsidiaries, and other stakeholders.

Every employee is required to complete an annual training session on our Code of Business Conduct, a set of guidelines and principles that outline expected behavior and ethical standards for employees within Nabors, highlighting our fundamental expectation that everyone should be treated with dignity and respect. Additionally, employees in roles connected to human rights in our operations and those with supervisory responsibilities take part in our Human Rights Training and Engagement. This specialized training focuses on increasing awareness and understanding of human rights principles.

#### HUMAN RIGHTS 2023 COMPLIANCE

	Sum of Certified	Sum of Not Certified	Sum of Total	Average of Compliance %
CANRIG	359	0	359	100.00%
Intl Drilling	1,382	21	1,403	98.50%
NCS	418	11	429	97.44%
NDS	308	2	310	99.35%
NETS	28	2	30	93.33%
SANAD	5	0	5	100.00%
US Drilling	581	7	588	98.81%
<b>Total</b>	<b>3,076</b>	<b>43</b>	<b>3,119</b>	<b>98.62%</b>

**Nabors has established a range of channels through which employees and external sources can anonymously report any violations of corporate policies or guidelines. A strong non-retaliation policy is in place to safeguard every employee who chooses to report an incident.**

## Health and Safety — Programs and Training



***Our core mission centers on attaining unmatched drilling proficiency, driven by our exceptional teamwork, flawless execution, outstanding personnel, and state-of-the-art technology. In line with our mission, we cultivate a safety-focused culture embodied by Mission Zero — our relentless pursuit of zero incidents. Our Journey to Excellence initiative is specifically designed to further this mission. It provides a holistic framework complete with step by step guidance and available resources, enabling our employees to come together and commit to achieving Mission Zero.***

**Local management teams conducted Adaptive Crisis Leadership Training and Rig Managers and Supervisors participated in our Journey to Excellence instructor led module.**



### Journey to Excellence

Over the course of nine months, we conducted a comprehensive assessment of our risk management practices across our operations in Latin America and the Eastern Hemisphere. The primary objective was to evaluate the understanding and application of our Journey to Excellence (J2E) program at both the individual and team levels.

The assessment focused on six key categories: Mission Zero & Purpose Mission Values and Vision (PMVV), Rules to Live By (RTLB), Hazard, Risk Assessment, Hierarchy of Controls, and the J2E roadmap. Assessment data was collected through on-site evaluations and compiled into a standardized scoring system.

The combined analysis of both regions not only revealed varied levels of understanding across different assessment categories but also underscored the assessment's effectiveness in pinpointing both strengths and areas for improvement. Categories that demonstrated the highest understanding highlight the success of current training strategies, positioning them at the forefront. Meanwhile, the moderate comprehension in certain areas suggests potential for targeted enhancements to further boost understanding. Those categories with lower levels of understanding, while initially indicating challenges, offer opportunities for ongoing improvement.

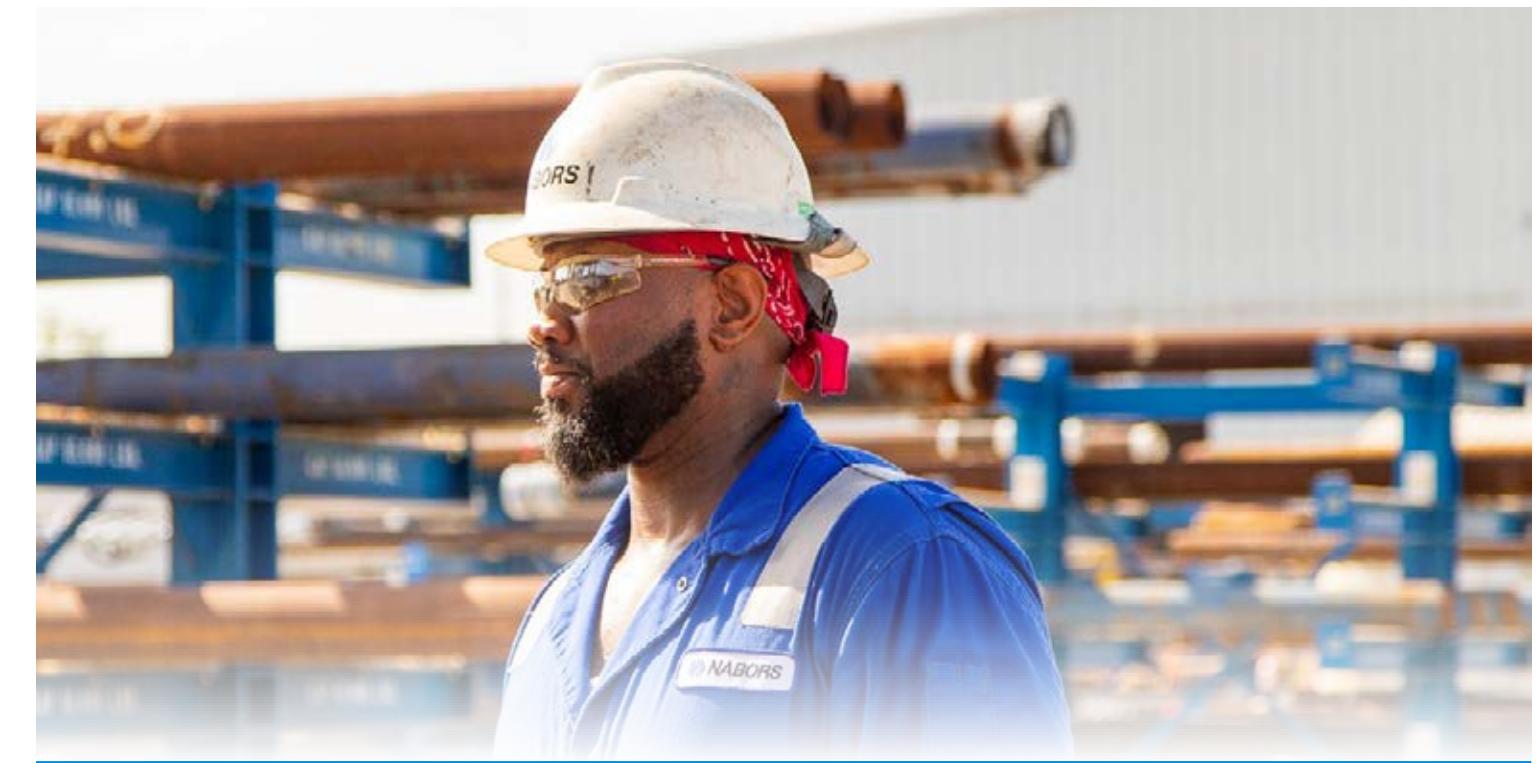
This process of identifying specific strengths and weaknesses enables the implementation of focused training and development efforts, aiming to elevate overall comprehension and effectiveness across all evaluated areas.

## Health and Safety — Programs and Training continued

### "We Always Check" (WAC) Highlights

In 2023, we launched the "We Always Check" Program, a forward-thinking strategy designed to augment the traditional Job Safety Analysis (JSA) program. Our goal is to offer an improved method for identifying hazards and mitigating risks, guaranteeing uniform safety analysis across different teams, locations, and rigs. This initiative seeks to improve clarity and understanding, fostering a safer and more efficient workflow.

Throughout 2023, the "We Always Check" initiative was digitally rolled out, accessible directly from the rig floor via Drill Cabin TV. An online training course became mandatory for all employees, complemented by a comprehensive Instructor-Led Course (ILC) specifically designed for rig leadership teams. Looking ahead to 2024, our objective is to expand the "We Always Check" program to focus on further critical operations. To support the continuous enhancement of this program, the digital platform includes integrated feedback mechanisms, allowing field employees to contribute suggestions for ongoing improvements.



### "We Always Check" (WAC) are designed to:



Align closely with crucial elements outlined in our Journey to Excellence Roadmap



Facilitate a thorough review of critical focus areas by employing stimulating open-ended questions and encouraging engagement



Offer reliable verification assurance by utilizing a checklist format

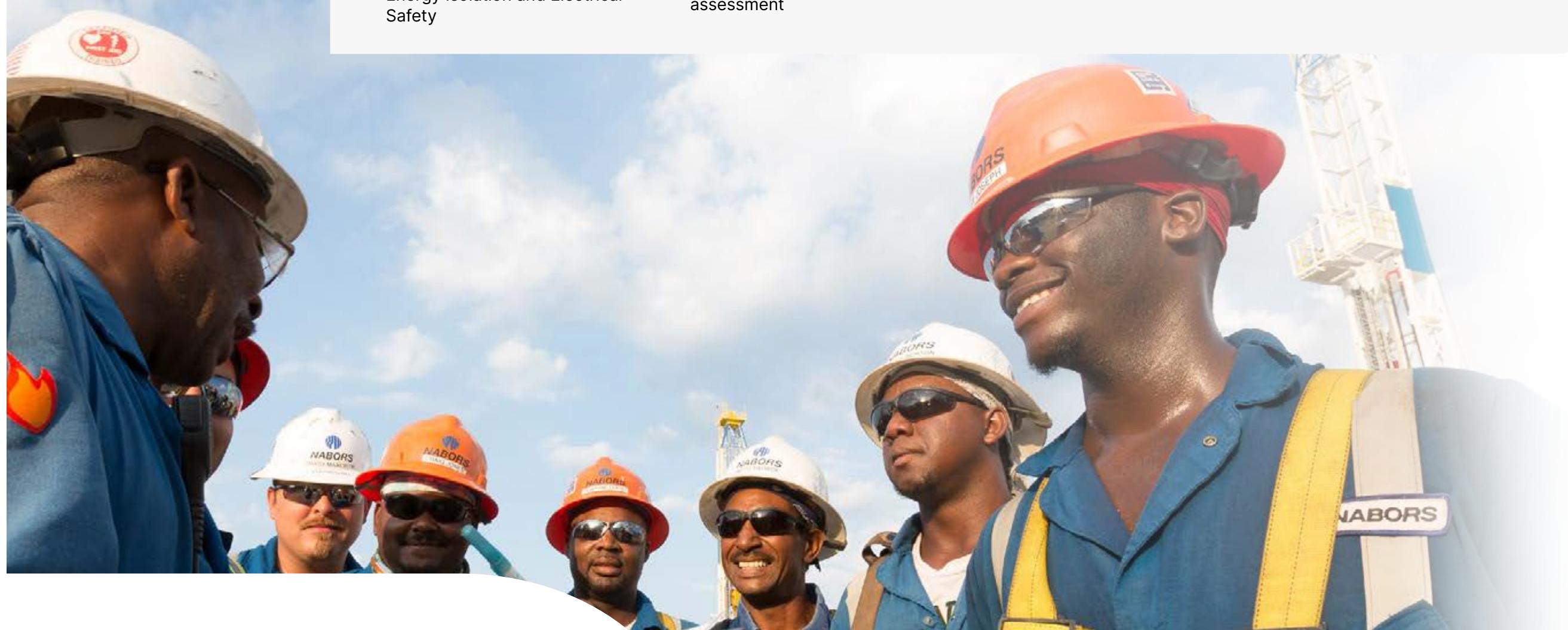


Improve our ability to maintain consistent performance through unified behavioral language and a standardized approach to task assessment



Enhance communication through visual aids, including pictures and brief videos illustrating major job steps, to mitigate hazards and foster dialogue before commencing the job

# Safety Training Program Management



## **Safety Awareness Trainings**

- Access to Medical and Exposure Records
- Bloodborne Pathogens
- Driver Safety
- Drug, Alcohol and Contraband
- Emergency Response
- Energy Isolation and Electrical Safety
- Fall Protection
- Fire Safety and Prevention
- Hand Safety
- Hazard Communication and Globally Harmonized System (GHS)
- Hazard identification and risk assessment
- Hearing Conservation Program
- Manual Handling
- Permit to Work
- Personal Protective Equipment
- Powered Industrial Vehicle
- Respiratory Protection
- Spill Prevention, Control and Countermeasures (SPCC)
- Walking, Working Surfaces
- Working in Extreme Temperatures
- Workplace Violence

Our training programs empower employees to carry out their responsibilities effectively and safely.

Average hours of Health Safety and Emergency Response Training in 2023

**19.25**  
full-time employees

**1.17**  
contract employees

**30.64**  
short-service employees

## Health and Safety — Highlights and Achievements



### Global Safety Day

In November, we commemorated Global Safety Day, a worldwide initiative aimed at educating and motivating our most precious resource — our employees. Featuring keynote presentations from our executive leaders and engaging workshops showcasing the latest advancements in safety technology and practices, the event was an overwhelming success. Held in 12 countries, from our headquarters in Houston to the furthest reaches of our remote drilling sites globally, Global Safety Day embodied our international commitment to safety.

This year's theme, "Always Aware," highlights our continuous journey towards a world where safety permeates not just our operations but every facet of our daily activities. "Always Aware" emphasizes the importance of situational awareness skills, including attention, comprehension, and anticipation.

Global Safety Day represents more than a mere annual observance; it is a rallying cry for our entire organization to actively engage in efforts aimed at minimizing hazards and safeguarding lives. Although the day was filled with entertaining and educational activities, its core objective was to enhance our team's understanding of safety. This, in turn, contributes to our overall safety culture, aligning with and energizing our Company's Purpose, Mission, Values, and Vision.

## Global Safety Day Highlights

### Received 62 submissions for the GSD video contest

- Voted for 5 winners
- 70 responses for People's Choice voting
- People's Choice Winner: Rig 707 and Yard 90901 in Kazakhstan

### 5,224 Employees

Members on Engage 'Safety Day' homepage

### Active participation at every office and facility across the globe

### Hosted 8 workshops and activities at Greens Road

## Health and Safety — Achievements

**Nabors is dedicated to meeting Occupational Health and Safety (OH&S) standards, and compliance with internal, contractual, and regulatory obligations.**

**163**  
Rigs LTI\* Free  
in 2023

Nabors is committed to preventing work-related injuries by fostering safe and healthy working conditions on a global scale. In pursuit of this commitment, we have obtained ISO 45001:2018 or OSHAS 18001:2007 certifications for our operations in Indonesia, Oman, Dubai, Mexico, Russia, and Colombia. ISO 45001:2018 is recognized internationally as the benchmark standard for occupational health and safety management systems, ensuring that our practices align with the most effective health and safety management protocols.

The Nabors HSE-MS provides a structure for achieving QHSE objectives and reducing risks in compliance with legal and industry standards. To achieve our objectives, we are dedicated to the ongoing improvement of the QHSE Management System, a process that includes input from our employees.

We understand the importance of enhancing safeguards regarding the operational areas that pose the greatest potential impact on employees. Our goal is to identify and implement measures to effectively mitigate the associated risks.

### Rigs LTI\* Free for the Last 3 Years

**86**  
United States

**77**  
International

#### ✓ Mission Zero Accomplished

**134 Rigs\* had 0 Recordable Incidents in 2023**

\* Only rigs that operated 75% of each year

\* Recordable Incidents = MTO (Medical Treatment Only), RWC (Restricted Work Case), LTI (Lost Time Incident) and FTL (Fatality)

#### The following rigs in our operations have had 0 recordable incidents for the past 10 years.

Area	Rig	2023	Activity	Years Total	Count of Rig	Count by Years
Argentina	00991	365	Active	12.3	1	+10 Years
Argentina	00F24	365	Active	10.8	1	10 Years
Wyoming	00B04	365	Active	10.6	1	10 Years
Colombia	00M47	365	Active	10.5	1	10 Years
North Dakota	00B06	365	Active	10.4	1	10 Years
Colombia	00M48	365	Active	10.3	1	10 Years
North Dakota	00X10	365	Active	10.2	1	10 Years
<b>Total</b>						<b>7</b>

## Wellness Initiatives

***In 2023, Nabors provided employees with a range of opportunities to take care of their overall wellbeing.***

Our health and safety culture prioritizes physical and mental wellbeing of employees because we believe that investing in their wellness enables them to perform at their best.

Nabors initiatives provided opportunities for employees to participate in fun events, while taking care of their health. Creating an environment that supports the mental and behavioral wellbeing of employees is crucial for fostering a healthy and productive workplace culture. As such, we provide employees with access to resources and support, including an employee assistance program, which provides confidential mental health resources sponsored by the Company. This service is available to Nabors U.S. employees and their dependents at no added cost.

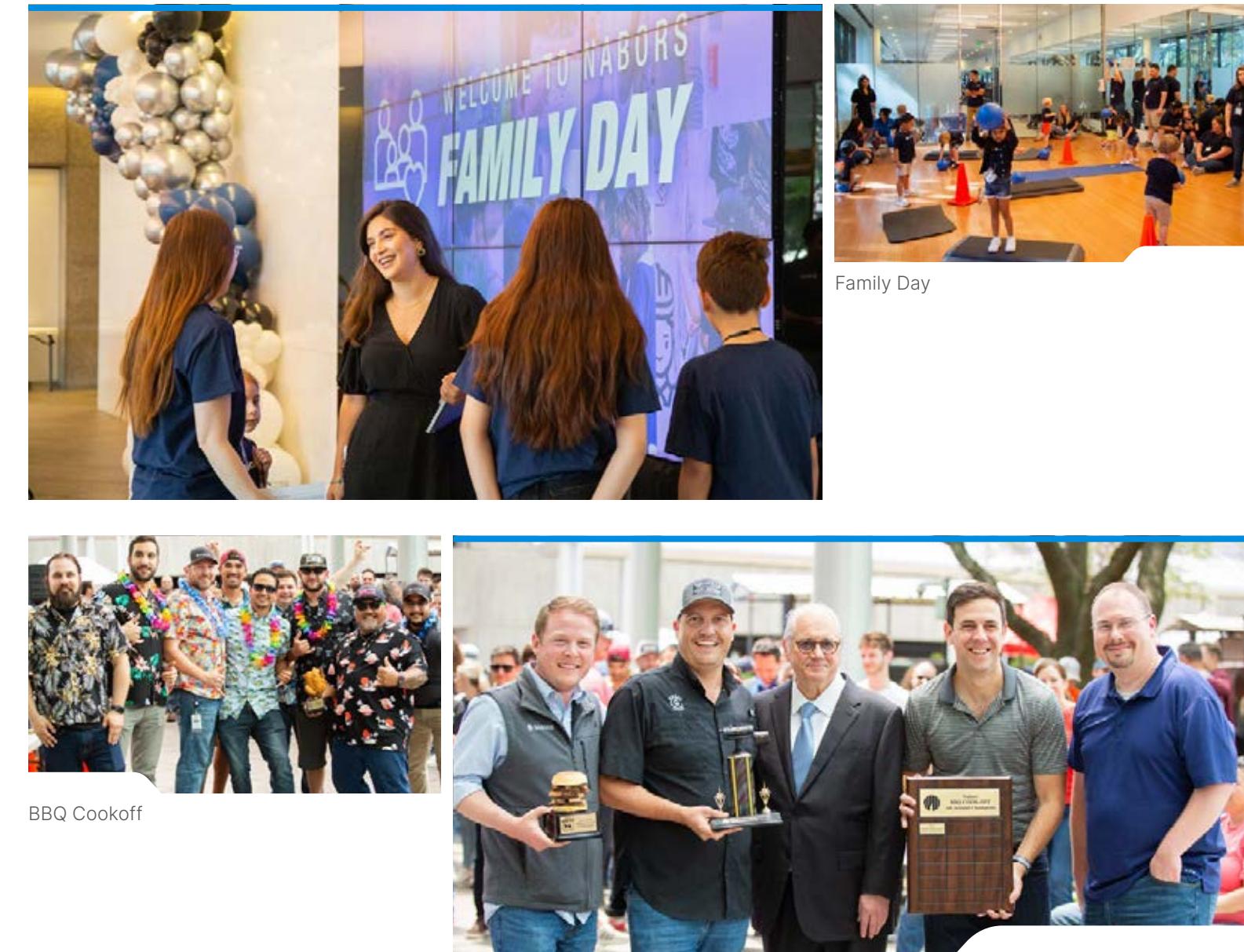
To further advance employee wellbeing, our financial wellness program assists employees in navigating toward financial security and achieving key life objectives. Through Company-sponsored educational sessions and one-on-one consultations with financial specialists, we empower our employees to create a personalized plan that reflects their financial goals. Throughout the year, we held sessions specifically targeted at helping employees understand the basics of financial wellness for changing times, planning for retirement, and other pre- and post-retirement benefits.



## Wellness Highlights

We have supported the wellbeing of our employees through the following initiatives in 2023:

- Partnered with our medical insurance provider and onsite wellness center to promote wellness check-ups and personal health assessments focused on bringing employees awareness on their risks and common health issues, such as diabetes, heart disease and stroke. In 2023, 1,468 employees completed a wellness checkup or personal health assessment.
- Offered employees access to Viva Insights - 5 min "Headspace" session on stress awareness and reframing negative emotions including mindfulness exercises.
- Organized social events (BBQ Cookoff, Family Day, and Ice Cream Social): Nabors encourages social wellness through various planned events to foster employee interaction and togetherness.
- "Lunch with Puppies": Corporate employees were invited for puppy petting during lunch time to help reduce stress and create positive feelings.
- Provided live awareness and engagement to employees, Buffering Against Burnout, including reinforcing references.
- Sponsored health related awareness events - MS 150 and Breast Cancer Awareness.
- Dubai Fitness Challenge: Annual celebration of fitness and wellness that encourages employees for 30 minutes of exercise each day for 30 days, including tracking walking steps, calories burned, and sleep pattern to promote physical and mental wellbeing.



# Incident Management, Emergency Training and Procedures

## Employee Spotlight

Johny Dewayne

**We harness innovative technology to enhance efficiency in our operations and the safety of our employees. X29 is our fully automated land rig with Red Zone Robotics (RZR). Johny Dewayne Harris is the rig manager on X29.**



1. *Can you start by introducing yourself? Share a bit about your background, role, and how long you have been with the company?*

My name is Johnny Dewayne Harris; I am currently one of the Rig Managers on X-29 RZR. I am originally from Chickasha, Oklahoma but moved to Tulsa, Oklahoma five years ago. I started my oilfield career straight out of high school in 2005 near my hometown and have worked in the drilling industry ever since. My role on X29 started by supporting the development efforts along with the engineering team during commissioning and testing prior to deploying X29 to the field. Since coming to the West Texas district, as my role as a Rig Manager, my focus has been training the crew on operations and maintenance of the new RZR equipment.

2. *How has your unique background and experiences shaped your perspective in the workplace, and how do you believe it contributes to a more inclusive and diverse environment?*

My background is unique here on X-29 mainly because I come from a multi-generational oilfield family. Both my father and grandfather worked in and retired from the industry. Knowing my family history and having two sons and two daughters of my own, leaves me highly motivated to make the industry a safer work environment for all the generations of workers joining the industry now and in the future. RZR has really brought a whole team of people with multiple backgrounds from multiple countries together with one common goal that is, to deliver a safe drilling system with no humans in the red zone.

3. *Please share with us what leadership means to you and why it is important.*

Leadership for me is being there for your team and letting them know you put their safety and wellbeing above all else. It is important that your team feel like they work with you just as much as for you. Making a good team takes time; leadership should always create a place people want to work. This will minimize turnover and give crews a chance to come together as a team and reach their max potential.

4. *How do you ensure that all team members, regardless of their background, feel comfortable and empowered to share their ideas and opinions?*

First, I try to treat everyone with equal respect no matter their position or standing. Recognizing we all come from different walks of life and have had different challenges leaves me believing you can learn something from everyone. Team members' opinions are crucial; our job

scope is much too big for one person. I try to empower people by letting them know I need them just as much as they need me. We either succeed or fail together.

5. *Can you share what initiatives you have worked on recently and why they are important?*

As the team has become more comfortable with the RZR we have been able to start optimizing our performance. We have shown a decrease in overall downtime, our connection and trip times are improving to be more on par with industry standard. Recently we finished out first year in the field with no recordable incidents. I believe we are proving that the RZR is the way of the future by providing a human free red zone while also performing up to our customer standards.

# Crisis Management

At Nabors, we've designed our crisis management program to prioritize employee safety and minimize the impact on our operations, improving business continuity. Our approach involves proactive planning to prevent incidents and establishing procedures for a swift response and recovery if an event occurs. In 2023, we began integrating the elements of Incident Command System framework, a widely recognized standard, into our crisis management plan. This move enhances and standardizes our global response plans, fostering alignment with business partners and government agencies for a unified response. We also emphasize the importance of employee education and readiness through drills and tabletop exercises as crucial elements in effective crisis management.



Throughout 2023, Nabors conducted a total of twenty-three crisis tabletop and onsite exercises across its global operations. These exercises were held independently from the regularly scheduled emergency response drills, such as fire drills and muster exercises. The primary objective of the tabletop exercises was to assess the efficiency of our response to various crises and extract valuable insights for continuous improvement.

The exercises involved scenarios including a cybersecurity event at the Corporate Office, an environmental spill at the Alaska Prudhoe Bay site, a fire in Odessa, Texas, a work-related injury in the United Arab Emirates, a height rescue in Oman, workplace violence in New Iberia, Louisiana, hurricane preparation in Magnolia, Texas, and political instability in Argentina.

During the exercise, participants were given a realistic hypothetical scenario. Their task was to evaluate the evolving situation, coordinate a response team, and make decisions while developing incident action plans to resolve the crisis and return to normal operations. Following each exercise, a debriefing session was conducted with all participants to identify potential areas for improvement.

By regularly conducting crisis tabletop exercises, Nabors will be well-positioned to respond effectively to any event and support business continuity. Moreover, these exercises offer a no-fault learning experience for employees to collaboratively work across all levels of the organization to construct action plans, identify resources that could be required, and develop lessons learned for response improvement.



# Human Capital Management

We proudly represent 89 different nationalities:

- 42% minority groups with a 37% minority representation in management (7% relative change increase from 2022).
- 8% of the workforce comprises females, marking a 3% relative increase from 2022. Among them, 19% hold management positions, reflecting an 8% relative rise from 2022.

## Diversity, Equity, and Inclusion (DEI)

At Nabors, we believe a diverse and inclusive workplace as foundational to cultivating a people-centric culture. Our goal is to sustain a work environment where employees are connected to our Company, feeling empowered, respected, and valued. Through our Diversity, Equity, and Inclusion (DEI) program, we actively work on developing new initiatives and refining policies to facilitate comprehensive representation and amplify the voices of minority groups.

We support and celebrate the rich diversity of personalities, backgrounds, ethnicities, national origins, sexual orientations, gender identities, and any other identity characteristic protected by the law. This commitment is at the core of fostering an empowering environment where our employees can unleash their full potential and excel in their work. Nabors understands the importance of diversity in achieving its goals. We are dedicated to creating an inclusive workplace that welcomes individuals from diverse backgrounds, ethnicities, and experiences.

## Board Oversight of Human Capital Management

Our Board of Directors is engaged in overseeing our human capital management efforts. The Compensation Committee leads the supervision of our policies, programs, and initiatives concerning human capital, particularly focusing on Diversity, Equity, and Inclusion (DEI), succession planning, executive compensation, and benefits. Concurrently, the Technology and Safety Committee takes on the task of supervising employee safety, health, and wellness matters within our organization.

## Employee Spotlight

*"Passionate about driving change in diversity, equity, and inclusion (DEI), I eagerly volunteered as a DEI council member to be a voice for our values and executing initiatives in the Eastern Hemisphere. Participation in the DEI council has provided me with opportunities to enhance my leadership abilities, establish relationships, and utilize connections to execute DEI initiatives in the region. With the support of the council, I have showcased a deeper commitment towards advancing DEI through initiatives like promoting Employee Resource Groups and leading events such as International Women's Day, Culture Day, and mentor/mentee programs. I am a strong advocate for women and am actively collaborating with key industry organizations like SPE, IADC and Oil & Gas Middle East to create a platform in the Middle East that promotes women in energy. Through my leadership of Nabors' Women's Employee Resource Group, I aim to create a safe and empowering space for women in the organization to connect, collaborate, learn, network and advocate for themselves."*



## Defining DEI

As a global operation, we consider DEI to be an inherent part of who we are, our culture, and our business. Our approach to DEI goals are centered on making Nabors a space where individuals can comfortably express themselves, while having the necessary conditions to achieve their fullest potential.



## Defining DEI continued

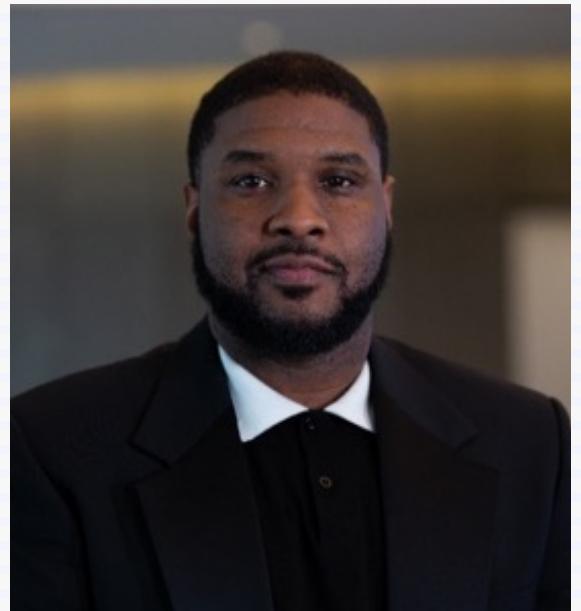


### Employee Spotlight

Travis Purvis

*"Working with The Hay Center has been nothing short of transformative. Witnessing the incredible resilience and determination of these young individuals as they strive for success has been profoundly inspiring. The impact of our collective efforts in empowering and supporting them on their journey to self-sufficiency is immeasurable. Together, we are truly making a difference in shaping brighter futures for these remarkable individuals and our community as a whole."*

The Hay Center empowers current and former foster youth to be successful, productive adults through training & mentorship in education, employment and personal achievement.



### Employee Spotlight

Donovan Randolph

*"Last March, I committed to becoming a Transition Coach at The HAY Center. During my time there I've mentored young adults who are currently high school seniors, offering support to help them graduate. Then in October of 2023, I began assisting young adults selected to jumpstart their careers with Nabors, working in the field on the rigs. Witnessing their joy and motivation upon completing their first 14-day hitch with Nabors was truly invaluable. I'm deeply grateful and proud to be part of a company like Nabors that provides opportunities to those less fortunate. It speaks volumes about our company."*



### Employee Spotlight

Rhonda Faust

*"I made a commitment to meet with her twice a week for about an hour each visit. As her Transition Coach we would talk about ensuring she was attending and keeping up with school assignments and discussing her life options as she planned to transition out of foster care at age 18. I have watched these young ladies make personal and academic strides over the last couple of years and I am humbled to have been allowed privileged access to them and to have been even a small part of their respective journeys. I am proud to work for a company that believes strongly in giving back to the community in which we work in such a hands-on and meaningful manner."*

# Nabors DEI Council

*Since its inception in 2021, our DEI Council stands as a testament to our dedication to creating a workplace that not only embraces diversity but actively seeks to harness its transformative power. This year marked a noteworthy expansion of our diversity initiatives. We proudly welcomed two new Employee Resource Groups (ERGs) into our Nabors family, providing platforms for employees to connect, share experiences, and contribute to the enhancement of our inclusive culture.*

Additionally, Nabors hosted a total of 30 events globally, bringing together over 1000 employees in a celebration of diversity and collaboration. These events served as catalysts for meaningful conversations, fostering a sense of unity and shared purpose among our diverse workforce. Our journey is ongoing, and we remain steadfast in our commitment to cultivating a workplace where diversity is not only acknowledged but celebrated as a driving force behind our continued success.

## 2023 Diversity Successes

- DEI Training Efforts — Conducted 184 DEI Training sessions totaling 2305 field employees. Launched 2 new online courses.
- ERG/Participation Growth Effort — Grew 2 new ERGS and increased participation with 30 events, reaching more than 1500+ employees with average participation in each event of 85%.

## Our Strategy

### 1

#### Cultivating an Inclusive Culture

- Promote a workplace culture that values and celebrates diversity.
- Encourage open dialogue and engagement across all levels of the organization through focus groups, ERG events, and feedback loops.
- Increase participation in DEI programs globally and increase DEI training efforts.

### 2

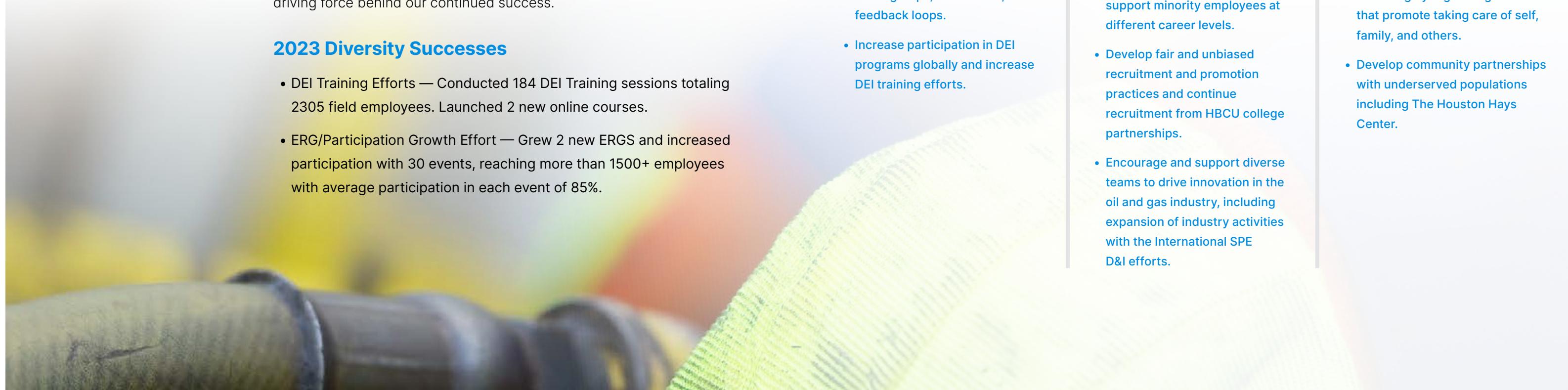
#### Eliminating Barriers

- Identify and dismantle barriers to entry and advancement.
- Reorganize the Talent Team and introduce new initiatives.
- Expand mentorship program to support minority employees at different career levels.
- Develop fair and unbiased recruitment and promotion practices and continue recruitment from HBCU college partnerships.
- Encourage and support diverse teams to drive innovation in the oil and gas industry, including expansion of industry activities with the International SPE D&I efforts.

### 3

#### Impacting Communities

- Host events to address and prevent bias-related problems and to increase cultural understanding.
- Improve employee health and wellbeing by organizing activities that promote taking care of self, family, and others.
- Develop community partnerships with underserved populations including The Houston Hays Center.



## Nabors DEI Council continued

### DEI Council Initiatives of DEI Council Mission



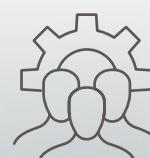
Influencing Company Culture



Recruitment and Talent Growth



Company and Community Impact



DEI as a Function



#### MEETING GOALS

##### 2023 Goals

.....  
Increase percentages of all U.S. employee SGA and FS new hires that are diverse.

##### 2023 Achievements

✓ Achieved Goal

.....  
Increase percentage of all U.S. employee SGA and FS new undergraduate hires that are women.

✓ Achieved Goal

##### 2024 Goals

.....  
Strive to achieve at least 30% females with the ACE Program (Actively Changing Energy flagship engineering).

.....  
Strive to achieve at least 60% of all new hires of US SGA & FS to be diverse.

### Employee Spotlight

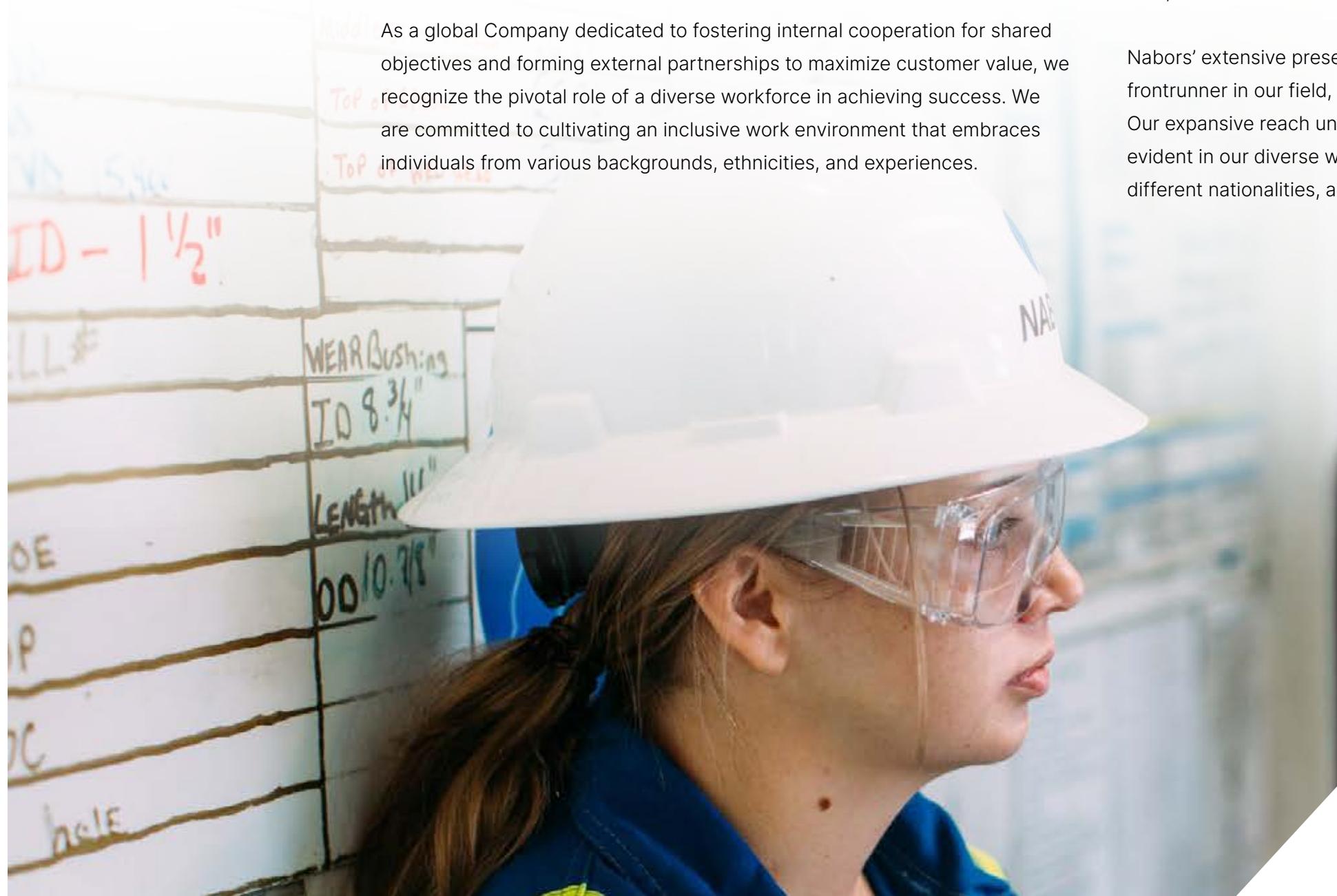
Michelle Muse  
Co-Chair of the DEI Council

*"Engaging actively in our DEI (Diversity, Equity, and Inclusion) council at Nabors is a commitment fueled by my belief that cultivating a workplace where every voice is heard and every individual is empowered is integral to our business success. Embracing diversity not only enhances the fabric of our workplace but also propels us forward, harnessing a collective strength that arises from the unique perspectives, backgrounds, and experiences we bring to the table. By championing inclusivity, we unlock the full potential of our organization."*

**Nabors DEI Council** continued**Supporting Gender Diversity**

We recognize the value gender diversity brings to the industry and to our Company. That is why every year we make efforts to improve our policies that support women in their careers.

As a global Company dedicated to fostering internal cooperation for shared objectives and forming external partnerships to maximize customer value, we recognize the pivotal role of a diverse workforce in achieving success. We are committed to cultivating an inclusive work environment that embraces individuals from various backgrounds, ethnicities, and experiences.



In 2023, our talent acquisition team focused on increasing veteran recruitment by building talent pipelines from various military bases. Our new hire diversity goal was set at 55%, and we achieved a completion rate of 58%. Additionally, our female graduate new hire goal was initially established at 30%, and we successfully attained a rate of 50%.

Nabors' extensive presence across numerous regions positions us as a frontrunner in our field, offering invaluable global perspectives and insights. Our expansive reach underscores our commitment to fostering diversity, evident in our diverse workforce. In 2023, our employees hailed from 86 different nationalities, a notable increase from 75 represented in 2021.

**Nabors minority employees represented**

**42%**  
of our U.S. workforce  
in 2023, increasing  
by 1% compared  
to 2022.

## Talent Management and Employee Engagement

**At Nabors, our desire to improve gender and ethnicity balance within our hiring practices and workplaces is deeply ingrained in our organizational ethos. Through the conscientious implementation of strategic recruiting initiatives, comprehensive employee development programs, and robust retention strategies, we have not only met but exceeded industry standards in making notable progress.**

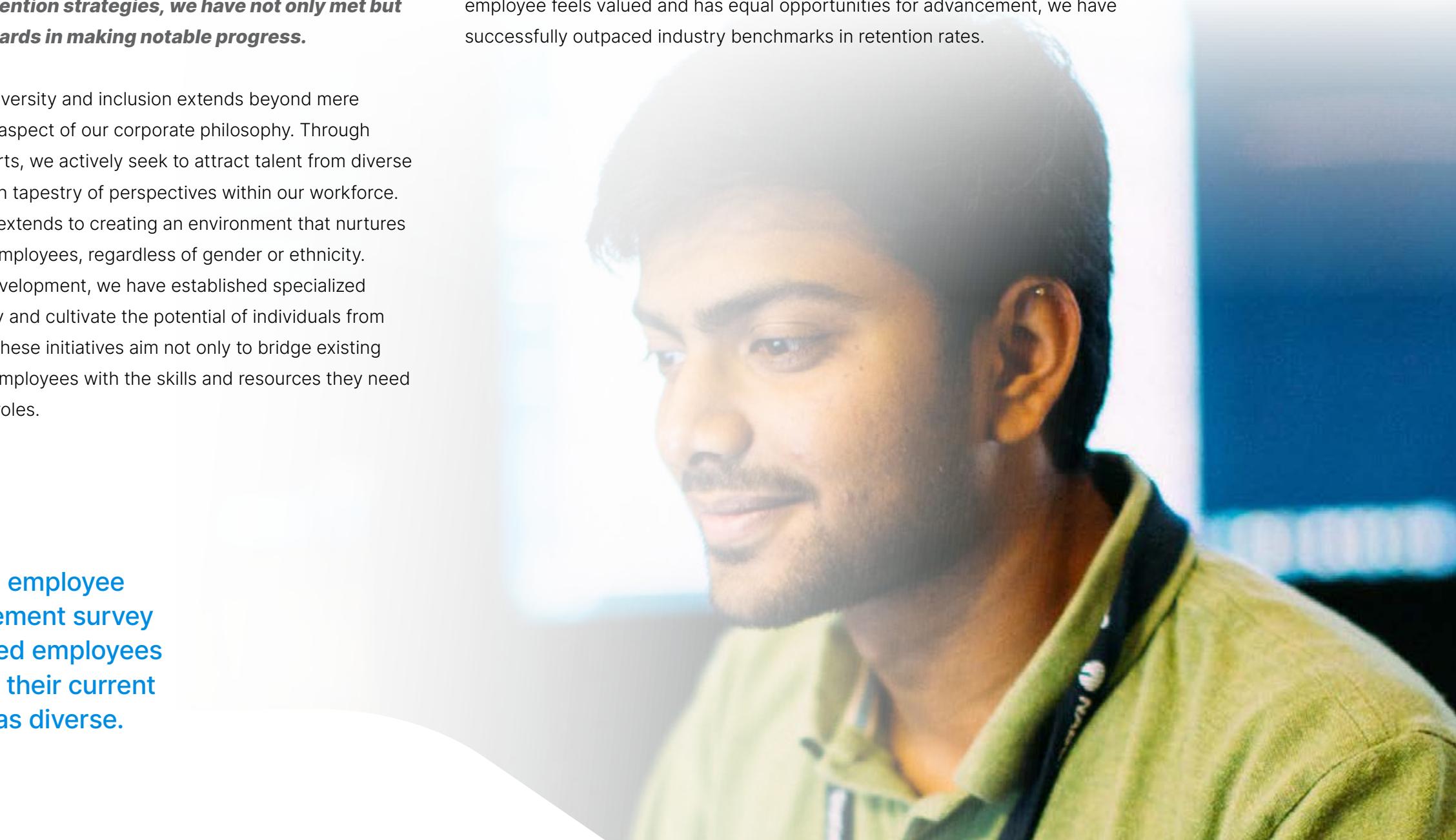
Our approach to fostering diversity and inclusion extends beyond mere compliance; it is an integral aspect of our corporate philosophy. Through broadened recruitment efforts, we actively seek to attract talent from diverse backgrounds, ensuring a rich tapestry of perspectives within our workforce. Moreover, our commitment extends to creating an environment that nurtures professional growth for all employees, regardless of gender or ethnicity. In the realm of employee development, we have established specialized streams designed to identify and cultivate the potential of individuals from underrepresented groups. These initiatives aim not only to bridge existing gaps but also to empower employees with the skills and resources they need to thrive in their respective roles.

Retention is a key focal point of our diversity and inclusion strategy. We understand that sustaining a diverse workforce requires ongoing efforts, and thus, we have implemented measures to promote a workplace culture that is inclusive and supportive. By fostering an environment where every employee feels valued and has equal opportunities for advancement, we have successfully outpaced industry benchmarks in retention rates.

### A few notable 2023 successes include:

**58%**  
of SGA and FS workforce  
hires were racially or gender  
diverse, up 1% from 2022.

A 2023 employee  
engagement survey  
indicated employees  
viewed their current  
teams as diverse.



## Talent Management and Employee Engagement continued

### Employee Resource Groups

At Nabors, Employee Resource Groups (ERGs) play a pivotal role in driving transformative change within our organization. These groups, consisting of employees who share common interests, characteristics, or life experiences, are powerful catalysts for fostering inclusivity and influencing positive cultural shifts.

The impact of our ERGs extends far beyond creating a sense of community among like-minded individuals; they actively contribute to shaping our organizational landscape. By providing a platform for open dialogue and collaboration, ERGs become instrumental in cultivating an environment that values diversity and embraces a multitude of perspectives. These dynamic groups serve as both advocates and change agents, working collaboratively to address challenges, share insights, and implement initiatives that resonate with the diverse needs and aspirations of our workforce.

Through the collective strength of our ERGs, we not only acknowledge the unique perspectives of our employees but also leverage their collective wisdom to drive innovation and positive organizational change. Moreover, our commitment to the success of ERGs is reflected in our strategic alignment with their goals.

We actively support these groups by integrating their insights into decision-making processes, ensuring that our organizational policies and practices are reflective of the diverse voices within our workforce. Our ERGs at Nabors are not just forums for shared interests; they are dynamic agents of change, propelling us toward a future where inclusivity is not only valued but embedded in the very fabric of our organization. In 2023, ERGs spearheaded involvement in 15 corporate community relations opportunities.

### Learning and Development

Nabors places a strong emphasis on empowering employees with the skills needed to thrive in an ever-evolving professional landscape. As part of our commitment to ongoing development, we offer a range of specialized training programs, workshops, and resources tailored to enhance both technical expertise and soft skills. Whether it's staying abreast of industry advancements or honing leadership capabilities, our diverse learning initiatives reflect our dedication to ensuring that our workforce remains agile, adaptable, and well-equipped to meet the challenges of the future. Our approach to workforce development at Nabors encompasses a continuous learning journey that aligns with our vision for a dynamic, inclusive, and forward-thinking workplace. Through targeted training efforts, we not only invest in the professional growth of individuals but also fortify the collective strength and resilience of our entire workforce.



### Successes experienced in 2023 include:

- Respect in the Workplace training was completed by 93% of the U.S. field operations-based workforce.
- 96.2% compliance with all safety-related training.
- 97.9% compliance with four new Journey to Excellence training modules: Beginning Our Journey, Building a Culture of Excellence, Building our Best Team, and Building Toward Excellence.
- 97.6% compliance with the Code of Business Conduct training published in four languages: Arabic, English, Russian, and Spanish.
- Increased drilling crew field-based competency levels by 35% and verified crew competence by completing over 2314 formal assessments.

## Talent Management and Employee Engagement continued

### Educational Assistance

In 2009, Eugene M. Isenberg, our former Chairman and CEO, initiated the **Isenberg Education Fund Scholarship Program**. This program aims to offer educational support to exceptional individuals displaying notable academic excellence, committed community service, and financial constraints. Eligibility extends to qualified employees and their relatives. In 2023, 69% of the applicants met all requirements and received monetary awards for their fall semester education.

**To date, the program has provided over \$4.5 million in education assistance. In 2023, 34 scholarships were awarded, totaling the amount of \$248,250.**



### Isenberg Recipient Spotlight

Joseph Binu

*"Receiving the Isenberg Scholarship in 2022 as a sophomore pre-medical student majoring in biomedical engineering at Texas A&M University has been shaping my journey to become an oncologist in the future. This scholarship alleviates financial burdens so I can concentrate on studies and more cutting-edge research at the intersection of engineering and medicine. I am deeply grateful for the support of The Isenberg Education Fund Scholarship Program and Nabors. I am aiming to contribute significantly to cancer research and treatment in the future. The Isenberg Scholarship is not just an investment in my education but a catalyst for my commitment to making a positive impact in the medical field and on people suffering from terminal illnesses."*



## Talent Management and Employee Engagement continued



**Our talent management team directed their energies towards fostering career advancement throughout the entire Company. Here are the highlights from 2023.**

- 100% succession planning completed and reviewed for executives, directors and managers
- Initiated succession planning for supervisors and achieved >51% completion
- >67% of critical role vacancies were filled with internal successors
- Strongest in-person and online participation over 3 years in the Evolving Your Career series, which included 2 sessions with executives
- In the second year of our ACE (Actively Changing Energy) program, Cohort 2 comprised recently graduated STEM professionals, with a noteworthy 100% diverse representation
- Identified and completed development plans for 83 high-potential technical and functional experts, >54% representing diverse communities

### Leadership Diversity Statistics

**97%**

of employees were promoted within the same department

**3%**

of employees were promoted outside their department

**3%**  
Female**39%**  
Minorities**18%**  
Female**53%**  
Minorities

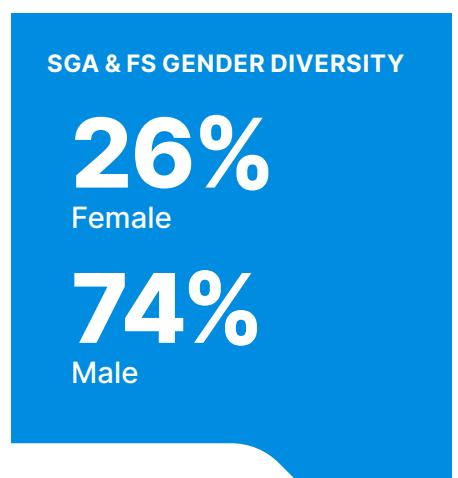
## Talent Management and Employee Engagement continued

### Recruiting and Onboarding Talent

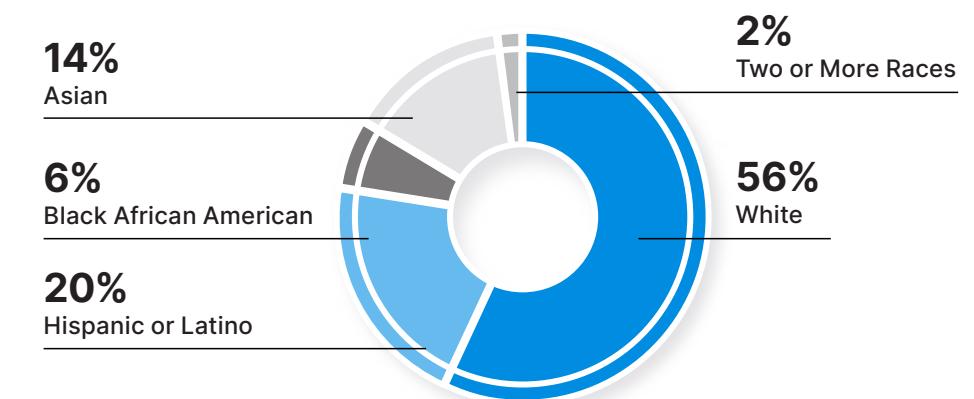
At Nabors, we believe in teamwork. We know that we all have our part to play in building a great people and customer-centric Company that delivers excellence in all we do. That takes recruiting the best people and supporting them in their roles.

### New Hires

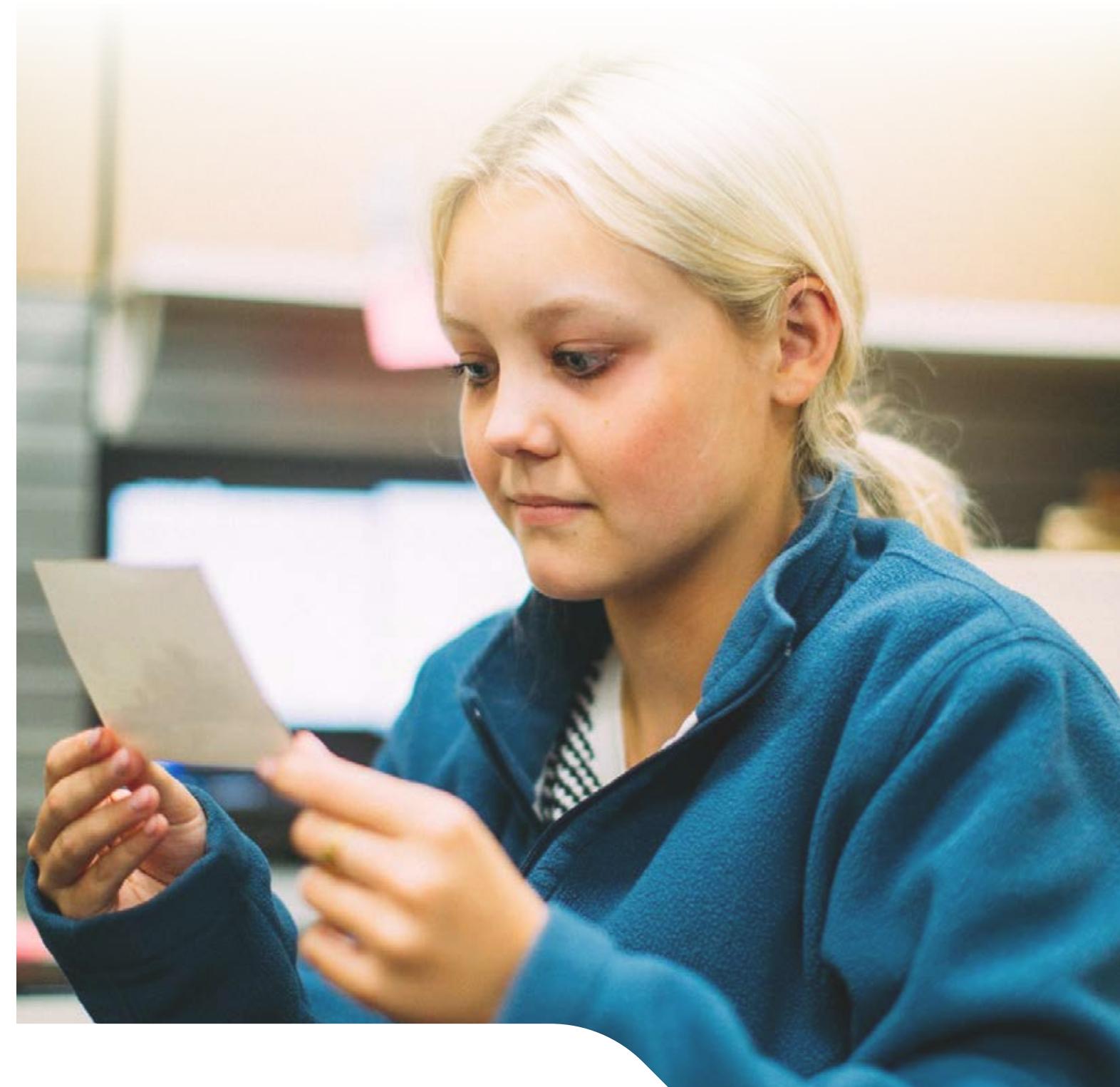
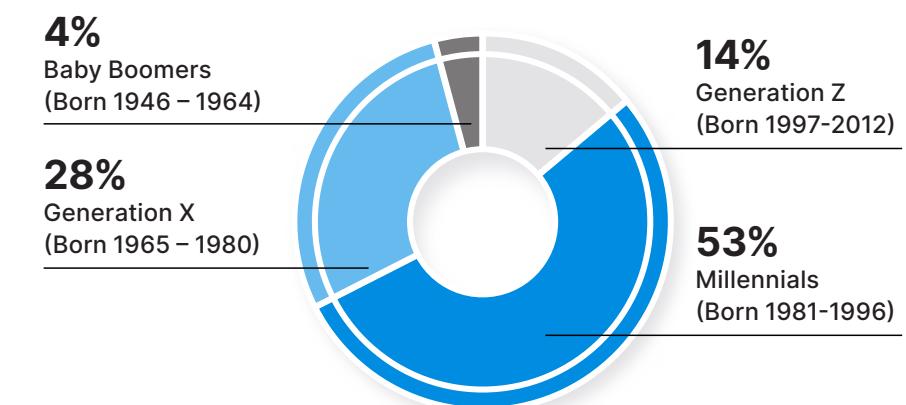
During 2023, we hired over 110 new employees within our U.S., SGA, and FS workforce.



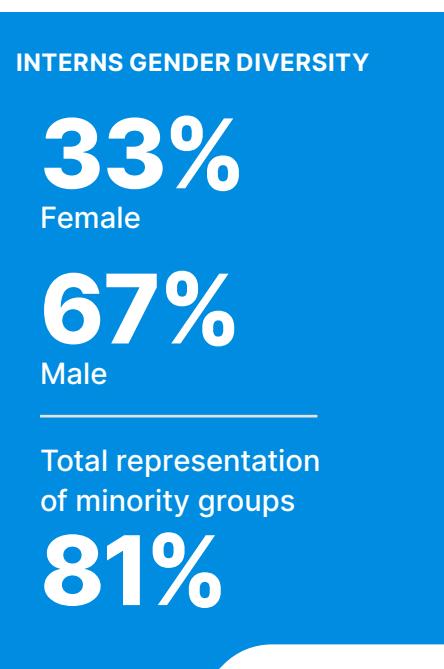
### ETHNICITY



### GENERATION



## Talent Management and Employee Engagement continued



### Interns

At Nabors, we offer internships as educational opportunities to students and young professionals. In 2023, we increased our intern team by 14% compared to last year, of which 10% were hired for full-time positions following the completion of their internship program. We hired interns in over twenty different departments globally across nine diverse departments, including energy transition, controls and automation, and enterprise solutions.

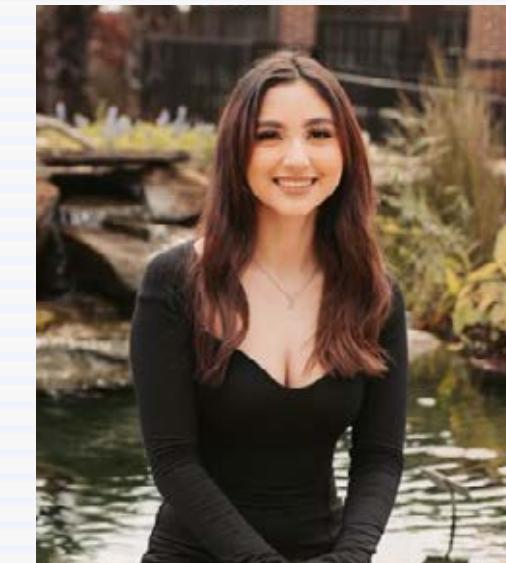
**We grew Nabors Corporate Services internship program, which attracts students to our Houston headquarters providing future full-time position opportunities. In 2023, our intern team came from eleven different universities.**



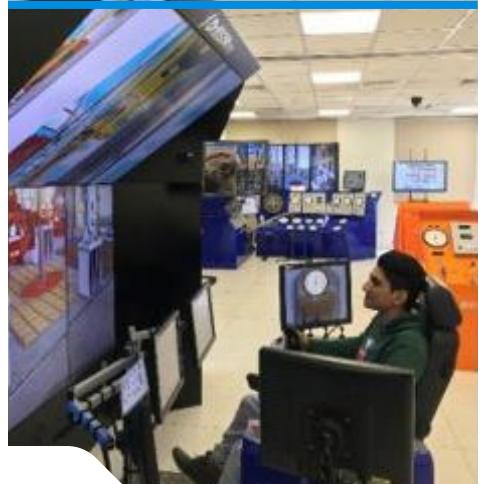
### Employee Spotlight

Victoria Gutierrez

*"For my Summer 2023, I earned the opportunity to work at Nabors as a business analyst intern. Over the course of my internship, I assisted in the report changes in rig activity across customers and competitors. Specifically, I analyzed performance across regions to highlight opportunities for Nabors. Working on-site allowed me to develop my technical skills, communication skills, and further expanded my knowledge about the oil and gas industry. Everyone here at Nabors, especially my colleagues, were very welcoming and happy to answer any questions I had. When given the opportunity to become full time I gladly accepted. As I continue to grow here at Nabors, I am happy to say it all started with an internship."*



# Rigline 24/7™ Services



At Nabors, we believe that having a highly qualified workforce is crucial for running safe and efficient operations.



## **Rigline 24/7™ Training Services**

Our Rigline 24/7™ Training Services provides industry-leading accredited training programs not only to Nabors employees but also to external oil and gas professionals. Participants undergo a comprehensive training experience, blending classroom instruction, interactive hands-on exercises, and cutting-edge simulator technology, all conducted at one of our 13 accredited training centers around the globe.

### **Course curriculum includes:**

- Leadership courses to develop the next generation of supervisors and managers
- Well control courses accredited by the International Well Control Forum (IWCF) and the International Association of Drilling Contractors (IADC)
- Advanced driller performance courses emphasizing best practices
- Accredited courses in Health, Safety, and Environment (HSE) and operations, providing job-specific training
- Courses covering equipment operations and maintenance

## **RIGLINE<sup>24/7</sup>™**

Our mission is to prioritize our customer's experience and provide exceptional support, utilizing advanced technological tools and fostering a culture of continuous learning. We're committed to reducing drilling downtime, addressing operational challenges swiftly, and ensuring seamless communication across all teams for unparalleled drilling outcomes.

### **Who We Are**

Rigline 24/7™ is staffed by highly skilled and technically trained personnel who understand our products and services. Our expert support team offers both reactive and proactive support through secure network connections. If expedited remote service cannot be achieved, a field service technician will be dispatched to the location. Our widespread service network allows a field service technician to be on-site in a matter of hours.

### **Proactive Support**

**Connectivity Monitoring**  
We provide live monitoring of the rig network and continuous data streaming to ensure excellent connectivity.

**Equipment Monitoring**  
Using a range of methods, we monitor critical alarms, parameters, or data for top drives, wrenches, drawworks, mud pumps, and engines to proactively anticipate any issues.

**Vibration Monitoring**  
We utilize vibration sensors for mud pumps and top drives to minimize downtime and extend equipment lifespan through continuous monitoring.

### **Core Services**

#### **Rig Equipment Support**

- Remote support for no equipment troubleshooting, guidance, etc.)
- Collaborate closely with maintenance, engineering, etc.

#### **Controls Equipment Support**

- Specialized in control systems
- Responsible for troubleshooting complex issues
- Applies controls upgrades and patches

#### **Technology Support**

- Remote support for our technology platform
- Provide troubleshooting and other services (upgrades, access, training, etc.)
- Collaborate closely with technology teams

#### **ROC Support**

- Provides support and troubleshooting solely for our remote operations center which provides real-time monitoring of drilling operations

## Rigline 24/7™ Training Services continued

### **Training by the Numbers**



### **Rigline 24/7™ Training Services Performance within Industry**

The IADC Well Control (WC) analytics for Rigline 24/7™ Training Services are provided below, presenting a comparison with industry standards. Our passing rate and average scores surpass the industry averages for both Level 3 and Level 4 well control trainings, whether conducted virtually or in-person.

	Average Score	Passing Rate
<b>VIRTUAL WELL CONTROL DRILLER LEVEL 3</b>		
Rigline 24/7™ Training Services	84%	88%
Industry Average	78%	76%
<b>IN-PERSON WELL CONTROL DRILLER LEVEL 3</b>		
Rigline 24/7™ Training Services	83%	87%
Industry Average	80%	85%
<b>VIRTUAL WELL CONTROL SUPERVISOR LEVEL 4</b>		
Rigline 24/7™ Training Services	87%	95%
Industry Average	84%	85%
<b>IN-PERSON WELL CONTROL SUPERVISOR LEVEL 4</b>		
Rigline 24/7™ Training Services	86%	94%
Industry Average	84%	92%

AVERAGE HOURS OF HSE TRAINING 2023	
Full Time Employees	19.25
SSE Employees	30.64
Contractors	1.17

## Rigline 24/7™ Training Services continued

RIGLINE 24/7™ TRAINING SERVICES PERFORMANCE WITHIN INDUSTRY						
	Number of Trainees	Average Score	Passing Rate			
Rigline 24/7 Training Services	506	87.44%	97.23%			
Industry Average	444.43	86.05%	92.98%			
RIGLINE 24/7™ TRAINING SERVICES PERFORMANCE WITHIN INDUSTRY						
	Virtual		In-Person			
	Number of Trainees	Average Score	Passing Rate	Number of Trainees	Average Score	Passing Rate
DRILLER						
Rigline 24/7 Training Services	165	83.70%	86.67%	865	82.82%	87.28%
Industry Average	29.87	77.62%	73.68%	182.1	79.83%	85.01%
SUPERVISOR						
Rigline 24/7 Training Services	82	86.43%	93.90%	760	85.60%	93.82%
Industry Average	117.91	84.75%	87.16%	799.61	83.83%	91.47%

	<b>Delegates</b>
Introduction Level 2	506
Driller Level 3	1030
Supervisor Level 4	842
<b>Total</b>	<b>2378</b>

### RIGLINE 24/7™ Cost and Emissions Savings

**23,563**

Trips Saved

**5,466,616**

Miles Saved

**530,739.42**

Gallons of Fuel Saved

**4,677.96**

Metric Tons CO<sub>2</sub>e Saved by RIGLINE

**21,910**

Rig Equipment Cases

**15,060**

Troubleshooting Trips Saved

**68,74%**

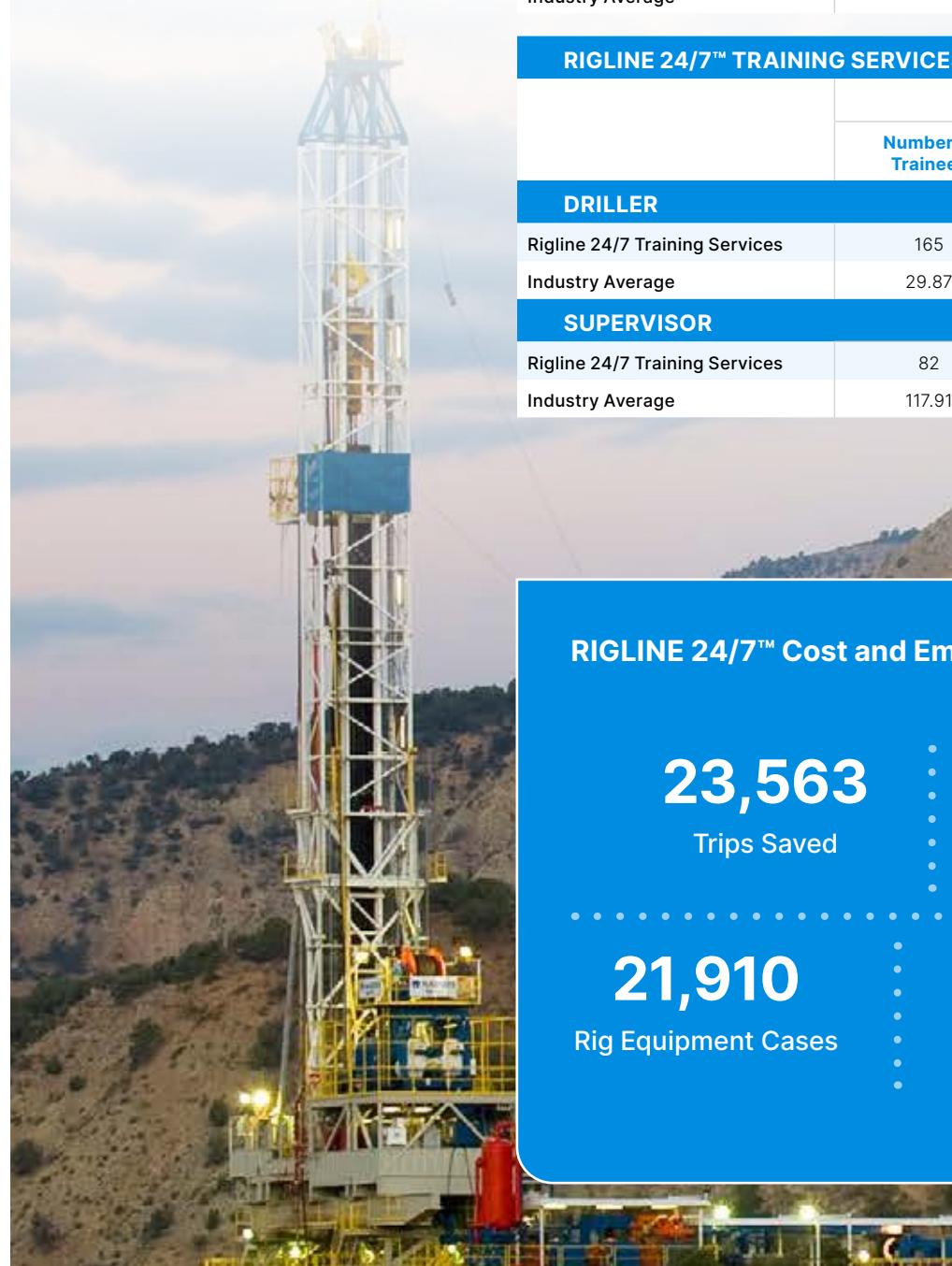
Rig Equipment Remote Resolution Rate

**756**

Product Rollout / Code Upgrade cases

**\$8,012,033**

Nabors Dispatch Cost Savings



## Training and Professional Development

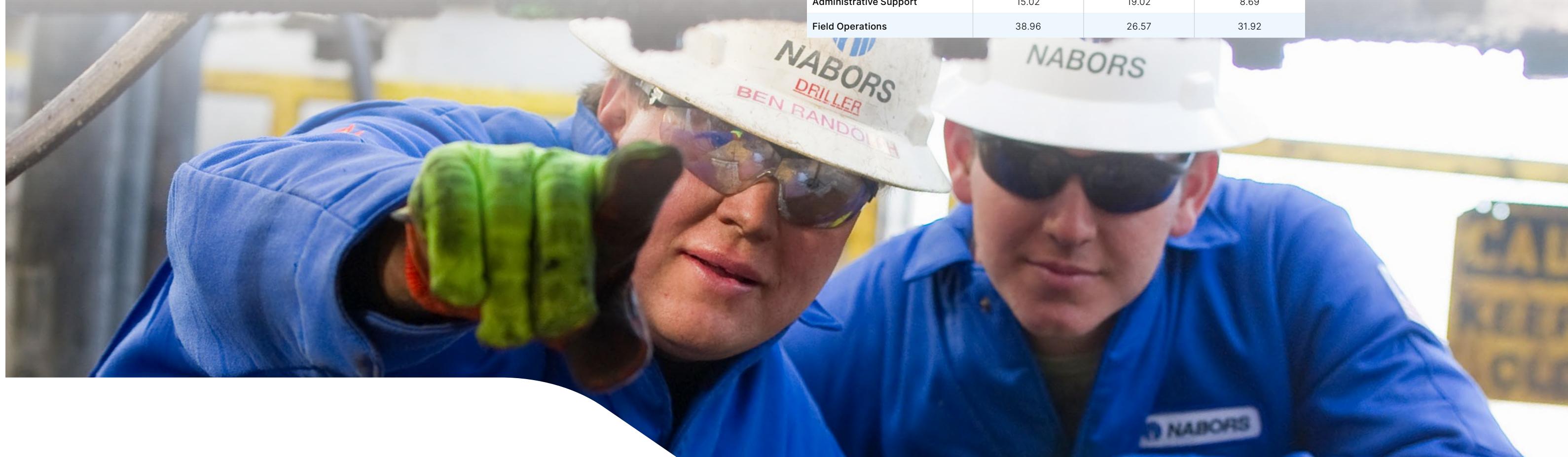
**Ensuring our employees reach their maximum potential is essential to Nabors' success. That is why we allocate substantial resources to training initiatives.**

To accommodate the varied needs and preferences across different generations, we've integrated a variety of training methods to facilitate learning. For instance, we've introduced a range of tech-based methods, such as our Nabors simulator, online courses, and live online classrooms. At the same time, we continue our tradition of hosting in-person workshops led by subject matter experts.

### Average hours of training per year per employee:

	2021	2022	2023
<b>BY GENDER</b>			
Female	11.1	10.61	20.59
Male	37.44	26.65	29.15
<b>BY JOB BAND</b>			
Executive	12.29	4.22	4.32
Director	12.92	6.18	5.8
Manager	23.35	18.12	11.99
Supervisor	52.03	40.28	19.03
Individual Contributor	29.18	7.67	19.83
Administrative Support	15.02	19.02	8.69
Field Operations	38.96	26.57	31.92

**Achieved  
96%  
compliance with  
all safety-related  
trainings.**



# Competency Assessment Management System

## Field Personnel CAMS Training:

**Phase 1: Enrollment**  
**98% complete**

**Phase 2: Record**  
**90% complete**

**Phase 3: Assessment**  
**69% complete**



Our Competency Assessment Management System (CAMS) tool empowers employees and supervisors by identifying strengths, gaps, employee knowledge and skills objectively and in a standardized way. CAMS assesses required competencies for job function and technical deployment.

### Phases

#### Enrollment → Record → Assessment

### Tools

#### Mentors Guides Recruitment

## Mentorship Program

Introduced in 2022, our comprehensive mentorship initiative aims to empower women and minority communities in kickstarting their career advancement. Nabors provides workshops to enhance mentoring capabilities, fostering greater success and advancing diversity, equity, and inclusion (DEI) goals.

The mentorship program facilitates professional advancement across various sectors and global regions. As part of this endeavor, field employees participate in an international operations integration program in the U.S., which includes visits to Nabors headquarters in Houston, Texas, tours of our facility in Magnolia, and exploration of three rigs in Midland. Building upon the accomplishments of the mentorship program, our aim is to extend its reach Company-wide in 2024.

## 2023 Mentoring Data

### 142 MENTORS

Paired	75%	Female	75%
Not Paired	25%	Male	25%
Total	100%	Total	100%

### MENTORING BY LOCATION

US	79%	Female	75%
Eastern Hemisphere	16%	Male	25%
LATAM	5%	Total	100%
Total	100%		

### MENTORS IN LEADERSHIP SUPERVISOR AND ABOVE

Female	26%
Male	97%

### Mentors in Administration

Female	27%
Male	73%

Male	73%
Female	27%

Female	27%
Male	73%

Male	73%
Female	27%

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Male	73%

Male	73%
Female	27%

Female	27%
Male	73%

Male	73%
Female	2

## Stakeholder Engagement

**At Nabors, we recognize the significance of our stakeholders in driving our business forward. Their perspectives hold great importance to us. Through ongoing conversations with key stakeholders, our Board and management team gain valuable insights into critical areas such as strategy, performance, ESG considerations, and compensation matters. We leverage their feedback to craft robust responses and remain proactive in addressing emerging issues.**

### Our stakeholders include:



#### Shareholders

We connect with our shareholders through a range of channels, including individual consultations, investor gatherings, analyst conferences, panel talks, and our yearly shareholder meeting. Feedback gathered from each event is reported to our Board.



#### Lenders

We regularly provide updates to our debt investors regarding our financial and ESG performance. Similar to our approach with equity investors, we use multiple engagement channels to gather feedback.



#### Employees

Nabors values the indispensable role our people play in advancing our Company's success. That's why each year, we strive to enhance their safety and well-being. We conduct employee surveys, facilitate platforms for employee-led initiatives, and make investments aimed at cultivating a better Company culture.



#### Vendors

The support of our vendors is crucial to our operations. As such, we focus on building strong relationships built on trust. Whenever possible, we seek to engage local vendors and expect them to align with our Quality, Health, Safety, and Environment (QHSE) standards.



#### Customers

Satisfying our customers and creating long-lasting relationships are crucial for business success. We achieve this through best-in-class service and proactive communication.



#### Communities Where We Operate

We support the environmental and socio-economic aspects of the communities where we operate and reside. As part of our community engagement initiatives, we offer support to numerous organizations within the communities across our global operations. In addition, we actively recruit students from local universities and provide educational support.



## Community and Social Engagement

### Engagements:

- Society of Samaritans
  - Food Drive for the Summer Snack Shack
- Giving Blood
- Salvation Army Tree
- WTX Christmas Toy Drive
- Nabors PNG Computer Donation
- Aldine ISD Back-to-School Expo
- Houston Food Bank
- Distributing meals to underprivileged kids

**Nabors is dedicated to supporting and empowering the communities where we live and work. We fulfill this commitment by actively engaging with and investing in these communities across all our global operations. Moreover, we recognize the significance of comprehensively understanding these communities to effectively manage our operations in accordance with their needs. As a result, we strive to build meaningful relationships with community members.**

A vivid example of this is the Corporate Volunteering Program, where we provide eligible employees with two paid days annually to participate in volunteer opportunities within our local communities. This initiative not only allows our employees to contribute to causes they care about but also creates a deeper connection with the communities in which we operate.



Aldine ISD Back-to-School Expo



Houston Food Bank



WTX Toy Drive



HR distributed Kids Meal

### Nabors PNG Computer Donation

Nabors has over a decade of experience in Papua New Guinea and is committed to making a positive impact in the region. Recently Nabors donated refurbished computers to Para Clinic and the Juni Primary School. In this region, these refurbished computers serve as lifelines to opportunity and provide residents access to essential technology and educational resources. “The experience of giving back to the community in Papua New Guinea through Nabors has been incredibly humbling and has acquired deep respect and acknowledgement from the locals. Witnessing the joy on the faces of the children, who often have very little knowledge and some even unaware of what a computer is, has been truly rewarding,” says Arron Pratt, Drilling Superintendent, PNG. “It was heartwarming to hear the local doctor explain how the donated computers will improve record-keeping at the clinic. Seeing the gratitude from the wives and children of our local national workers who approached me to express their thanks reaffirmed the impact of Nabors’ gesture. I highly recommend that more managers experience this same feeling through volunteering. Thank you, Nabors, for making a difference that may seem small to us but has changed lives forever in this community.”



PNG Computer Donation

The successful delivery of these computers would not have been possible without the support of ExxonMobil and the dedication of the incredible PNG team led by Arron Pratt and Srinivas Rajagopal. Their commitment to the cause, combined with their expertise in logistics and distribution, ensured the smooth and efficient transfer of these devices.

# Social Investment

**Our social investments reflect our enduring commitment to creating shared value for both our Company and society. By investing in education, healthcare, and community development, we aim to empower individuals, strengthen communities, and build a brighter future for all.**



## **Sponsored and supported 2023**

### **Komen Houston Race for the Cure.**

Breast Cancer Awareness. In October, our employees in Houston, Texas rallied together to participate in the 2023 Susan G. Komen Race for the Cure, demonstrating their unwavering support for this important cause. Breast cancer is a challenge that affects countless individuals and families every day, and for Nabors, this cause holds deep personal significance beyond just community engagement. Employees were encouraged to participate in any way they preferred, whether by running, walking, or donating. Our primary aim was to raise awareness and show solidarity for the millions of women fighting breast cancer. Across the globe, employees organized various events both online and within their offices, ranging from selling baked treats to setting up lemonade stands.

### **Bike Multiple Sclerosis (MS)**

In 2023, we proudly sponsored a team of 30 dedicated employees who embarked on the MS 150, a challenging 150-mile bike journey across Texas, in support of the National MS Society. The Society's vital work includes improving the lives of those affected by Multiple Sclerosis (MS) through essential programs, services, and research initiatives. This annual event served as a powerful demonstration of our commitment to living out the core values of Nabors. By coming together as a team and pushing themselves to achieve this remarkable feat, our employees showcased the spirit of unity, resilience, and compassion that defines our Company culture.

**TEAM NABORS**

**27**  
Riders

Ranked **47** out of **311** Teams

Raised  
**\$36,803**  
for MS150



# 3

## Governance

***We're building on a solid foundation of ethics and compliance,  
operating openly and honestly with integrity throughout our Company.***

- 63 Corporate Governance**
- 64 Compliance, Business Ethics and Professional Conduct**
- 65 Management of Third Parties and Suppliers**
- 68 Cybersecurity**
- 70 Political Activities**
- 71 Memberships and Associations**





*See detailed information in this year's Proxy Statement:*

**Corporate Governance**

Board Oversight

Board of Directors

Risk Management

# Compliance, Business Ethics and Professional Conduct

**At Nabors, we conduct business responsibly, adhering to applicable laws, and upholding high ethical standards. Our Code of Business Conduct embodies this commitment, and we expect all employees around the globe to follow its principles. Moreover, this commitment extends to our customers, suppliers, communities, and shareholders. We also require vendors, suppliers, and all third parties we work with to adhere to this Code.**

Nabors conducts business globally, including with governments and government-owned entities. Our policy is to adhere to all laws, rules, and regulations applicable to the regions where we operate and we provide training to our employees to enable them to comply with all legal and ethical requirements when representing Nabors. The training is comprehensive and includes modules on:

- Anti-corruption
- Insider Trading
- Quality, Health, Safety and Environmental Excellence
- Fair Employment Practices
- Political and Civic Activities
- Trade Compliance
- Human Rights

To uphold the transparency and ethics for which we are known, Nabors has established processes for employees to report violations of our Code of Business Conduct. These varied avenues allow for information to be provided through different channels, ensuring anonymity is preserved regardless of the reporting method chosen. In 2023, Nabors updated the Human Rights guidelines.



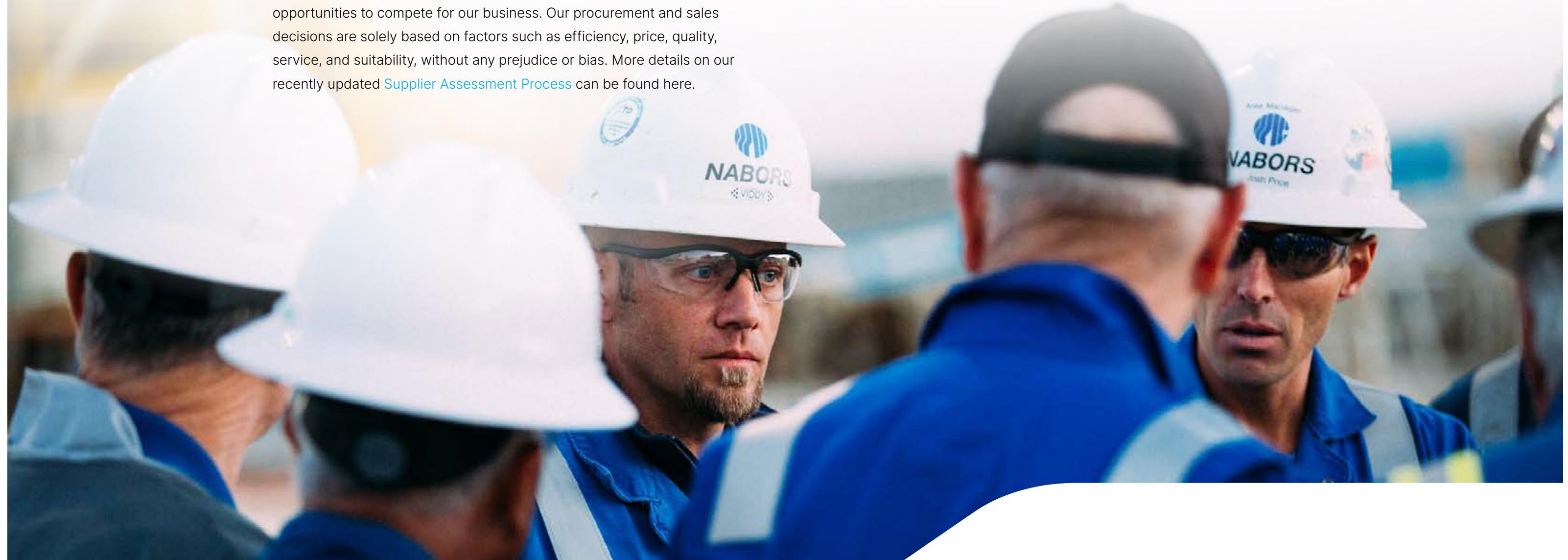
**Nabors strictly prohibits retaliation or any adverse action against individuals who report conduct violations or help address policy concerns.**

## Management of Third Parties and Suppliers

**We recognize the vital role of our suppliers and vendors in our success and their significant contribution to our daily operations. By collaborating with us, they help promote efficiency, uphold high standards of QHSE (Quality, Health, Safety, and Environment) performance, mitigate risks, and create shared value.**

We have implemented policies and programs to enable every vendor, regardless of their size, location, or workplace demographics to have equal opportunities to compete for our business. Our procurement and sales decisions are solely based on factors such as efficiency, price, quality, service, and suitability, without any prejudice or bias. More details on our recently updated [Supplier Assessment Process](#) can be found here.

We collaborate closely with our suppliers to review processes, procedures, and data in alignment with our guidelines to promote compliance. Throughout 2023, we deepened our supplier relationships by enhancing transparency, delivering mutual value, and exploring more effective ways of working together. Furthermore, we are always prepared to adjust our practices as needed to comply with relevant local laws and requirements, or if otherwise deemed appropriate.



## Supply Chain Transparency and Compliance

Nabors maintains the right to conduct annual audits with suppliers to assess their performance across various areas, including human rights, environmental management, business ethics, quality compliance, and social responsibility. These evaluations are detailed in our Vendor Guidelines and are in line with our Health, Safety, and Environmental Management System (HSE MS) and Occupational Health and Safety (OH&S) Statement. At the same time, we require that all applicable operations of our suppliers are covered by a certified ISO 14001 or EMAS environmental management system. We also conduct audits to certify their compliance with all relevant sanction protocols.

As part of our reevaluation procedures, all suppliers are assessed through annual, quarterly, or monthly reports focusing on their performance. These procedures include our supplier survey and on-site assessment, as well as the supplier report card. The report card is completed by the supply chain quality manager or supply chain manager. Additionally, a formal business review is conducted, documenting meetings between Nabors and the supplier. This review covers all pertinent aspects of the supplier relationship and their performance. Following this assessment, the Review Board, comprising global supply chain, QHSE, and operations representatives, assigns additional actions to be taken based on the evaluation.

Depending on the decision of the Review Board, various actions may be taken. These actions are specifically determined during the annual reevaluation meeting. Examples include Department of Transportation (DOT) screening, verification of valid employee qualifications and/or training, and confirmation of current certifications, among others.

Furthermore, we expect our vendors to carry out due diligence processes for their suppliers, subcontractors, and other stakeholders in their supply chain to prevent instances of human rights violations, including slavery, child labor, and human trafficking. Additional details regarding our vendor expectations can be found in our updated 2023 [Vendor Guidelines](#).



## Nabors Supplier Evaluation and Reevaluation

In 2023, Nabors conducted supplier evaluations for newly added suppliers, resulting in a total of 544 global additions. All these suppliers were found to be compliant with our Vendor Guidelines.

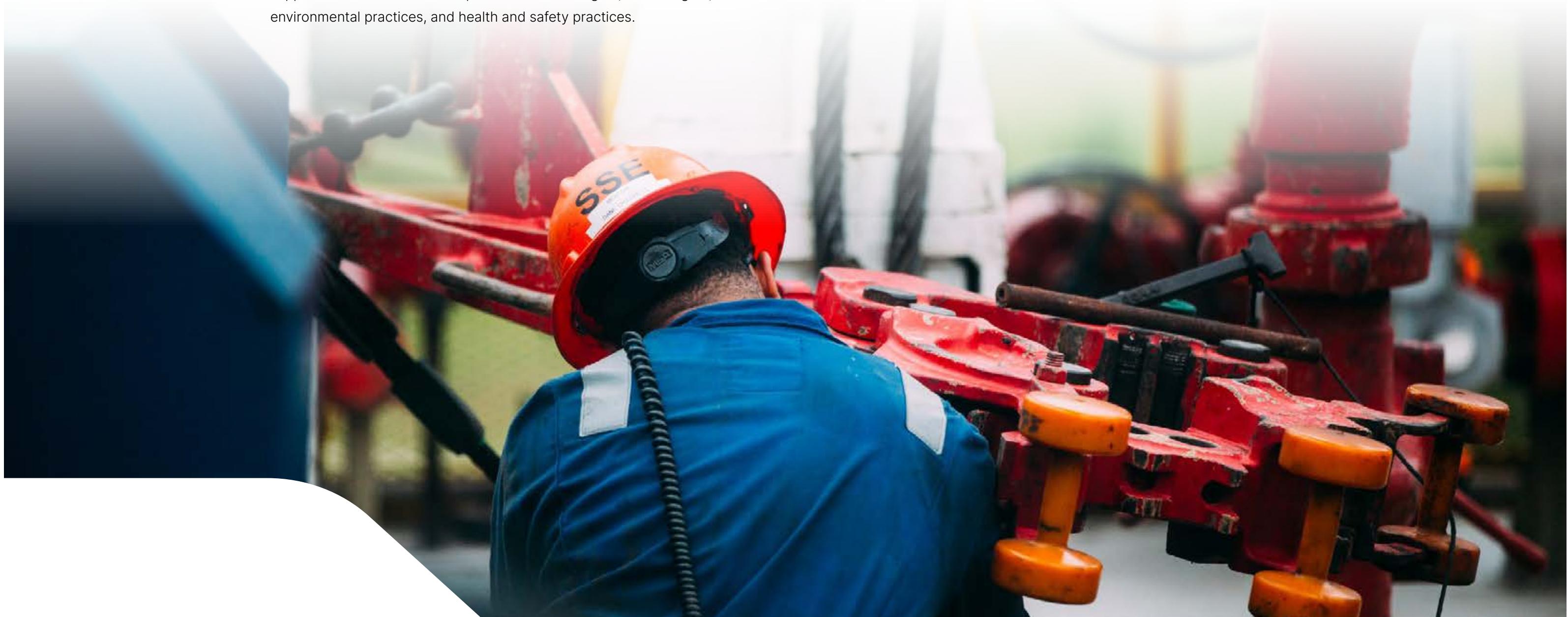
In addition to evaluating new suppliers, Nabors routinely audits existing suppliers to evaluate their compliance with labor rights, human rights, environmental practices, and health and safety practices.

**544**

Global Additions  
All compliant with Nabors  
Vendor Guidelines

**1,735**

Global Suppliers



# 701

## Cyber Risk Score

The ISS Cyber Risk Score predicts the likelihood that an organization will suffer a material cybersecurity breach within a 12-month period.

# Cybersecurity

**At Nabors, one of our primary aims is to minimize potential risks to our daily operations and maintain the safety of our environment, workforce, and stakeholders through robust cybersecurity strategies.**

## Cybersecurity Incident Scenario

In 2023, we maintained the practice of conducting tabletop exercises and simulating cybersecurity breach scenarios. These drills offer our team a practical means to evaluate our employees' preparedness and responsiveness, while also providing ongoing education on the importance of cybersecurity and the appropriate actions to take during a cyber breach.

As our systems and personnel become increasingly interconnected, our cybersecurity landscape continues to evolve. Accordingly, we provide our workforce with the necessary tools and expertise to proactively respond to potential incidents. All employees are mandated to complete our online cybersecurity annually. We perform regular phishing and social engineering tests throughout the year, with certain elevated risks groups receiving additional targeted training and spearphishing based on identified cybersecurity threats and risk profile.

We strive to improve our training programs and update our processes and security posture annually, including regular security assessments and penetration testing by third parties. This approach allows us to identify any potential gaps in our systems and procedures while optimizing preparedness for the latest potential threats, such as AI based attacks.

**In 2023, our Information Technology (IT) team continued this commitment through practices that include:**

- Annual cybersecurity maturity assessment by a third party, using the National Institute of Standards and Technology (NIST) standards
- Phish and spearphishing exercises for employees based on the most relevant and recent threats, with required follow-up training, as needed
- Trainings tailored for employees based on job role and security risk
- Regular cybersecurity updates to the Board
- Robust data backup technologies and controls
- 24/7 security operations center
- Participation in educational activities such as ONG-ISAC threat analyst updates, industry conferences such as (CS4CA, DHS) and intelligence briefings from DHS/FBI
- Participation in crisis management by simulating internal tabletop exercises



# Artificial Intelligence / Machine Learning (including GenAI)

## Released the Nabors Guidelines on Use of Generative AI

In our ongoing commitment to sustainability and responsible business practices, we recognize the pivotal role of artificial intelligence (AI) in shaping our operations and decision-making processes. Embracing AI technology enables us to enhance efficiency, minimize waste, and optimize resource allocation across our value chain. Moreover, we are dedicated to ensuring that our AI systems are ethically designed, transparent, and aligned with our values of equity and fairness. We prioritize ethical considerations such as data privacy, bias mitigation, and societal impact in the development and deployment of AI solutions. Through continuous monitoring, evaluation, and stakeholder engagement, we remain steadfast in our efforts to harness the potential of AI responsibly, contributing positively to both environmental and social sustainability goals.

**We adhere to a comprehensive framework grounded in ethical principles, and industry best practices.**

**Our approach encompasses several key components such as:**



### Guidelines

We established guidelines that govern development and deployment of AI technologies within our organization. These guidelines prioritize fairness, transparency, accountability, and protection of privacy.



### Transparency and Explainable AI

We prioritize transparency and explainability in our AI systems to foster trust among stakeholders. This includes providing clear documentation of release notes to ensure that users understand the automated decisions.



### Governance Structure

We apply a comprehensive framework grounded in ethical principles and industry best practices to the use of AI in order to align with ESG objectives. To that end, we have established a dedicated governance structure comprised of a multi-disciplinary team, responsible for overseeing all AI-related activities across the Company.



### Data Governance

We adhere to data governance principles for the responsible collection, storage and use of data in AI applications. This includes obtaining data via consent, anonymizing sensitive data and implementing robust data security measures to protect against unauthorized access and misuse.



### Risk Management

We conduct risk assessments to identify potential ethical, legal, and operational risks. Nabors has internally formulated a risk assessment matrix which is used to evaluate its products and service offerings. These assessments inform the design and implementation of appropriate risk mitigation strategies such as bias and algorithm, data protection measures and robust cybersecurity protocols.



### Stakeholder Engagement

We actively engage with diverse stakeholders, including employees and customers. This engagement helps us uphold our commitment to responsible AI innovation.

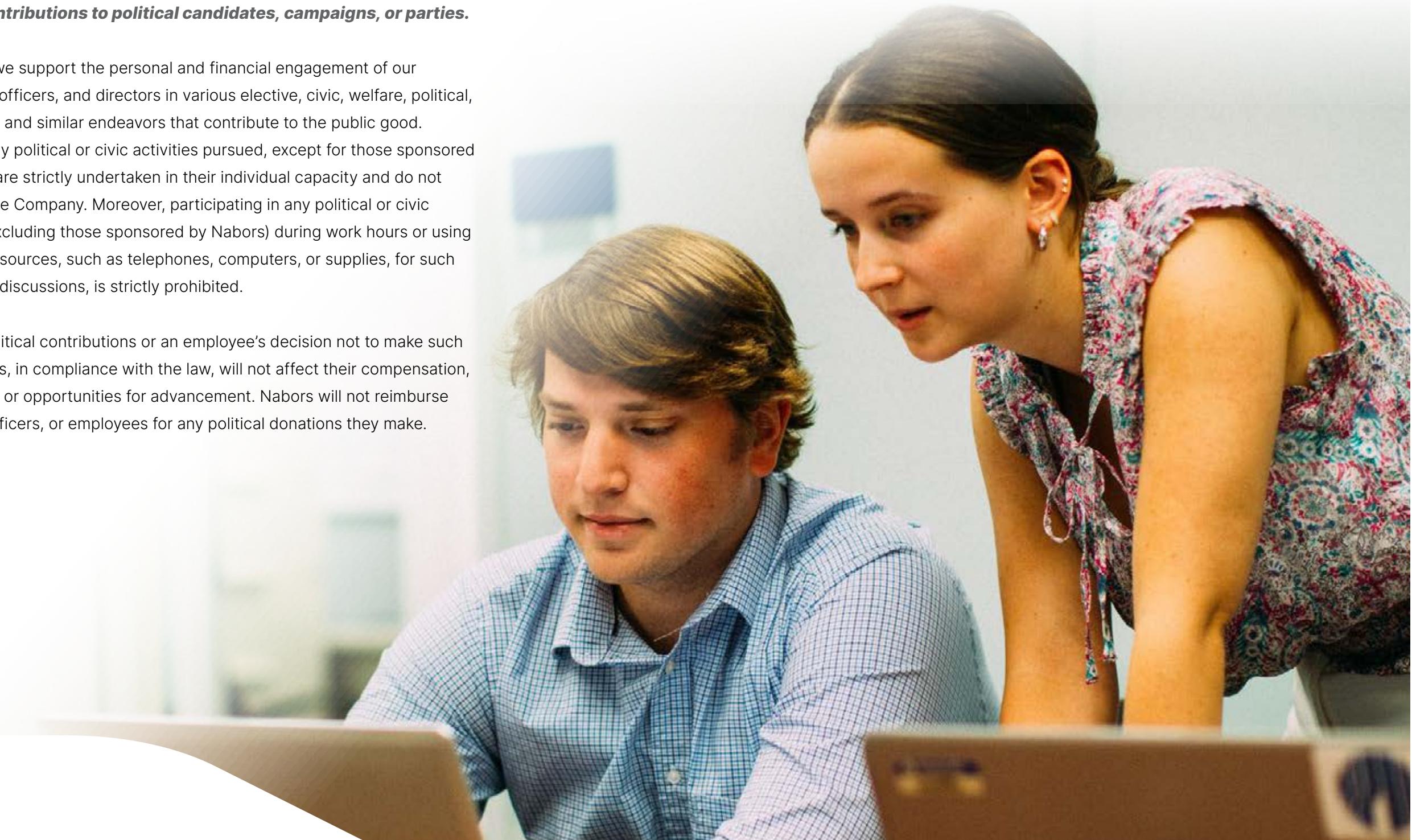
*By integrating these controls and practices into our AI initiatives, we strive to promote trust, transparency and accountability while harnessing the transformative potential of AI to drive value for our organization.*

## Political Activities

***As outlined in our Code of Business Conduct, Nabors refrains from making contributions to political candidates, campaigns, or parties.***

At Nabors, we support the personal and financial engagement of our employees, officers, and directors in various elective, civic, welfare, political, educational, and similar endeavors that contribute to the public good. However, any political or civic activities pursued, except for those sponsored by Nabors, are strictly undertaken in their individual capacity and do not represent the Company. Moreover, participating in any political or civic activities (excluding those sponsored by Nabors) during work hours or using Company resources, such as telephones, computers, or supplies, for such activities or discussions, is strictly prohibited.

Personal political contributions or an employee's decision not to make such contributions, in compliance with the law, will not affect their compensation, job security, or opportunities for advancement. Nabors will not reimburse directors, officers, or employees for any political donations they make.

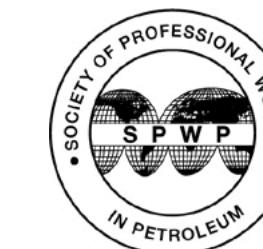
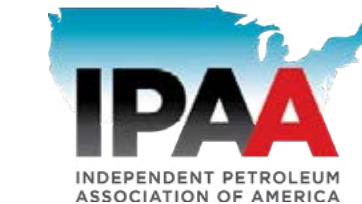


## Memberships and Associations

**Nabors supports various trade associations and organizations that represent a range of perspectives on industry and policy matters. To stay engaged and attentive to our memberships, we regularly assess the overall merits and benefits of each group. This includes considering their public positions, alignment with our priorities, and the resources needed to facilitate productive collaborations.**

We are active members in the following associations:

---



# 4 Appendix

**73 Performance Data**

**82 Appendix A**



# Performance Data

## Total Scope 1 & 2 Emissions

**Reporting Framework and Principles applied:**  
Our performance data covers the period from 1 January to 31 December 2023. The Company's boundaries for the report is operational control.

We follow the procedures established in the Greenhouse Gas Protocol Standards (Revised Edition) to calculate our annual GHG emissions. As part of the process, we apply conversion factors to determine GHG emissions values. Those conversion factors are taken from emissions tables provided by the Original Equipment Manufacturer for our rig main engines (Caterpillar 3512C), the United States Environmental Protection Agency's (EPA) Emissions Factors for GHG inventories published in April 2022 for fuel consumption and the International Energy Agency's (IEA) Emissions Factors published in September 2023 for purchased electricity.

For the rig engines, emissions are validated and adjusted through installation and monitoring of fuel sensors.

Scope 1 includes all rigs and yards main engines, auxiliary equipment (other rig and yard equipment that are CO<sub>2</sub> sources), Company owned vehicles, boats and planes. The Greenhouse gases included are carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O).

Scope 2 in 2023 includes purchased electricity for all Nabors facilities globally. Nabors scope 2 emissions are location based, as we do not have contractual instruments available that meet scope 2 quality criteria for market based emissions.

GHG emissions were calculated using the Global Warming Potentials (GWP) from the 2007 IPCC Fourth Assessment Report.

Nabors has established 2020 as the base year and it applies to scope 1 (Global) and Scope 2 (US). The base year for scope 2 for Nabors International is 2021.

**Notes:**

<sup>1</sup> Nabors is continuously reviewing the emissions data with the aim of identifying any gaps and increasing transparency in our current reports. Through this review process, we have identified, and may continue to identify certain gaps that may result in the reinstatement of emissions data.

<sup>2</sup> The percentage of renewable fuel used includes bio-diesel (20% ratio) used on drilling rigs and ethanol content (10% ratio) of gasoline used on US-based vehicles.

EMISSIONS	2020	2021	2022	2023
<b>Total Global Scope 1 GHG Emissions (metric tons CO<sub>2</sub>e)<sup>1</sup></b>	1,085,215	1,011,505	1,196,007	1,076,353
<b>Other Air Emissions (metric tons)</b>				
NOx	8,498	8,067	9,678	8,832
CO	2,543	2,466	2,814	2,688
PM	255	224	269	251
NMHC/VOC	566	509	637	539
<b>Total Fuel Consumed (Scope 1) (gigajoules)</b>	14,022,056	14,656,117	17,155,855	15,398,622
Renewable (Scope 1) <sup>2</sup>	0%	0%	0.27%	0.11%
Fuel Used in On-Road Equipment and Vehicles	1%	1%	0.6%	0.4%
Fuel Used in Off-Road Equipment	99%	99%	99%	99.6%
Engines in Service that Meet Tier 4 Compliance for Non-Road Diesel Engine Emissions	0.04%	0%	0%	0%
Total Fuel Consumption Within the Organization from Renewable Sources	0%	0%	0.27%	0.11%
Total U.S. Scope 2 GHG Emissions <sup>2</sup> (metric tons CO <sub>2</sub> e), Location and Market based	7,732	7,394	7,206	7,467
Total International Scope 2 GHG Emissions (metric tons CO <sub>2</sub> e), Location and Market based	–	4022.76	5,921	9,818
Renewable (Scope 2)	–	0.005	0.1%	0.5%
Carbon Intensity (MT CO <sub>2</sub> e per MWH)	–	0.93	0.88	0.79
Carbon Intensity (MT CO <sub>2</sub> e per \$1000 Revenue)	–	0.51	0.46	0.36
Carbon Intensity (MT CO <sub>2</sub> e per workhour)	–	0.04	0.05	0.04
Biogenic CO <sub>2</sub> emissions	–	942	2,713	180
Significant emissions of ozone-depleting substances (ODS)	–	0	0	0
Significant air emissions from hazardous air pollutants (HAPs)	–	0	0	0
Significant air emissions in or near areas of dense population	–	0	0	0
Sulphur oxides (SOx)	–	0	0	0
Average disturbed acreage per (1) oil and (2) gas well site	–	0	0	0

ELECTRICAL POWER	2020	2021	2022	2023
Total Electrical Power Use (Scope 1 and Scope 2) (megawatt-hour)	887,034	1,100,488	1,375,145	1,380,195
Electricity from Non-Renewable Source (megawatt-hour)	886,996	1,099,054	1,371,402	1,378,371
Electricity from Renewable Source (megawatt-hour)	38	1,434	39	150
Energy Consumed from the Grid	2%	2%	6%	11%
Power Consumption Normalized by Revenue (megawatt-hour per \$1 revenue)	0.55	–	0.46	
Power Consumption Normalized by Workhours (megawatt-hour per workhour)	0.05	–	0.05	

ECONOMIC	2020	2021	2022	2023
Total Amount of Drilling Performed (feet)	27.7 million	28.9 million	39.2 million	35.3 million

\* Based on operating hours from RigCloud 24/7. It excludes rig moves and stacked on rigs.

**Total Scope 3 Emissions: 21,938.47 Metric Tons CO<sub>2</sub>e**

SCOPE 3 EMISSIONS (METRIC TONS CO <sub>2</sub> E)				
Category	#	Category Type	2023	Notes
Upstream Emissions	1	Purchased goods and services	169,606	In 2023, a survey was conducted with the Top 40+ suppliers. Out of these 41+ suppliers, 21% of the total spend was from companies that publicly disclosed Scope 1 and Scope 2 emissions.
	2	Capital goods	Category excluded	Data is not yet available for this category. In 2021, a survey was conducted with Nabors Top Tier vendors and 86% do not disclose its total GHG emissions for scope 1 and 2. We are asking our vendors to consider reporting this data in the future.
	3	Fuel-and energy-related activities (not included in Scope 1 or Scope 2)	Not applicable	All fuel & energy related emissions are reported as part of Nabors scope 1 and 2 emissions.
	4	Upstream transportation and distribution	Category excluded	This includes scope 1 and 2 emissions pertaining to Nabors operations from our primary shipping/transportation company. We have not reviewed their methodology to make sure it includes all their inventory.
	5	Waste generated in operations	Category excluded	This includes scope 1 and 2 emissions from waste management vendors for waste generated in our Houston area facilities, which are Nabors largest, for year 2022. Data is not available for waste generated in other US and international facilities. We are asking our vendors to consider reporting this data in the future.  Emissions were calculated using the volume allocation method per GHG Protocol Technical Guidance for Calculating Scope 3 Emissions (version 1.0).
	6	Business travel	6,204.98	This includes air travel, rental cars and employees using personal cars for business travel globally. Taxis and ride share services data are not available at this time.
	7	Employee commuting	10,582.75	This includes total miles for all latitudes/longitudes based on zip codes for employees commuting in the US operations. Data is not available at this time for International operations.

SCOPE 3 EMISSIONS (METRIC TONS CO <sub>2</sub> E)				
Category	#	Category Type	2023	Notes
Downstream Emissions	8	Upstream leased assets	5150.74	This includes total miles for leased trucks used for rig moves globally.
	9	Downstream transportation and distribution	Category excluded	We have no means of capturing this data for Canrig sold products when we are not controlling or paying for the transportation or distribution.
	10	Processing of sold products	Not applicable	This category is not applicable to our business.
	11	Use of sold products	Category excluded	We have no means of capturing this data for Canrig products sold to third parties. For products sold to Nabors, emissions are captured under Scope 1 and 2.
	12	End-of-life treatment of sold products	Category excluded	We have no means of capturing this data for Canrig products sold to third parties. For products sold to Nabors, emissions are captured under scope 1 and 2.
	13	Downstream leased assets	Not applicable	This category is not applicable to our business.
	14	Franchises	Not applicable	This category is not applicable to our business.
TOTAL SCOPE 3 EMISSIONS				21,938.47 Metric Tons CO <sub>2</sub> e

## Notes:

The Scope 3 GHG emissions were calculated according to the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard and the Technical Guidance for Calculating Scope 3 Emissions, version 1.0.

This includes electrical power use from rigs, main engines and offices/yards/staff houses purchased electricity.



***Environmental Data — Water***

	REGIONAL WATER* USE (ML)								
	Withdrawn			Recycled / Returned			Consumed		
	2021	2022	2023	2021	2022	2023	2021	2022	2023
United States	74.83	93.11	70.41	—	53.58	64.18	—	39.57	6.23
Latin America	—	1.74	11.81	—	0.83	4.25	—	1.06	7.56
Asia	—	31.49	5.78	—	29.72	5.77	—	1.77	0.02
Middle East	—	78.36	64.95	—	77.19	63.83	—	1.1	1.11
Europe	—	26.79	4.69	—	26.79	4.69	—	0	0
<b>Total</b>	<b>74.83</b>	<b>204.69</b>	<b>157.63</b>	—	<b>161.52</b>	<b>142.72</b>	—	<b>43.5</b>	<b>14.92</b>

	WATER* WITHDRAWN BY SOURCE (ML)		
	2021	2022	2023
Municipal water	—	194.6	153.22
Groundwater	—	8.3	2.12
Surface	—		0.08
Third-party water	—	1.7	2.22
Other water	—	0	0
<b>Total</b>	—	<b>204.6</b>	<b>157.6</b>

\* On a drilling rig, the operator controls the freshwater.

	FRESHWATER* USE IN WATER STRESSED COUNTRIES (ML)					
	Withdrawn		Recycled/Returned		Consumed	
	2022	2023	2022	2023	2022	2023
Kingdom of Saudi Arabia	4.83	6.57	4.77	6.47	0.06	0.10
Oman	1.79	2.59	1.17	2.59	0.62	—
Kuwait	58.93	39.2	58.61	39.2	0.003	—
UAE	0.74	16.59	0.74	15.58	0.02	1.01
<b>Total</b>	<b>79.09</b>	<b>64.95</b>	<b>77.92</b>	<b>63.83</b>	<b>1.12</b>	<b>1.11</b>

## **Environmental Data — Waste, Biodiversity and Spills**

BIODIVERSITY IMPACT*			
Boundary - United States			
	2021	2022	2023
Average disturbed acreage per (1) oil and (2) gas well site (SASB)	Average Total	–	0
Number of facilities operating with at least one threatened or endangered species in state <sup>2</sup> (GRI)	Total Count	–	25
Number of assets under Nabors operational control overlapping with designated protected areas (within five miles) <sup>3</sup> (GRI)	Total Count	–	2
			7

\* On a drilling rig, the operator controls the biodiversity.

<sup>2</sup> Fixed facilities under Nabors operational control with observed or known critical habitats for threatened or endangered species based on US Fish and Wildlife dataset.

<sup>3</sup> Assets in area overlapping with IUCN I-VI protected areas based on World Database on Protected Areas.

WASTE GENERATION (METRIC TONS)						
	2021		2022		2023	
	Hazardous	Nonhazardous	Hazardous	Nonhazardous	Hazardous	Nonhazardous
United States	–	–	20.78	1,866.08	275.69	1,840.14
Latin America	–	–	71.75	9.28	1,433.98	1,190.62
Eurasia <sup>1</sup>	–	–	19.29	20.37	60.70	65.20
Middle East	–	–	331.99	1,764.31	107.21	1,597.58

<sup>1</sup> Eurasia was updated in 2023 to include both operation areas, but 2022 reflects Asia only data.

SPILLS (BBLS)						
	2021		2022		2023	
	Spill Amount	% Recovered	Spill Amount	% Recovered	Spill Amount	% Recovered
Significant spills <sup>1</sup>	0	0	0	0	0	0

<sup>1</sup> Significant spills defined per API PSE Classification Guidance 2015 – Tier I & 2 Threshold Quantities.

WASTE CONSERVATION* (METRIC TONS)						
	2021		2022		2023	
	Hazardous	Nonhazardous	Hazardous	Nonhazardous	Hazardous	Nonhazardous
<b>Diverted from Disposal<sup>1</sup></b>						
Recycled or reused <sup>1</sup>	–	0.00%	8.50%	28.40%	23.00%	23.70%
<b>Directed to Disposal<sup>2</sup></b>						
Landfilled	–	0.00%	0.30%	71.20%	0.70%	75.10%
Incinerated	–	100.00%	14.00%	0.00%	70.50%	0.00%
Other disposal operations <sup>3</sup>	–	0.00%	77.20%	0.40%	0.60%	0.40%
Authorized Waste Facility	–	–	–	–	5.20%	0.80%

\* On a drilling rig, the operator controls the waste and spills.

<sup>1</sup> Diverted from disposal means waste that is either prepared for reuse, recycled or other recovery operations.

<sup>2</sup> Directed to disposal means discarded products, materials and resources to a controlled site in or on land, such as landfills.

<sup>3</sup> Other disposal operations generally means a chemical, thermal or other transformation that makes products, materials and resources unavailable for further use and mitigates hazardous characteristics.

**Social Data — Health and Safety**

WORKFORCE HEALTH AND SAFETY				
	2020	2021	2022	2023
Total Recordable Incident Rate (TRIR)	0.49	0.41	0.48	0.47
Fatality Rate	0.008	0	0.015	0.007
Near Miss Frequency Rate (NMFR)	168.9	88.98	66.02	59.13
Lost Time Incident (LTI)	10	4	5	13
Lost Time Incident Rate (LTIR)	0.08	0.03	0.04	0.09
Total Vehicle Incident Rate (TVIR)	0.61	0.27	0.16	0.12
THR	3.1	2.74	3.35	2.24
SIF+	0.39	0.20	0.20	0.23
SO	592,592	543,963	756,763	882,260
ISR	7.73	4.76	7.54	8.52

RIGS WITH NO INCIDENTS FOR THE LAST 10 YEARS						
Area	Rig	2023	Activity	Years Total	Count of Rig	Count by Years
Argentina	00991	365	Active	12.3	1	+10 Years
Argentina	00F24	365	Active	10.8	1	10 Years
Wyoming	00B04	365	Active	10.6	1	10 Years
Colombia	00M47	365	Active	10.5	1	10 Years
North Dakota	00B06	365	Active	10.4	1	10 Years
Colombia	00M48	365	Active	10.3	1	10 Years
North Dakota	00X10	365	Active	10.2	1	10 Years
<b>Total</b>					<b>7</b>	
AVERAGE HOURS OF HEALTH, SAFETY AND EMERGENCY RESPONSE TRAINING						
	2020	2021	2022	2023		
Full time employee	19.03	36.08	26.02	19.25		
Contract employee	1.33	5.17	4.81	1.17		
Short service employee	23.91	41.23	22.15	30.64		

***Social Data — Diversity and Inclusion***

	EMPLOYEES BY JOB BAND AND GENERATION														
	Generation Z (Born 1997-2012)			Millenials (Born 1981-1996)			Generation X (Born 1965-1980)			Baby Boomers (Born 1946-1964)			2021	2022	2023
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023			
Executive	0%	0%	0%	0%	0%	0%	0%	1%	1%	1%	2%	2%	3%		
Director	0%	0%	0%	0%	0%	1%	1%	1%	3%	3%	3%	4%			
Manager	0%	0%	0%	2%	2%	6%	5%	5%	11%	8%	9%	12%			
Supervisor	0%	0%	0%	5%	7%	12%	8%	9%	14%	13%	13%	13%			
Individual Contributor	5%	6%	14%	12%	13%	19%	13%	15%	22%	17%	19%	28%			
Administrative Support	1%	1%	4%	3%	3%	3%	3%	3%	5%	6%	6%	8%			
Field Operations	95%	93%	82%	77%	75%	59%	68%	66%	44%	51%	49%	32%			

	JOB BAND AND GENDER									
	2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Executive	10%	90%	10%	90%	11%	89%	12%	88%	13%	87%
Director	12%	88%	16%	84%	19%	81%	16%	84%	17%	83%
Manager	17%	83%	18%	82%	17%	83%	17%	83%	20%	80%
Supervisor	8%	92%	12%	88%	10%	90%	8%	92%	10%	90%
Individual Contributor	9%	91%	9%	91%	9%	91%	10%	90%	12%	88%
Administrative Support	53%	47%	50%	50%	51%	49%	50%	50%	60%	40%
Field Operations	1%	99%	1%	99%	1%	99%	1%	99%	2%	98%

	GENDER									
	2019		2020		2021		2022		2023	
	All Nabors	SGA & FS								
Female	5%	21%	5%	20%	5%	20%	5%	20%	↑ 8%	↑ 26%
Male	95%	79%	95%	80%	95%	80%	95%	80%	↓ 92%	↓ 74%

***Social Data — Diversity and Inclusion***
**EMPLOYEES BY JOB BAND AND GENERATION**

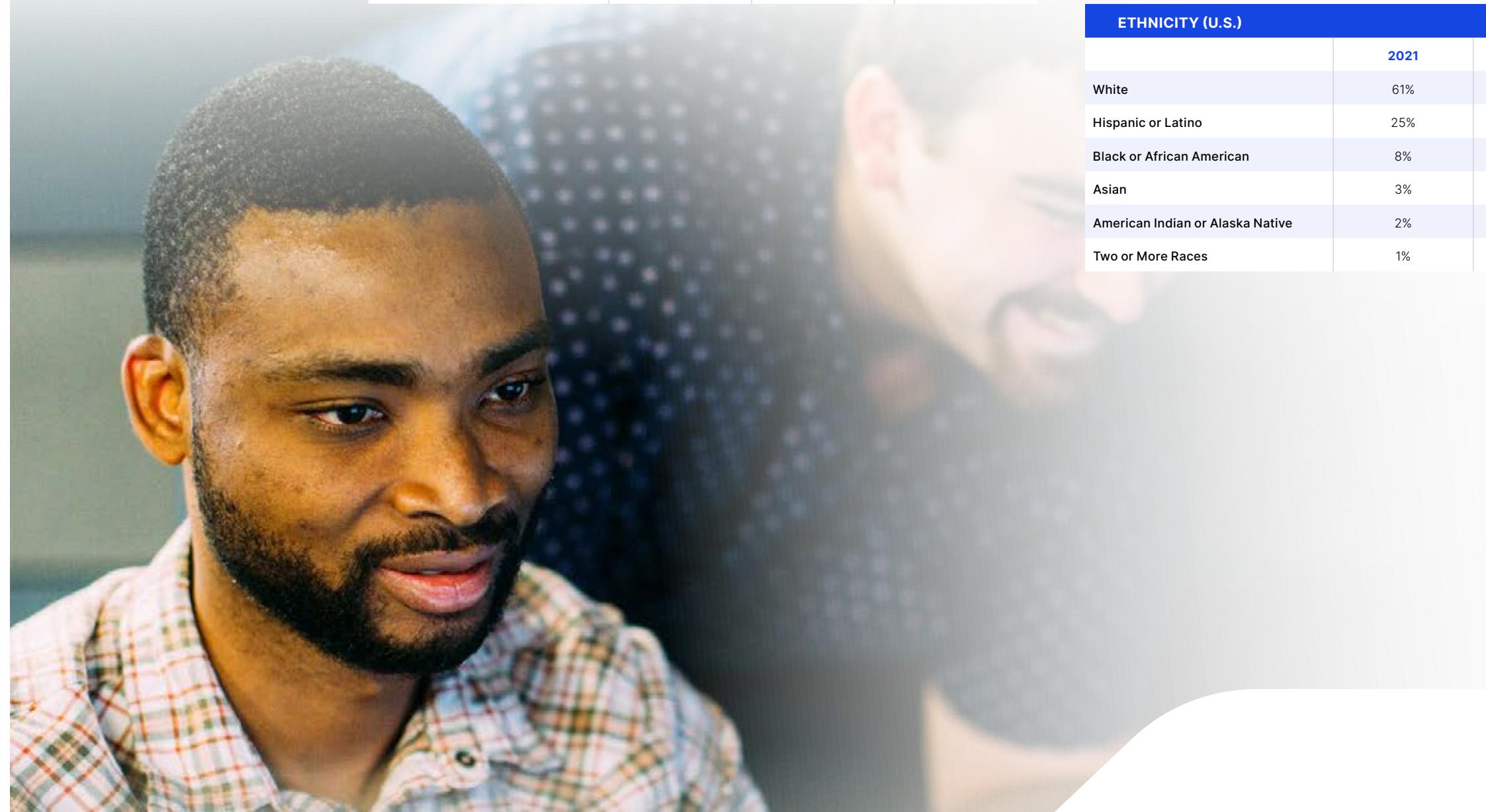
	2021	2022	2023
Generation Z (Born 1997-2012)	8%	12%	14%
Millennials (Born 1981-1996)	55%	54%	53%
Generation X (Born 1965-1980)	32%	29%	28%
Baby Boomers (Born 1946-1964)	5%	5%	4%

**AGE**

	2021	2022	2023
Under 30 years old	22%	24%	22%
30-50 years old	63%	61%	62%
Over 50 years old	15%	15%	16%

**ETHNICITY (U.S.)**

	2021	2022	2023
White	61%	59%	58%
Hispanic or Latino	25%	26%	27%
Black or African American	8%	8%	7%
Asian	3%	3%	4%
American Indian or Alaska Native	2%	2%	1%
Two or More Races	1%	2%	2%



***Social Data — Diversity and Inclusion***

U.S. FEDERAL EMPLOYER INFORMATION REPORT EEO-1																	
Job Categories		Hispanic or Latino		Not Hispanic or Latino													Overall Totals
				Male							Female						
		Male	Female	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races		
Executive/Sr Officials & Mgrs		8	1	44	0	0	15	0	1	10	2	0	3	0	0	<b>84</b>	
First/Mid Officials & Mgrs		110	19	522	24	2	32	12	6	53	6	0	5	0	1	<b>792</b>	
Professionals		39	25	124	13	0	59	2	7	29	11	0	17	0	1	<b>327</b>	
Technicians		114	0	298	38	0	8	3	8	2	0	0	2	0	1	<b>474</b>	
Sales workers		0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>	
Administrative Support		22	36	64	9	0	3	0	2	66	11	1	1	0	2	<b>217</b>	
Craft Workers		406	1	873	77	1	2	33	17	1	0	0	0	0	0	<b>1411</b>	
Operatives		352	0	496	137	2	0	19	23	3	1	0	0	0	0	<b>1033</b>	
Laborers & Helpers		16	0	88	36	0	1	0	2	2	0	0	0	0	0	<b>145</b>	
Service Workers		0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>	
Current 2022 Reporting Year Total		<b>1067</b>	<b>82</b>	<b>2509</b>	<b>334</b>	<b>5</b>	<b>120</b>	<b>69</b>	<b>66</b>	<b>166</b>	<b>31</b>	<b>1</b>	<b>28</b>	<b>0</b>	<b>5</b>	<b>4483</b>	
Prior 2021 Reporting Year Total		855	71	2128	276	7	98	57	31	143	27	2	21	0	4	<b>3720</b>	

SENIOR MANAGEMENT (DIRECTOR AND ABOVE) AT SIGNIFICANT LOCATIONS OF OPERATION HIRED FROM LOCAL COMMUNITY										
Significant Locations	Director and Above			Hired from Country			% Hired from Country			
	2021	2022	2023	2021	2022	2023	2021	2022	2023	
U.S.	85	86	101	72	73	77	85%	85%	76%	
Saudi	10	13	2	3	4	1	30%	31%	50%	
Argentina	1	1	1	1	1	1	100%	100%	100%	
Colombia	1	1	1	1	1	1	100%	100%	100%	
Mexico	1	1	2	0	0	1	0%	0%	50%	
Kuwait	1	1	1	0	0	0	0%	0%	0%	
Oman	1	1	1	0	0	0	0%	0%	0%	
Kazakhstan	1	1	1	0	0	0	0%	0%	0%	
Other	16	15	18	4	4	4	25%	27%	22%	
<b>Grand Total</b>	<b>117</b>	<b>120</b>	<b>109</b>	<b>81</b>	<b>83</b>	<b>85</b>	<b>69%</b>	<b>69%</b>	<b>78%</b>	

REGION			
	2021	2022	2023
Africa & Middle East	30%	29%	15%
Asia & Australia	18%	15%	8%
Europe & Other	4%	4%	4%
Latin America	13%	13%	17%
North America	36%	40%	57%
<b>Grand Total</b>	100%	100%	100%

## **Training and Development**

<b>ENVIRONMENTAL DATA — TRAINING</b>	
<b>Course Name</b>	<b>% Compliance</b>
Spill Prevention, Control and Countermeasures (SPCC) - OLC	95.48%
Energy Isolation And Electrical Safety - OLC	98.91%
Engine Environmental Impact & Maintenance - OLC	97.44%

<b>GOVERNANCE DATA — CYBERSECURITY TRAINING</b>	
<b>Course Name</b>	<b>% Compliance</b>
Cybersecurity - OLC	96.62%

<b>SOCIAL DATA — DEI TRAINING</b>	
<b>Course Name</b>	<b>% Compliance</b>
DEI - Respect in the Workplace (4 Hour)	82.50%
DEI - Respect in the Workplace (1 Hour)	97.95%
Diversity, Equity and Inclusion (DEI) - OLC	10.53%

<b>SOCIAL DATA — ETHICS AND COMPLIANCE</b>	
<b>Course Name</b>	<b>% Compliance</b>
Human Rights Training and Engagement - OLC	98.41%
Code of Business Conduct - OLC	97.91%
Foreign Corrupt Practices Act (FCPA) - OLC	100%
U.S. Antitrust - OLC	98.23%
Harassment Prevention Training for Employees - OLC	98.20%
Harassment Prevention Training for Supervisors - OLC	97.77%

<b>SOCIAL DATA — CRISIS MANAGEMENT TRAINING</b>	
<b>Course Name</b>	<b>% Compliance</b>
Working in Extreme Temperatures - OLC	98.06%
Emergency Response - OLC	98.32%

<b>SOCIAL DATA — JOURNEY TO EXCELLENCE</b>	
<b>Course Name</b>	<b>% Compliance</b>
J2E Module 1: Beginning Our Journey - OLC	100%
J2E Module 2: Building A Culture Of Excellence - OLC	100%
J2E Module 3: Building Our Best Team - OLC	100%
J2E Module 4: Building Toward Excellence - OLC	100%
J2E-Situational Leadership - OLC	91.40%
Journey To Excellence Field Training - ILT	82.12%
Journey To Excellence Train-the-Trainer	100%

	<b>Sum of Certified</b>	<b>Sum of Not Certified</b>	<b>Sum of Total</b>	<b>Average of Compliance %</b>
CANRIG	359	0	359	100.00%
Intl Drilling	1,382	21	1,403	98.50%
NCS	418	11	429	97.44%
NDS	308	2	310	99.35%
NETS	28	2	30	93.33%
SANAD	5	0	5	100.00%
US Drilling	581	7	588	98.81%
<b>Total</b>	<b>3,076</b>	<b>43</b>	<b>3,119</b>	<b>98.62%</b>

# Appendix A

## Acronym List and Glossary

Term	Definition	Term	Definition
API	American Petroleum Institute	IUNC	International Union for Conservation of Nature
CAMS	Competency Assurance Management Systems	IWCF	International Well Control Forum
CH <sub>4</sub>	Methane	LTI	Lost Time Incident
CIS	Commonwealth of Independent States	LTIR	Lost Time Incident Rate
CO <sub>2</sub>	Carbon Dioxide	MT	Metric Ton
CO <sub>2</sub> e	Carbon Dioxide Equivalent (includes all greenhouse gases listed calculated by utilizing equivalency factors as defined by the EPA)	MWh	Megawatt Hour
COP	Conference of the Parties	N <sub>2</sub> O	Nitrous Oxide
DEI	Diversity, Equity and Inclusion	NETS	Nabors Energy Transition Solutions
DOT	Department of Transportation	NETC	Nabors Energy Transition Corporation
EH	Eastern Hemisphere	NETV	Nabors Energy Transition Ventures
EMS	Environmental Management System	NMFR	Near Miss Frequency Rate
ERG	Employee Resource Group	NYSE	New York Stock Exchange
ERM	Enterprise Risk Management	ODSs	Ozone-Depleting Substances
ERMC	Enterprise Risk Management Committee	OH&S	Occupational Safety and Health Administration
ESG	Environmental, Social and Governance	OIL AND GAS	Refers to crude oil and natural gas, collectively called hydrocarbons
FS	Field Support	OSHA	Occupational Safety and Health Administration
GHG	Greenhouse Gas	PHA	Personal Health Assessment
GRI	Global Reporting Initiative	QHSE	Quality, Health, Safety and Environmental
GWP	Global Warming Potentials	SASB	Sustainability Accounting Standards Board
HAPs	Hazardous Air Pollutants	SGA	Selling, General and Administrative
hEMS	Hybrid Energy Management System	SME	Subject Matter Expert
HSE	Health, Safety and Environmental	SOx	Sulphur Oxides
HSE MS	Health, Safety and Environmental Management System	SPCC	Spill Prevention, Controls and Countermeasure
IADC	International Association of Drilling Contractors	STEM	Science, Technology, Engineering and Mathematics
IEA	International Energy Agency	TCFD	Taskforce on Climate-Related Financial Disclosures
IPCC	Intergovernmental Panel on Climate Change	TRIR	Total Recordable Incident Rate
IPIECA	International Petroleum Industry Environmental Conservation Association	TVIR	Total Vehicle Incident Rate
ISD	Independent School District	WRI	World Resources Institute

## Framework

SASB <sup>1</sup>			
Category	Metric	Indicator	Relevant Nabor Disclosures
Emissions Reduction Services and Fuels Management	Total fuel consumed, percentage renewable, percentage used in: (1) on-road equipment and vehicles and (2) off-road equipment	EM-SV-110a.1	Performance Data, <a href="#">p.73</a>
	Discussion of strategy or plans to address air emissions-related risks, opportunities and impacts	EM-SV-110a.2	Climate Risk Assessment, <a href="#">p.14</a>
	Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions	EM-SV-110a.3	Performance Data, <a href="#">p.73</a>
Water Management Services	(1) Total volume of fresh water handled in operations, (2) percentage recycled	EM-SV-140a.1	Performance Data, <a href="#">p.75</a>
	Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities and impacts	EM-SV-140a.2	Environmental Stewardship, <a href="#">p.25</a> Water Management, <a href="#">p.27</a>
Chemicals Management	Discussion of strategy or plans to address chemical-related risks, opportunities and impacts	EM-SV-150a.2	Environmental Stewardship, <a href="#">p.25</a> Asset Management, <a href="#">p.30</a>
Ecological Impact Management	Average disturbed acreage per (1) oil and (2) gas well site	EM-SV-160a.1	Performance Data, <a href="#">p.76</a>
	Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	EM-SV-160a.2	Environmental Stewardship, <a href="#">p.25</a>
Workforce Health and Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR), (4) total vehicle incident rate (TVIR) and (5) average hours of health, safety and emergency response training for (a) full-time employees, (b) contract employees and (c) short-service employees	EM-SV-320a.1	Performance Data, <a href="#">p.77</a>
Management of the Legal and Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	EM-SV-530a.1	Climate Risk Assessment, <a href="#">p.14</a> , Governance, <a href="#">p.63</a>
Critical Incident Risk Management	Description of management systems used to identify and mitigate catastrophic and tail-end risks	EM-SV-540a.1	Environmental Stewardship, <a href="#">p.25</a>

<sup>1</sup> Nabors has reported the information cited in this SASB content index for the period January 1, 2023 to December 31, 2023 with reference to the SASB Standards version 2018-10 identified within.

TCFD <sup>1</sup>		
Activity Metric	Indicator	Relevant Nabors Disclosure
Governance	Disclose the organization's governance around climate-related risks and opportunities	Board and Management Oversight & Climate Risk Assessment, <a href="#">p.13-14</a>
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning, where such information is material	Climate Risk Assessment, <a href="#">p.14</a> , Scenario Analysis, <a href="#">p.20</a>
Risk Management	Disclose how the organization identifies, assesses and manages climate-related risks	Climate Risk Management, Climate Risk Assessment, <a href="#">p.14</a>
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities, where such information is material	Performance Data <a href="#">p.73</a>

<sup>1</sup> Nabors has reported the information cited in this TCFD content index for the period January 1, 2023 to December 31, 2023 with reference to the TCFD Standards identified within.



## Framework

GRI <sup>1</sup>			
Category	Indicator	Metric	Relevant Nabor Disclosures
General Disclosures	GRI 2-1	Organizational Details: a. Legal name b. Ownership and legal form c. Location of headquarters	a. Nabors Industries, Ltd. b. Publicly Traded Company Under the New York Stock Exchange (NYSE): NBR c. Hamilton, Bermuda
	GRI 2-3	Reporting Period, Frequency and Contact Point: a. Reporting period for, and the frequency of, its sustainability reporting b. Reporting period for its financial reporting c. Publication date of the report or reported information d. Contact point for questions about the report or reported information	a. January 1, 2022 to December 31, 2022 b. Annual c. May 2023 d. 281.775.3900 or press.contact@nabors.com
	GRI 2-5	External assurance	Appendix A
	GRI 2-6	Activities, value chain and other business relationships a. Sector	a. Oil and Gas Drilling Contractor
	GRI 2-7	Employees a. Total number of employees and a breakdown of this total by gender and by region	a. Who we are, p.3 Diversity, Equity and Inclusion, p.42
	GRI 2-9	Governance structure and composition	Corporate Governance, p.63 2022 Proxy Statement
	GRI 2-10	Nomination and selection of the highest governance body	2022 Proxy Statement
	GRI 2-11	Chair of the highest governance body	2022 Proxy Statement
	GRI 2-12	Role of the highest governance body in overseeing the management of impacts: a. Role of the highest governance body and of senior executives in developing, approving and updating the organization's purpose, value or mission statements, strategies, policies and goals related to sustainable development b. Role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment and people c. Role of the highest governance body in reviewing the effectiveness of the organization's processes as described in 2-12-b and report the frequency of this review	a. Corporate Governance, p.63 b. Our Approach to Sustainability, p.6 Climate Risk Assessment, p.14 c. Corporate Governance, p.63
	GRI 2-13	Delegation of responsibility for managing impacts: a. How the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment and people b. Process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, environment and people	a. Governance of Sustainability, p.5 b. Corporate Governance, p.63
	GRI 2-14	Role of the highest governance body in sustainability reporting	Our Approach to Sustainability, p.6
	GRI 2-15	Conflicts of interest	Compliance, Business Ethics and Professional Conduct, p.64

<sup>1</sup> Nabors has reported the information cited in this GRI content index for the period January 1, 2023 to December 31, 2023 with reference to the GRI Standards identified within.

\* Reported in reference to GRI Standard GRI 306: Effluents and Waste 2016.

GRI <sup>1</sup>			
Category	Indicator	Metric	Relevant Nabor Disclosures
General Disclosures	GRI 2-16	Communication of critical concerns	Compliance, Business Ethics and Professional Conduct, p.64
	GRI 2-17	Collective knowledge of highest governance body	Governance of Sustainability, p.5
	GRI 2-18	Evaluation of the performance of the highest governance body	Corporate Governance, p.63
	GRI 2-22	Statement on sustainable development strategy	Letter from CEO, p.2
	GRI 2-23	Policy commitments	Compliance, Business Ethics and Professional Conduct, p.64
	GRI 2-26	Mechanisms for seeking advice and raising concerns	Compliance, Business Ethics and Professional Conduct, p.64
	GRI 2-28	Membership associations	Memberships and Associations, p.71
Market Presence	GRI 2-29	Approach to stakeholder engagement	2022 Proxy Statement
	GRI 202-2	Proportion of senior management hired from the local community	Diversity, Equity and Inclusion p.42
	GRI 302-1	Energy consumption within the organization	Performance Data, p.73
Energy	GRI 302-3	Energy intensity	Performance Data, p.73
	GRI 303-1	Interactions with water as a shared resource	Water Management, p.27
	GRI 303-2	Management of water discharge-related impacts	Water Management, p.27
	GRI 303-3	Water withdrawal	Performance Data, p.75
	GRI 303-4	Water discharge	Performance Data, p.75
Emissions	GRI 303-5	Water consumption	Performance Data, p.75
	GRI 305-1	Direct (Scope 1) GHG emissions	Performance Data, p.73
	GRI 305-2	Energy indirect (Scope 2) GHG emissions	Performance Data, p.73
	GRI 305-3	Other indirect (Scope 3) GHG emissions	Performance Data, p.74
	GRI 305-4	GHG emissions intensity	Performance Data, p.73, p.74
	GRI 305-5	Reduction of GHG emissions	Measuring and Monitoring, p.26
	GRI 305-6	Emissions of ozone-depleting substances (ODS)	Performance Data, p.73
	GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	Performance Data, p.73

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GRI <sup>1</sup>			
Category	Indicator	Metric	Relevant Nabor Disclosures
Biodiversity	GRI 304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Performance Data, <a href="#">p.75</a>
	GRI 304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Performance Data, <a href="#">p.75</a>
Waste	GRI 306-1	Waste generation and significant waste-related impacts	Management of Waste, <a href="#">p.29</a>
	GRI 306-2	Management of significant waste-related impacts	Management of Waste, <a href="#">p.29</a>
	GRI 306-3	Waste generated	Management of Waste, <a href="#">p.29</a>
	GRI 306-4	Waste diverted from disposal	Performance Data, <a href="#">p.76</a>
	GRI 306-5	Waste directed to disposal	Performance Data, <a href="#">p.76</a>
Asset Integrity and Critical Incident Management*	GRI 306-3	Significant spills	Performance Data, <a href="#">p.76</a>
Occupational Health and Safety	GRI 403-5	Worker training on occupational health and safety	Safety Training Program Management, <a href="#">p.35</a>
Training and Education	GRI 404-1	Average hours of training per year per employee	Training and Professional Development, <a href="#">p.57</a>
Diversity and Equal Opportunity	GRI 405-1	Diversity of governance bodies and employees	Corporate Governance, <a href="#">p.63</a>
Supplier Social Assessment	GRI 414-1	New suppliers that were screened using social criteria	Management of Third Parties and Suppliers, <a href="#">p.65</a>
	GRI 414-2	Negative social impacts in the supply chain and actions taken	Management of Third Parties and Suppliers, <a href="#">p.65</a>



## Framework

IPIECA <sup>1</sup>			
Module	Issue	Indicator	Relevant Nabors Disclosures
Governance and Business Ethics	Governance and Management Systems	GOV-1: Governance Approach	Corporate Governance, p.63
		GOV-2: Management Systems	Board and Management Oversight, p.13
	Business Ethics and Transparency	GOV-3: Preventing Corruption	Compliance, Business Ethics and Professional Conduct, p.64
		GOV-4: Transparency of Payments to Host Governments	Political Activities, p.70
		GOV-5: Public Advocacy and Lobbying	Political Activities, p.70
Climate Change and Energy	Climate Strategy and Risk	CCE-1: Climate Governance and Strategy	Board and Management Oversight, p.13, Our Strategy, p.16
		CCE-2: Climate Risk and Opportunities	Climate Risk Assessment, p.14
	Technology	CCE-3: Lower-Carbon Technology	Investing in Energy Transition, p.15 Our Strategy, p.16
	Emissions	CCE-4: Greenhouse Gas (GHG) Emissions	Environmental Stewardship, GHG Emissions, p.25
	Energy Use	CCE-6: Energy Use	Environmental Stewardship, GHG Emissions, p.25
Environment	Water	ENV-1: Freshwater	Environmental Stewardship, p.25
		ENV-2: Discharges to Water	Environmental Stewardship, p.25
	Biodiversity	ENV-3: Biodiversity Policy and Strategy	Environmental Stewardship, Biodiversity, p.28
	Spills	ENV-6: Spills to the Environment	Environmental Stewardship, Water, p.27
	Materials Management	ENV-7: Materials Management	Environmental Stewardship, Waste, p.29

<sup>1</sup> Nabors has reported the information cited in this IPIECA content index for the period January 1, 2023 to December 31, 2023 with reference to the IPIECA Standards second edition identified within.

IPIECA <sup>1</sup>			
Module	Issue	Indicator	Relevant Nabors Disclosures
Safety, Health and Security	Workforce Protection	SHS-1: Safety, Health and Security Engagement	Health and Safety, p.33
		SHS-2: Workforce Health	Health and Safety, p.33
		SHS-3: Occupational Injury and Illness Incidents	Health and Safety, p.33
	Product Health, Safety and Environmental Risk	SHS-5: Product Stewardship	Health and Safety, p.33
	Human Rights Management	SOC-1: Human Rights Due Diligence	Human Rights, p.32
		SOC-2: Suppliers and Human Rights	Management of Third Parties and Suppliers, p.65
Social	Labor Practices	SOC-4: Site-Based Labor Practices and Worker Accommodation	Human Capital Management, p.42
		SOC-5: Workforce Diversity and Inclusion	Human Capital Management, Diversity, Equity and Inclusion, p.42
		SOC-6: Workforce Engagement	Health and Safety, p.33
		SOC-7: Workforce Training and Development	Human Capital Management, p.42
		SOC-8: Workforce Non-retaliation and Grievance Mechanisms	Human Rights, p.32
	Community Engagement	SOC-9: Local Community Impacts and Engagement	Community Engagement, p.60
		SOC-13: Social Investment	Community Engagement, p.60
	Local Content	SOC-14: Local Procurement and Supplier Development	Management of Third Parties and Suppliers, p.65
		SOC-15: Local Hiring Practices	Human Capital Management, Talent Management and Employee Engagement p.42

***Goals***

NABORS GOALS AND YEAR-OVER-YEAR PROGRESS			
	2023 Goals	2023 Achievements	2024 Goals
Environmental	Reduce Scope 1 GHG emissions per foot drilled by 3% for Nabors Drilling USA from 2022.	✓ Achieved Goal	Achieve a 3% reduction in Scope 1 GHG emissions intensity for Nabors Drilling USA in 2024, using 2023 baseline.
	Reduce Scope 1 GHG emissions per foot drilled for Nabors international rigs by 3% from 2022.	✓ Achieved Goal	Achieve a 3% reduction in Scope 1 GHG emissions intensity for Nabors international rigs in 2024, using 2023 baseline.
Social	Increase percentages of all U.S. employee SGA and FS new hires that are diverse.	✓ Achieved Goal	Achieve at least 30% females with the ACE Program (Actively Changing Energy flagship engineering).
	Increase percentage of all U.S. employee SGA and FS new undergraduate hires that are women.	✓ Achieved Goal	Achieve at least 60% of all new hires of US SGA & FS to be diverse.

