

WORKER HEALTH AND SAFETY

Commitment to Worker Health and Safety

Our commitment to fostering a culture of worker health and safety is anchored in our Mission Zero policy and Journey to Excellence principles. We are dedicated to achieving incident-free operations by systematically reducing health and safety risks at our worksites. Our goal is to build a culture of safety where every employee is empowered to stop work whenever unsafe behaviors, conditions, or deviations from the safe work plan are observed.

Culture

At Nabors, the Behaviors of Operational Excellence and our Guiding Principles form the foundation of a safety culture vital to achieving Mission Zero. By consistently following established standards and procedures, each task is performed with safety and reliability in mind. This approach reduces errors, strengthens accountability, and fosters continuous improvement. This approach encourages active employee engagement, promoting a proactive and supportive work environment. Our safety practices are embedded into daily routines, building a predictable and dependable workplace where safety remains the top priority.

Integrated Management System

Our Integrated Management System (IMS) allows for a structured approach to aligning corporate strategy with site-level execution. This system promotes consistent implementation across operations while embedding our core values into daily activities.

At the top level, our [Integrated Journey to Excellence \(iJ2E\)](#) framework serves as the foundation establishing performance expectations, drives leadership accountability, and supports continuous improvement across all facets of the business.

Nested within the iJ2E framework are impact-specific management systems, including:

- Health, Safety, and Environment Management System (HSE-MS)
- Environmental Management System (EMS)
- Quality Management System (QMS)
- Other discipline-specific systems

These systems are tailored to address specific operational risks and compliance requirements, aligning with ISO 45001, 14001, and 9001.

Together, these systems provide:

- iJ2E: Strategic goal alignment, performance oversight, and operational consistency.

- HSE-MS, EMS, QMS: Detailed policies, procedures, technical standards, and controls tailored to specific impacts and regulations.

Key Components of Our IMS

Leadership and Commitment

Senior leaders promote a proactive culture of safety through direction, resources, and regular engagement.

Employee and Contractor Engagement

We empower our workforce through safety committees, feedback mechanisms, and robust contractor oversight.

Risk Assessment and Management

Risks are identified and mitigated through a systematic approach based on a hierarchy of controls.

Policies and Procedures

Our policies define our commitments and are operationalized through detailed procedures, helping us meet compliance obligations and drive improvement.

Training and Competency

Ongoing training and role-specific competency assessments help our people perform their duties safely and effectively.

Incident Management

Incidents, including near-misses, are investigated. Root causes are addressed through corrective actions aimed at prevention and learning.

Monitoring and Review

We set clear, measurable objectives and apply audits and metrics to evaluate system performance and identify opportunities for growth.

Safety Objectives and Performance Goals

To drive continuous improvement, Nabors has established rigorous safety performance objectives and goals. These are embedded into our Integrated Management System (IMS) framework, reviewed quarterly by senior leadership, with oversight from the Board-level Technology and Safety Committee. Progress is closely monitored and reported transparently to stakeholders on an annual basis.

Governance and Oversight

Sustainability oversight begins with our Board of Directors' ESG Committee, which convenes at least four times annually to review worker health and safety-related ESG strategy and performance. The Senior Vice President, Chief Administrative Officer, reports directly to the CEO and Technology and Safety Committee. Executives and subject-matter

experts across the organization manage the health and safety initiatives and provide transparent reporting aligned with SASB, GRI, and IPIECA frameworks.

Worker Health and Safety Topics

Risk Management

Effective risk management is crucial for maintaining operational integrity and achieving long-term business sustainability. Our approach prioritizes the elimination Serious Injuries and Fatalities (SIF) and targets key high-risk areas.

Managing Safe Work

Nabors builds on industry-standard lifesaving rules by implementing our customized “**Rules to Live By**,” developed from historical incident analysis. These rules reinforce safety controls and behaviors, reduce incident recurrence, and foster a strong safety culture. Key rules include:

- **Keep yourself and others out of the line of fire** – Stay alert to changing hazards like pressurized equipment, moving parts, and shifting loads.
- **Plan lifting operations and control the area to ensure safe mechanical lifting** – Only trained personnel using certified equipment should conduct lifts, with protective barriers for bystanders.
- **Verify energy isolation before work begins** – Always confirm all energy sources are isolated and de-energized and stored energy is released.
- **Obtain authorization before entering a confined space** – Follow protocols to prevent exposure to toxic gases or oxygen-deficient environments.
- **Ensure walking and working surfaces are safe and secure** – Eliminate slip, trip, and fall hazards, maintaining proper housekeeping and use fall protection where required.
- **Protect yourself against falls when working at heights** – Employ approved fall protection systems and prevent falling objects.
- **Manage third party workers and equipment** – Verify training, certification, and clear communication to preventing incidents.
- **Follow safe driving rules** – Inspect vehicles, provide proper training, and adhere to journey management protocols.

Fitness For Duty

Fitness for Duty (FFD) requires workers to be physically and mentally capable of performing their job duties safely. It helps mitigate risks such as fatigue and impairment, promoting overall well-being and operational safety.

Industrial Hygiene

Our industrial hygiene program focuses on identifying, evaluating, and controlling environmental factors that may impact worker health. This includes air quality monitoring, hearing conservation, ergonomics, chemical safety, and thermal stress prevention.

Emergency Preparedness and Response

Each operational site has a tailored emergency preparedness and response plan to manage potential incidents like blowouts, fires, spills, or injuries. Readiness and compliance are supported through regular training and scenario-based drills, which help protect employees and the environment.

Performance Monitoring

Safety incidents are tracked and reported in accordance with [OSHA Recordkeeping Standards](#) to maintain compliance and promote transparency. Additionally, internal severity assessments are used to evaluate both the actual and potential impact of incidents, considering injury severity, likelihood of recurrence, and contributing factors.