



SUSTAINABILITY REPORT

2021



SELECT is committed to developing a corporate strategy that supports the long-term viability of our business model in a manner that focuses on our people, our customers, the environment, and the communities in which we operate.

We believe this focus will help our customers achieve their short-term and long-term environmental, social and governance (“ESG”) goals, help us attract and retain top talent, and further our efforts to generate investor returns. We believe our commitment to foster a culture of corporate responsibility is an important part of being a company with operations spanning the contiguous United States. Further, we believe being a good corporate steward is strategic to our growth in water and chemicals solutions and will better allow us to develop solutions that both address the needs of our customers and contribute to sustainable business practices. We have identified the following four priorities as part of our comprehensive corporate responsibility initiative: Environmental Consciousness; Health and Safety; Human Capital Management; and Community Outreach. As a service company, we compete with other providers based on various factors, including safety and operational performance, technological innovation, process efficiencies and reputational awareness. We believe there is a strong link between these corporate responsibility initiatives and our ability to provide value to our stakeholders.

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About This Report

Overview

Select Energy Services, Inc., and its consolidated subsidiaries, may collectively be referred to as "Select," the "Company," "we," "us," or "our." Our 2021 Sustainability Report highlights the policies, processes, procedures and performance by which Select establishes and advances Environmental, Social, and Governance (ESG) goals and criteria, as well as how we aim to act as a force for good and promote sustainable development in communities in which we operate. The report reviews the application of our Business Principles and supporting policies across our business. We include information in this report based on internal discussions, external stakeholder feedback, and consultations with third-party experts. Select intends to regularly report on our Environmental, Social, and Governance policies, procedures, and performance, both on our website and through our annual Sustainability Report.

Scope

The 2021 Sustainability Report covers data from January 1 to December 31, 2021 unless otherwise stated. Additional notes on our metrics outline the scope and methodologies of our reported data. The minimum boundary for reporting on social and environmental priorities is assets we own and operate. Accordingly, this report covers our owned and operated businesses and does not address the performance or operations of our suppliers, contractors and partners unless otherwise noted.

Disclaimer

This report contains forward-looking statements relating to Select's operations that are based on management's current expectations, estimates and projections about the oilfield services, water, chemicals, and other energy-related industries. These statements are not guarantees of future conduct or policy and are subject to certain risks, uncertainties, and other factors, many of which are beyond the company's control, including government regulations, oil and gas prices and access to capital markets. See Forward-Looking Statements at the end of this report.

The actual conduct of our activities, including the development, implementation or continuation of any program, policy or initiative discussed or forecasted in this report, may differ materially in the future. As with any projections or estimates, actual results or numbers may vary. Many of the standards and metrics used in preparing this report continue to evolve and are based on management assumptions believed to be reasonable at the time of preparation but should not be considered guarantees. The statements of intention in this report speak only as of the date of this report. Select undertakes no obligation to update publicly any statements in this report.

This report contains terms used by the Global Reporting Initiative ("GRI"), Sustainability Accounting Standards Board ("SASB") and the Financial Stability Board's Task Force on Climate-related Financial Disclosures ("TCFD"), as well as information about how the disclosures in this report align with the recommendations of GRI, SASB and TCFD. In doing so, Select does not intend to endorse or adopt and is not endorsing or adopting these phrases or recommendations. In using these terms and referencing the recommendations, Select is not obligating itself to use the terms in the way defined by GRI, SASB and TCFD, nor is it obligating itself to comply with any specific recommendations or to provide any specific disclosure. Select makes no representation or warranty as to the GRI, SASB and TCFD's use or definition of specific terms or recommendations. For example, with respect to the use of the term material, individual companies are best suited to determine what information is material, under the long-standing U.S. Supreme Court definition of that term, and whether to disclose this information in U.S. Securities and Exchange Commission financial filings. As used in this report, the term "Select" and such terms as "the company," "the corporation," "our," "its," "we" and "us" may refer to one or more of Select's consolidated subsidiaries or affiliates or to all of them taken as a whole, but unless stated otherwise they do not include entities that are not wholly owned by Select. All of these terms are used for convenience only and are not intended as a precise description of any of the separate companies, each of which manages its own affairs.

To Our Stakeholders

2021 marked a milestone year for Select Energy, culminating in the release of this inaugural Sustainability Report. Since the inception of our company in 2007, we have invested in our vision to be the recognized leader and trusted partner in water and chemical solutions and remain at the forefront of sustainable performance. Select's 2021 financial and ESG results included contributions from multiple recent acquisitions, technology advancements, recycling projects, and other strategic investments.

Since I stepped back into the CEO role just over a year ago, in order to improve and grow the business, gain market share, and strengthen margins we have focused a number of key strategic priorities. First, we continued to build and bolster the base business in a way that is core to our value proposition. We saw strong improvement in the business throughout 2021, with revenue, margins and adjusted EBITDA growing every quarter throughout the year. We believe our value proposition regarding sustainable water and chemicals management is a clear differentiator in the industry, and has allowed Select to capture market share. Second, we continued to innovate and invest in technologies to diversify our capabilities, further advance our sustainability initiatives, and drive our industrial and energy transition solutions. As part of this effort, we announced several strategic investments and partnerships throughout 2021. By collaborating as both a strategic and a capital partner, Select fosters new technology development, and benefits from opportunities unlocked by these partners. Finally, we successfully completed four strategic acquisitions to further leverage the scale of the Company. We believe the integration of these companies into Select's leading culture of safety, sustainability, and operational efficiency provides opportunities to improve legacy assets and operations. Through the strength of our balance sheet, we are committed to investing in developing and advancing the environmental stewardship of these acquired operations.

While this is our inaugural Sustainability Report, Select has always been focused on environmental and social impacts that pose both risks and opportunities to our company and our industry. We believe we have a track record of demonstrated commitment to incorporating sustainable practices throughout our business, however as the regulatory and capital markets landscape continues to evolve, our ESG strategy will evolve as well.

Select is proud of the sustainability accomplishments achieved last year including:

1. **11+ Billion Gallons of Water Treated or Recycled**
2. **0.66 Total Recordable Incident Rate**
3. **>50% Minority Workforce**

Looking forward, we believe 2022 will be the strongest year the industry has seen in some time. As a leader in sustainable water and chemical solutions, Select is well-positioned to build upon its sizable portfolio of newly acquired infrastructure assets. Specifically, we aim to invest in new gathering pipelines and recycling facilities, which will decrease the demand for freshwater, decrease the need for waste disposal, and decrease the amount of truck traffic and associated emissions on our roads. Our integrated, full life cycle portfolio of services and products provides truly differentiated value to not only our customers, but all stakeholders. We are confident in our ability to execute on additional projects during the coming year.

In support of our commitment to sustainability, we recently closed on an industry-first sustainability-linked credit facility during the first quarter of 2022. We take our leadership in providing sustainable full life cycle water and chemical solutions seriously, and embrace additional accountability as we expand this leading position, as displayed by our ambitious water recycling and safety performance targets tied to this new sustainability-linked credit facility. We look forward to reporting our progress against these targets in our 2022 report.



John Schmitz
Chairman & CEO

Specifically, in 2022, we will:

- 1. Invest in organic sustainability-oriented growth and be opportunistic when looking for additional acquisition targets:** By investing in our own capabilities and making targeted investments in complementary businesses, we can meet our customers' growing demand for sustainable water and chemical solutions, consolidate a still fragmented industry into stronger, more dynamic networks, and create enhanced value for our stakeholders by improving the stewardship of acquired assets.
- 2. Remain committed to achieving the highest standard of safety:** Safety has long been a core value at Select and we always seek continuous improvement across all of our operations through training, investments in technology, and novel incentive programs. Through the sustainability-linked credit facility, we have targeted outperforming industry safety standards by 25%.
- 3. Reinforce our commitment to environmental stewardship:** Through our sustainability-linked credit facility, we have targeted increasing our produced water recycled volumes by 25% in 2022 and doubling this volume by 2025.

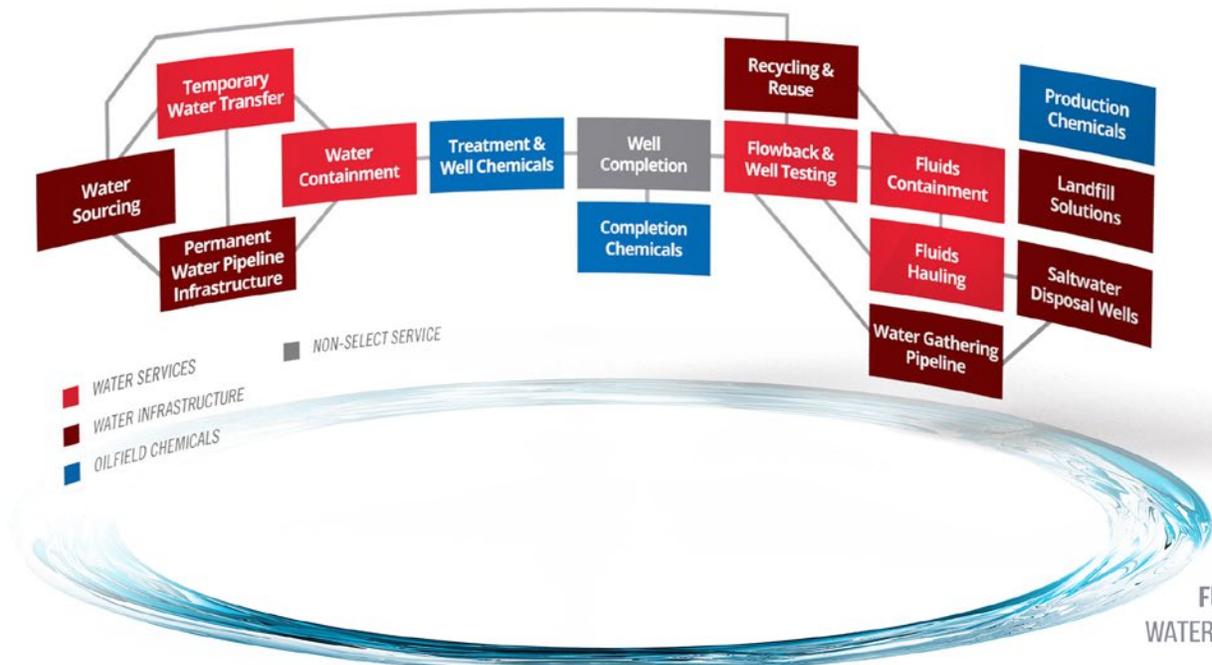
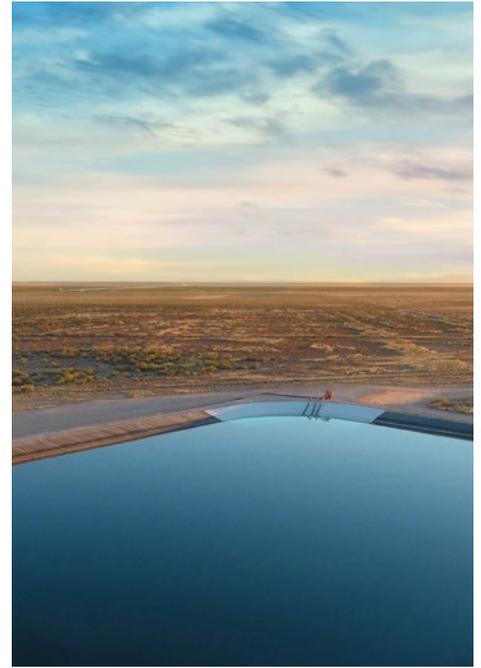
In closing, we are excited about our progress and will continue to make strides toward our long-term sustainability goals. Reinforced by our continued investments in technology, our recent acquisitions, and our strong balance sheet, Select's future growth will be driven by our operational reliability and focus on safety and sustainability across our leading water and chemical solutions platform. On behalf of our more than 3,000 highly skilled and dedicated employees, thank you for your continued support of Select Energy Services.

Sincerely,



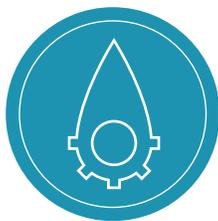
Our Company

Select Energy Services, Inc., is a leading provider of sustainable water and chemical solutions to the energy industry in the United States (“U.S.”). We also develop, manufacture, and deliver a full suite of chemical solutions for use in oil and gas well completion and production operations. As a leader in the water solutions industry, we place the utmost importance on safe, environmentally responsible management of water throughout the lifecycle of a well. Additionally, we believe that responsibly managing water resources through our operations to help conserve and protect the environment in the communities in which we operate is paramount to our continued success.

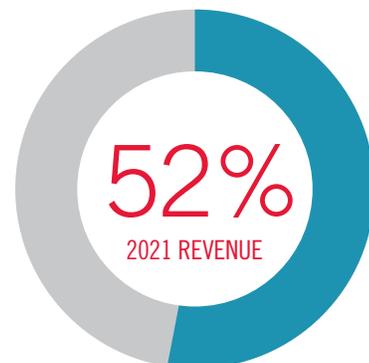


Select supports every major unconventional shale basin in the U.S., operating through three primary segments: **Water Services**, **Water Infrastructure** and **Oilfield Chemicals**.

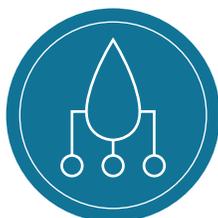
WATER SERVICES



Our **Water Services** segment, which contributed approximately 52% of our 2021 revenue, provides the complex logistical services needed to support new oil and gas well completions as well as ongoing production over the life of the well. These services include water transfer, flowback and well testing, water containment, fluids hauling, water monitoring and water network automation, as well as various on-site rental equipment and accommodation offerings. Through our patented WaterONE™ automation services and our AquaView® software platform, our Water Services segment also provides extensive technology solutions that enable 24/7 monitoring and visibility for our customers into all of their water-related operations, including hydrographic mapping, water volume and quality monitoring, remote pit and tank monitoring, leak detection, asset and fuel tracking and automated-equipment services. We believe these technologies help our customers lower their operating costs, improve safety, and reduce the environmental footprint of their operations.



WATER INFRASTRUCTURE



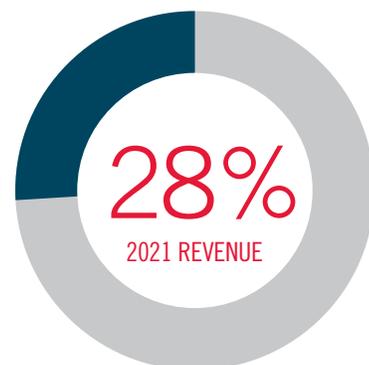
Our **Water Infrastructure** segment, which contributed approximately 20% of our 2021 revenue, develops, builds, and operates semi-permanent and permanent infrastructure solutions to support both new oil and gas well development and ongoing production activity, including water sourcing, distribution, recycling, gathering and disposal of water. As our customers transition from appraisal to full-field development, our fixed infrastructure offerings can provide economies of scale that help reduce capital expenditures, lease operating expenses and emissions over the life of a field's development. Water Infrastructure operations provide for both the delivery of, and the takeaway and reuse of water enabled by a network of water sources, permanent pipeline infrastructure, semi-permanent pipeline infrastructure, fixed and mobile treatment and recycling facilities, earthen pits, and saltwater disposal wells ("SWDs"). We are actively building recycling facilities across multiple regions, and will continue to focus on recycling opportunities in all of the areas that we operate. We view produced water as an alternative, sustainable non-potable water source that is naturally generated from sources below the water table in the course of oil and/or gas production, and we strive to reduce the amount of produced water being reinjected into SWDs over time, while also reducing the industry's need for fresh water.



OILFIELD CHEMICALS



Our **Oilfield Chemicals** segment, which contributed approximately 28% of our 2021 revenue, develops, manufactures, and applies a full suite of completion and production chemical products, water treatment solutions and services utilized in well completion, stimulation, cementing and related production processes. Our completion chemicals are sold primarily to oil and gas companies and leading pressure-pumping service companies in the U.S. to support well stimulation and completion activities. Our production chemicals are used by oil and gas companies to enhance well performance and reduce production costs throughout the life of a well. Our well chemical services provide customized water treatment and flow assurance solutions across the completion and production lifecycle. Additionally, through our FluidMatch™ solutions, we provide comprehensive testing and analysis of our customer's application conditions, water composition, product chemistry and key performance requirements for oil and gas well completion fluid-system design. This process may include water profiling, application and fluid assessment, treatment assessment, product selection, optimization, and customization.



Mission & Values

Our Mission

Delivering operational excellence and environmentally responsible water management solutions to industry leaders

Our Vision

Be the recognized leader and trusted partner in sustainable water management solutions

Every day **SELECT** employees put our core values into action to improve operational excellence, safety, and the customer experience. These core values—Accountability, Continuous Improvement, and Teamwork are helping to align our efforts to accomplish our vision to be the recognized leader and trusted partner in sustainable water management solutions.



THIS IS
HOW WE
ACT

Accountability

Take ownership of my actions and their outcomes

Continuous Improvement

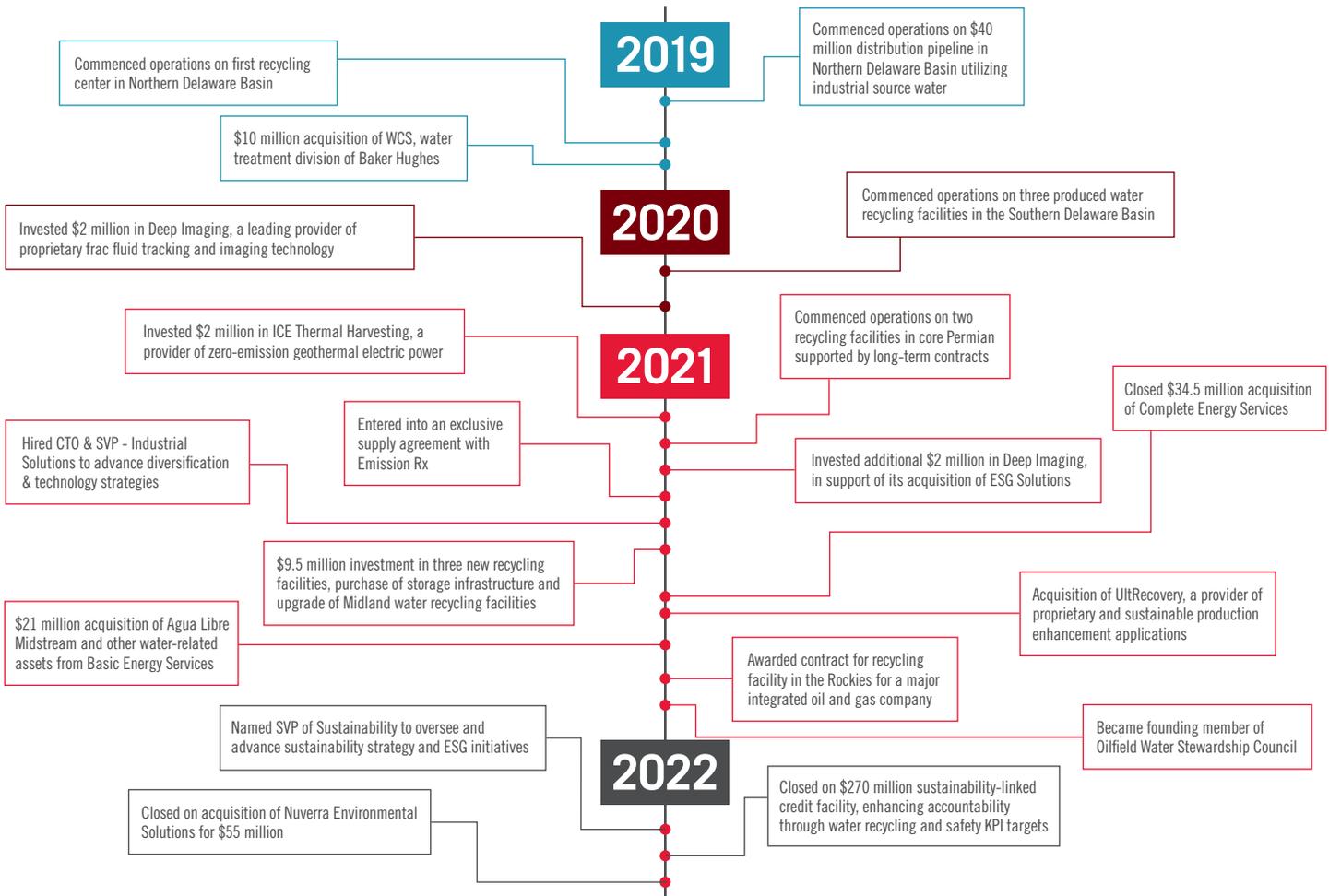
Embrace the necessity for change and commitment to continual growth and progress

Teamwork

Encourage and support a collaborative, safe, and engaged work environment

Recent ESG-Driven Strategic Activity

Select is a leading water and chemical solutions provider; focused on water sustainability, emissions reduction and safety; working to create a business environment that emphasizes and prioritizes environmentally sound decision-making.



Select Sustainability Principles

- ✓ Water is vital to the health, economic, and social well-being of the communities in which we live and work
- ✓ Select Energy Services focuses on developing sustainable water and chemical solutions every day, with a commitment to conservation & reuse
- ✓ In addition to improving efficiency and reducing costs, we support E&P companies in reducing their environmental impact; successfully delivering on their ESG goals

Near-Term ESG Initiatives

- ✓ Water Recycling
- ✓ Enhancing Operational Safety
- ✓ Emissions Reduction
- ✓ Leveraging Automation & Monitoring Technology
- ✓ Research & Development
- ✓ Utilizing Environmentally-Conscious Chemistry

Sustainability-Linked Credit Facility

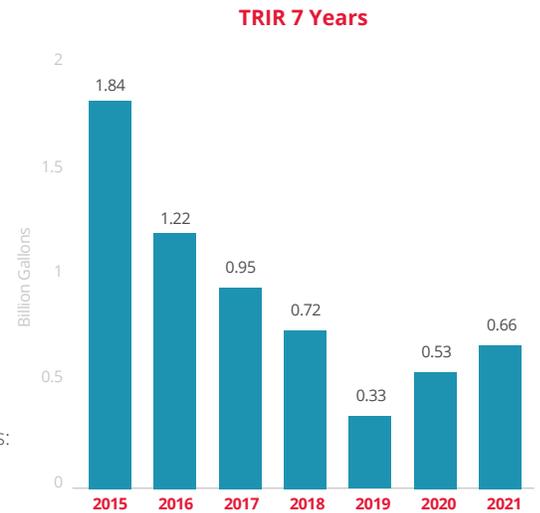
In the first quarter of 2022, Select closed on a \$270 million Sustainability-Linked Credit Facility. In doing so, Select is reinforcing its mission of water stewardship, employee health and safety, and generating value for stakeholders by setting key sustainability metrics for which it can hold itself to account. Under the Sustainability-Linked Credit Facility, the interest rate margin and the facility fee rates are subject to upward or downward adjustments based on Select's performance of specified sustainability targets and thresholds with respect to (i) total recordable incident rate, as the Employee Health and Safety Metric, and (ii) barrels of produced water recycled at facilities owned or operated by Select, as the Water Stewardship Metric. As the first company in the oilfield services sector to enter into a sustainability-linked credit facility, we hope to encourage other companies to follow suit. To validate our progress towards our stated goals, we have engaged Grant Thornton LLP to provide limited assurance on the sustainability metrics. The goals that we have committed to are outlined below:

Total Recordable Incident Rate

Total Recordable Incident Rate (TRIR) for full-time employees, regular part time, temporary employees, and non-employee contractors (collectively, "employees")

Select's employees are the heart of what we do, and their safety and our team's well-being is our first priority. All of our employees are trained in best-in-class worksite safety procedures as well as how to work safely with certified, properly maintained equipment. We believe that our customers select their operational partners based in part on the quality of their safety performance and compliance records. We will continue to make investments to be a market leader in this area.

The target is to achieve performance that is lower than the product of (i) the three year trailing average of the following subsectors classifications as reported by the Bureau of Labor Statistics: Support Activities for Oil and Gas operations, Chemical Manufacturing, Truck Transportation, & Administrative and Support Services and (ii) 0.75 (1.07 Target and 1.43 Threshold for the year ended December 31, 2021).



Barrels of Recycled Produced Water

As a leader in the water solutions industry, Select places the utmost importance on safe, environmentally responsible management of oilfield water throughout the lifecycle of a well. Additionally, we believe that responsibly managing water resources through our operations to help conserve and protect the environment in the communities in which we operate benefits all stakeholders.

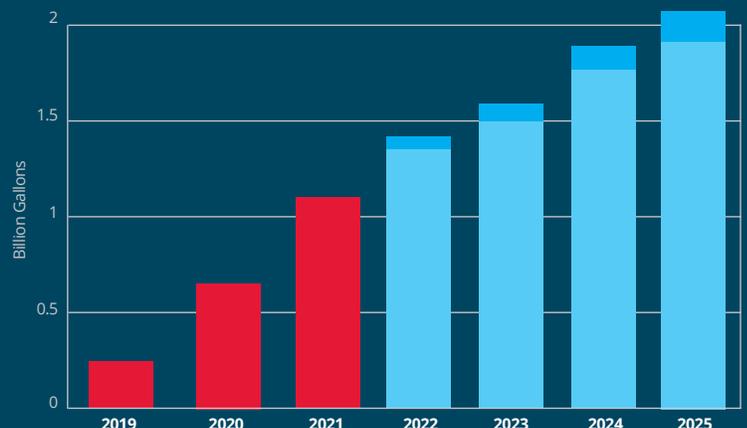
The treatment and recycling of water significantly reduces the need for utilizing scarce fresh water or other groundwater sources by Select customers and reduces the need for wastewater disposal via injection well. We have invested in, and will continue to invest in, various technologies as well as permanent and semi-permanent infrastructure to support the continued increase of produced water recycling in the areas in which we operate.

The criteria establishes certain growth targets and thresholds for increasing the total barrels of produced water that Select recycles based upon the objective to more than double the total recycled volumes by 2025 relative to its 2021 baseline volumes.



Fixed Facility Recycled Produced Water Volumes

- ACTUAL
- THRESHOLD
- TARGET



Sustainability Materiality Assessment

In line with Select’s sustainability strategy, we have identified a set of ESG focus areas that may have a material impact on our business. These focus areas were guided by the recommended disclosures laid out by the Task Force on Financial Climate-related Disclosures (“TCFD”), the topics recommended by the Sustainability Accounting Standards Board (“SASB”) Sustainable Industry Classification System® (“SICS”) for the Oil & Gas Services and the Chemicals industries, and the reporting standards established by the Global Reporting Initiative (“GRI”). In addition to these guiding frameworks, our disclosures are underpinned by the UN Sustainable Development Goals (“SDGs”). The UN Sustainable Development Goals inform our activities and how we contribute to the communities and societies in which we operate. It is important to note that Select does not sit squarely within that industry code and other inputs were considered to reflect the true nature of our business operations. Material issues were prioritized according to the economic, social, and environmental interests of stakeholders, as well as business impacts, such as revenue, costs, and reputation.

As part of Select’s Sustainability Reporting journey, we are researching issues on climate change to better understand risk and how to create value from opportunities. We are developing a thorough process for identifying and disclosing climate-related impacts, including risks and opportunities to the business. This assessment of material issues is a process that will continue to mature based on Select’s strategy and economic conditions, as regulatory and global reporting standards evolve, and as new and better quality data becomes available.

In developing this report, Select engaged in a review to identify sustainability issues that affect our business. A third-party consultant, Pickering Energy Partners, supported us in developing and implementing a robust materiality assessment that balanced the critical importance of integrating both internal and external stakeholders throughout the process. Guidance was provided to us through all phases of the assessment, including feedback on the list of relevant Environmental, Social and Governance issues to be assessed, relevant stakeholder groups, and the qualitative and quantitative information needed to develop our Sustainability Reporting.

The term materiality as used in this Report is not based on the definition of materiality used in U.S. securities laws. Please see our SEC filings to find information about issues deemed to be material to our investors as defined by regulatory requirements.



Topics Deemed Material in our Sustainability Assessment by Issue

Environmental	Social	Governance
<ul style="list-style-type: none"> Water Chemicals Emissions & Energy Environmental Impact Climate Change Waste 	<ul style="list-style-type: none"> Health & Safety Human Capital Management Diversity & Inclusion Supply Chain Stakeholder Engagement Community Involvement 	<ul style="list-style-type: none"> Board Composition ESG Management Business Ethics Risk Assessment & Strategy Crisis Management Cybersecurity



Environmental

Water Overview

The production of oil and gas from hydrocarbon rich shale formations is arguably the most significant development in the onshore North American oil and natural gas exploration industry in the past 40 years. It was not until the late 1990s that the technologies underlying horizontal drilling and hydraulic fracturing combined to allow previously inaccessible or uneconomic depth formations to be developed for the commercially viable extraction of oil and natural gas. Water is essential to the development and completion of unconventional oil and gas wells, where producers rely on hydraulic fracturing to stimulate the production of oil and gas from low permeability subsurface rock formations. The modern hydraulic fracturing process involves the injection of large volumes of water and proppant (typically sand) together with chemicals, under high pressure, through a cased and cemented wellbore into targeted subsurface formations thousands of feet below ground to fracture the surrounding rock. Modern hydraulic fracturing involves complex, engineered, environmentally-conscious solutions to produce oil and gas from tight geological formations in a cost-effective manner. The volume of water required to economically produce tight oil and gas reserves in the U.S. has grown dramatically in recent years and water and water-related services now comprise a meaningful portion of our customers' drilling and completion budgets.

As water requirements for hydraulic fracturing are increasing, energy producers are faced with the challenge of source water limitations and the complexity of treating and disposing of produced water. Over the last fifteen years, Select has built its business to solve the water-related needs of operators that often operate in remote, water-stressed regions of the country. While early shale development initially relied on freshwater, the industry has since evolved, and Select has been at the forefront of developing technological innovations to support the use of alternative water sources such as treated brackish water and recycled produced water. Chemistry technologies have played a vital role in this evolution and Select is proud to be a leader in providing specialized and customizable chemical technologies for the energy industry. Advancements in well completion chemistry have allowed operators to reduce their demand for fresh water, shifting towards brackish water and ultimately to recycled produced water. As chemistry becomes more complex, operators can use various qualities of water at one time and continue to reduce the freshwater intensity of their operations.

Select is one of the few large public oilfield services companies whose primary focus is on the management of water and water logistics in the oil and gas development industry. Accordingly, the importance of responsibly managing water resources through our operations and recycling efforts to help conserve water and protect the environment is paramount to our continued success. We view our unique position as an opportunity to transform water management by leveraging our chemical technologies business to develop produced water management solutions that increase our customers' ability to reuse this produced water and add ESG value to their operations. As for management of water logistics, our company was founded with a focus on water transfer through temporary and permanent pipelines, which substantially reduces the industry's use of traditional trucking services for water transfer operations, thereby significantly reducing emissions generated by semi-trucks moving water and reducing the level of truck traffic on the roads in the areas in which we operate.

Our employee base is comprised of dedicated operational and technical professionals, including many with PhDs and other advanced degrees, professional licenses and project development experience, and diverse backgrounds in geology, geography, land management, petroleum, chemical and electrical engineering, computer science, environmental science, geographic information systems and legal and regulatory affairs. Select relies on the expertise of this diverse team of specialists to help manage the complex and increasingly expensive challenges that water presents in energy development. By implementing our innovative full life cycle approach to water solutions, we have become a leader in recycling produced and flowback water to be used in new well completions. We help drive efficient, environmentally responsible, and economic solutions that lower capital expenditures and operating costs throughout the life cycle of a well.

In addition to its strategic service-oriented water management initiatives, Select is encouraging water sharing between operators. Operators are often naturally long or short water at any given time, based on either excess water from completions or lack of water for upcoming completions. Our goal is to balance water production and water demand, conserve water, and reduce disposal through the development of commercialized solutions serving multiple operators. In this capacity, we play a pivotal role as a logistical arm to complete these marketing efforts and transactions, acting as an independent third-party clearinghouse.



Water Services & Infrastructure Operational Footprint

SERVICES PROVIDED	GEOGRAPHIC REGION						
	PERMIAN	MIDCON	BAKKEN	EAGLE FORD	MARCELLUS/UTICA	HAYNESVILLE	ROCKIES
Water Transfer	✓	✓	✓	✓	✓	✓	✓
Flowback and Well Testing	✓	✓		✓	✓	✓	✓
Fluids Hauling	✓	✓	✓	✓	✓	✓	✓
Water Monitoring	✓	✓	✓	✓	✓	✓	✓
Water Containment	✓	✓	✓	✓	✓	✓	✓
Accommodation and Rentals	✓	✓	✓	✓	✓	✓	✓
Water Sourcing	✓	✓	✓	✓	✓	✓	✓
Pipelines Systems & Logistics	✓		✓			✓	✓
Fluid Disposal	✓	✓	✓	✓	✓	✓	✓

Ultimately, Select is dedicated to supporting the entire water value chain. As compared to many of our competitors, we are committed to doing that through the integration of services, infrastructure, chemistry and technology. We are focused on developing the right solution, not just selling a specific solution. This allows us to make more environmentally and socially conscious decisions as a result.

Sustainable Water Management

Water is vital to the health, economic, and social well-being of the communities where Select lives and works. In support of industry-wide efforts to reduce the demand for fresh water for hydraulic fracturing, we have a dedicated team of specialists focused on developing and deploying innovative water treatment and reuse services for our customers. We strive to fully understand local water issues, and to develop sustainable solutions with a shared commitment to conservation. Working collaboratively with our customers, we own and operate or are actively building recycling facilities in the Delaware and Midland basins in Texas and New Mexico, as well as in the Rockies region. We will, however, continue to focus on developing recycling opportunities in all of the areas that we operate. Long term, we believe our focus on commercialized solutions, which will connect multiple operators to strategic infrastructure, will lead to greater use of treated produced water for new well completions. This will result in the reduction of freshwater use for oil and gas operations. By doing so, we also strive to both reduce the portion of produced water being reinjected into SWD's over time and to reduce the industry's need for fresh water.

Select believes that setting goals to reduce the industry's consumption of scarce fresh water is critical to the continued success of the industry. Accordingly, in conjunction with our continued investments in recycling technologies and facilities, we have dedicated ourselves to doubling our recycled produced water volumes by 2025 as outlined in our sustainability-linked credit facility.

Additionally, Select is researching and evaluating various potential beneficial uses for recycled produced water outside of the oil and gas industry such as for agricultural or industrial development or general aquifer recharge. We believe it is beholden on companies, such as Select, to dedicate our time, resources and expertise to advance the research and development of opportunities for the beneficial reuse of recycled produce water such that in the future, the industry may be able to become net positive contributors to the overall water life cycle. In addition to our own internal efforts, Select is contributing to and participating in a number of industry consortiums and funded research initiatives for the advancement of these opportunities.

Water Risks & Opportunities

Significant water-related risks in our operations include water scarcity, seismicity, water pollution and biodiversity impact, and regulatory changes. Water scarcity, specifically the scarcity of freshwater, poses local, national and global risks. Additionally, in water-intensive industries such as energy, acute and chronic droughts can pose significant business risk. Through its own operations, the oil and gas industry generates significant amounts of produced water every day. Historically, this produced water has been disposed of via underground injection or other methods of discharge such as surface evaporation. As the industry looks to decrease its consumption of freshwater and increase its self-reliance on its own operations, produced water recycling has become a more critical effort. Select is well positioned to support the industry in transitioning this historical waste stream into an alternative sustainable source through its sizeable investments in recycling facilities and chemical technologies. Water recycling not only alleviates the demand for freshwater resources in water-stressed regions, but also limits waste disposal, which is particularly important in areas with seismicity concerns associated with underground injection.

Our business is also subject to the risk of environmental liability resulting from spills or leakage from wells or water logistics operations to surface or subsurface soils, surface water, or groundwater. However, our operations are designed to not only reduce our own environmental impact but also the environmental impact of our customers. For a single representative multi-well pad that requires five million barrels of water, we can utilize our pipe and hose infrastructure solutions and eliminate the approximate equivalent of 38,500 tank truck loads of water from the roads. In our water transfer business, the layflat hose we use allows for quick, cost-effective deployment and removal with limited environmental disturbance. This hose has significantly lower risk of spills than most other types of temporarily jointed pipe as a result of the strength and durability of the hose as well as the secure nature of coupling joints used to connect multiple sections of hose. These solutions are cost-effective, customizable, result in limited environmental and biodiversity impact, and reduce the risk of spills. Select has invested significantly in our patented WaterONE™ and AquaView® suite of proprietary hardware and software applications for measuring, monitoring, and automating our water services throughout the well lifecycle. Additionally, we provide a diverse set of primary and secondary containment solutions for the temporary storage of water and fluids. Our aboveground water storage tanks and secondary solutions, such as drive-over raised barriers, are designed to reduce the risk and environmental impact of potential spills. (See “Spill Prevention, Management and Mitigation” section on pg. 19 for additional information).

Finally, the trend in U.S. environmental regulation is to place more restrictions and limitations on activities that may affect the environment. Already, there exist significant environmental laws affecting water management. These include the Federal Water Pollution Control Act (the “Clean Water Act”), the Oil Pollution Act of 1990, and the Safe Water Drinking Act and Underground Injection Control (“UIC”) program. Any new laws and regulations, amendment of existing laws and regulations, reinterpretation of legal requirements, or increased governmental enforcement may result in more stringent and costly construction, completion, or water-management activities, waste handling, storage transport, disposal, or remediation requirements. In response to seismic events over the past several years near underground disposal wells used for the disposal by injection of produced water resulting from oil and gas activities, federal and some state agencies are investigating whether such wells have caused increased seismic activity, and some states have restricted, suspended or shut down the use of such disposal wells in certain areas prone to increased seismic activity. States also may issue orders to temporarily shut down or to curtail the injection depth of existing wells in the vicinity of seismic events. An additional consequence of this seismic activity is lawsuits alleging that disposal well operations have caused damage to neighboring properties or otherwise violated state and federal rules regulating waste disposal. The adoption and implementation of any new laws, regulations or directives that restrict our ability to dispose of wastewater gathered from our customers by limiting permitted volumes, disposal rates, disposal well locations or otherwise, or requiring us to shut down disposal wells, could have a material adverse effect on our business, financial condition, and results of operations.

Historically, Select has not seen any material impacts on our operations or from our operations related to seismicity concerns or seismic-related events. In areas of seismic concern, Select performs seismicity studies to ensure that all operations proceed in accordance with all applicable laws and satisfactorily consider engineering, geophysical and geological concerns. Additionally, our environmental compliance costs have not had a material adverse effect on our results of operations. We are mitigating these risks by proactively investing in recycling and beneficial reuse technologies, to provide solutions for our customers to support self-reliance in their own operations (as described above). We regularly interact with local, state, and federal governments in order to promote advancement of and compliance with applicable laws, and we aim to develop partnerships with officials to enhance the responsible use of natural resources as oil and gas development matures.

Treated Water

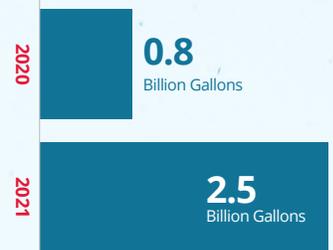


Piped Water

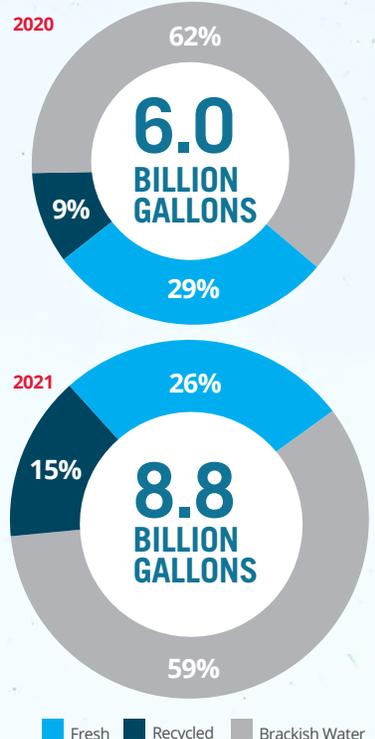
(distribution + gathering)



Disposal Volumes¹



Barrels Sold



¹ 2021 data includes pro forma full year attribution of 1.4 billion gallons of disposal volumes from Complete Energy Services and Agua Libre Midstream Acquisitions.

Chemicals

Chemicals Management

Our Oilfield Chemicals division develops, manufactures and applies a full suite of completion and production chemical products, water treatment solutions and services utilized in well completion, stimulation, cementing and related production processes. In partnership with our water sustainability initiatives, our Oilfield Chemicals segment utilizes environmentally conscious chemistry when possible, such as using non-detectable solvents, replacing nonylphenol ethoxylates with alcohol ethoxylates, and replacing crude oil-derived raw materials with cleaner, natural gas-derived materials. The chemistries we have developed allow for extended use of recycled produced water without the need for extensive reconditioning measures. As discussed below, we have made significant changes in our operations to improve our water management and chemical solutions to support environmental protection. While we are proud of what we have accomplished to date, we are constantly striving to improve in these areas. Our team of chemists and research and development personnel work directly with our customers to support the optimization of their fracturing fluid systems through our FluidMatch™ solutions. Through laboratory and application experience, we apply our expertise in chemistry to develop, manufacture and supply a wide range of specialized and customizable products to our customers for their well completion fluid systems.



SERVICES PROVIDED	GEOGRAPHIC REGION					
	PERMIAN	MIDCON	BAKKEN	EAGLE FORD	HAYNESVILLE	ROCKIES
Completion Chemicals	✓	✓	✓	✓	✓	✓
Production Chemicals	✓	✓		✓	✓	
Water Treatment	✓	✓	✓	✓		✓



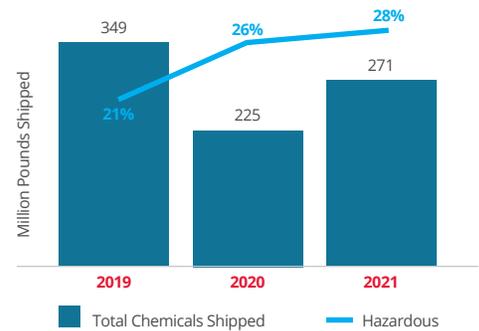
Chemicals Risks and Opportunities

Select recognizes there are a variety of risks associated with our oilfield chemical operations but have procedures in place to mitigate those risks and prioritize safety. The top three challenges we face include availability of raw materials, environmental spill impact, and facility emergencies.

To address supply chain risks, Select places a great emphasis on integrating a diverse supply chain with multiple vendors to offset the risk of supply chain constraints. In 2020 and 2021, about 76% and 74%, respectively, of raw materials were sourced from domestic vendors which allows for greater control and stronger supplier relationships. The remaining materials were sourced from vendors predominantly in China (12%), India (6%) and various other countries (7%), which allowed Select to source raw materials that are more challenging to find domestically. Though China only represents a small portion of our overall supply chain, following the disruptions that resulted from the global pandemic in 2020, we focused on decreasing our reliance on Chinese raw materials, resulting in an approximately 25% reduction in our raw materials coming from China during 2021 relative to 2020.

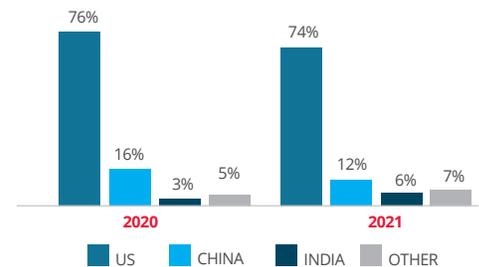
Although we take precautions to enhance the safety of our operations and minimize the risk of disruptions, our operations are subject to hazards inherent in the manufacturing and marketing of chemical and other products. These hazards include chemical spills, pipeline leaks and ruptures, storage tank leaks, discharges or releases of toxic or hazardous substances or gases and other hazards incident to the manufacturing, processing, handling, transportation and storage of hazardous chemicals. To address the impact of environmental spills and facility emergencies, Select's chemical business is focused on health & safety for all employees and is backed by robust safety management practices and procedures, particularly around the management of hazardous materials. Two programs to support our commitment to safe working environments include our Hazardous Waste Contingency Plan (HWCP) and Storm Water Pollution Prevention Plan (SWPPP). Our manufacturing facilities have vigorous Hazardous Waste Contingency Plans (HWCP) for employees to adhere to. These plans ensure all are aware and trained on emergency procedures should an event take place, as well as security measures designed to mitigate risks. The plans are continuously reviewed and updated when applicable situations occur such as revision of regulations, implementation of new regulations, facility design changes or transition of emergency coordinators or other personnel changes. The emergency plans outline detailed steps for a variety of situations along with escalation procedures. Another safety and security measure in place is the Storm Water Pollution Prevention Plan. The SWPPP adheres to all government regulations and helps identify the sources of pollution that may affect the quality of industrial storm water. Our prevention plan describes implementation practices, facility inspections, training programs, and general storm water management practices. This plan is overseen by the SWPPP team leaders to make sure all appropriate actions are implemented including holding regular meetings with senior management to determine if any modifications are required, review all plans associated with maintenance or remodeling, and ensure all new hires complete their required trainings.

Chemicals Production



Select recognized there are a variety of risks associated with oilfield chemical operations but have procedures in place to mitigate and prioritize safety.

Chemicals Supply Chain Sourcing by Country

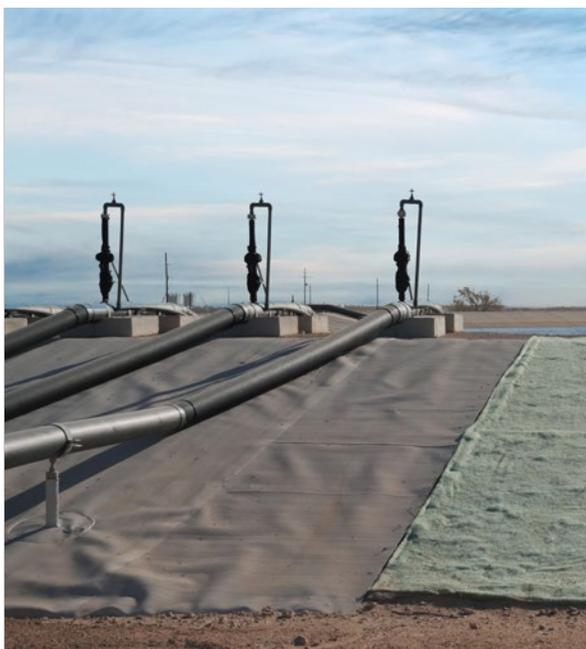


We recognize the opportunity and demand the Green Chemistry market presents. Increasingly, customers are demanding and willing to pay the 'green premiums' associated with sustainable manufacturing and engineering of chemicals. Green chemistry is focused on the design of chemicals that reduce or eliminate the generation of hazardous substances. We continue to invest in the research and development, manufacturing and purchase of chemical products that adhere to green chemistry principles, as outlined by the American Chemical Society, as another means to reduce of waste footprint. While the percentage of our total chemical production classified as hazardous has increased over the last two years, this has been partially influenced by the significant decline in industry activity during the same timeframe and we believe there remains significant opportunity moving forward to continue to progress advancements in sustainable chemistries for our customers.

Emissions and Energy

With a large workforce constantly on the move, Select pays close attention to reducing emissions relating to our operations. We have implemented a number of policies and procedures focused on reducing emissions in our operations in recent years. Additionally, we have invested significantly in technology focused on reducing emissions across our fleet of vehicles and equipment and in new innovative technologies focused on reducing the emissions of our customers operations as well.

Select continues to implement initiatives and invest in technology that increases operational efficiency and reduces emissions. These programs are outlined below.



Air Quality Compliance Program

Select is required by various governmental agencies to obtain certain permits, licenses, and certificates with respect to our operations. These laws and regulations include the Comprehensive Environmental Response, Compensation, and Liability Act of 1980, as amended, the Clean Air Act, the Clean Water Act, the Resource Conservation and Recovery Act and similar laws that provide for responses to, and liability for, releases of hazardous substances into the environment. As part of our air emissions management program established with the EPA, we have recently implemented our Clean Air Act Compliance Program, which we believe will ensure (1) vehicles in our fleet are operating properly and in conformity with environmental emissions requirements, (2) employees are trained in compliance with Clean Air Act requirements and understand the implications that violations of the Clean Air Act have on the environment, and (3) employees who report potential environmental misconduct are protected from retaliation. We are firmly committed to reducing emissions intensity in various aspects of our operations.



Automation Through WaterOne™

Automation services are a growing focus of Select. WaterOne™ is our full suite of automated water transfer and treatment solutions. These technologies provide the ability to monitor and adjust water volumes and flow rates in real time without the need for employees to physically drive to the job location. Automation creates additional efficiencies for water services equipment, burning less fuel than non-automated equipment and responding more quickly to any potential risk or actual release of fluids. This response not only helps to mitigate the results of any release, it also can reduce the likelihood of certain releases of water by reading tank levels and automatically responding when certain thresholds are met. While it requires increased up front capital expenditures, WaterOne™ systems are more cost efficient to operate than non-automated systems and reduce the manpower required throughout our operations. Further, utilizing automation in our chemical treatment solutions allows us to implement these same efficiency and emission reduction efforts across other areas of our operations. Our ability to provide fully automated solutions reduces costs to our customers, increases our efficiencies, enhances the safety of our employees, and reduces the likelihood of releasing contaminated fluids into the environment. We also have a team of engineers whose primary focus is to maximize the efficiency of our water transfer operations, considering elevation changes, water volume requirements, flow rates, and similar factors, which helps us to have the right equipment on a job without needlessly generating additional emissions from transporting unnecessary equipment.



Ventless Flowback Operations

In 2020, Select's Flowback and Well Testing team developed a specialized and re-engineered design of ventless flowback operations that allow for increased flow rates of up to 500 barrels per hour (BPH), improves operational efficiencies, and addresses regulatory emission guidelines. Using this solution, all produced gas is captured and either sold, repurposed, or destructed, substantially reducing emissions into the atmosphere. Select's ventless flowback solutions enable operators to achieve higher production rates while maintaining strict adherence to environmental and safety standards.



Emission Mitigation Technologies

Select is the sole provider and exclusive distributor in the U.S. for Emission Rx, an innovative provider of emission mitigation technology. Emission Rx designs enclosed combustors that have multiple ignition points & introduces oxygen to fully incinerate waste gas produced in oil and gas operations. This is essential in areas where gas is a byproduct and takeaway or processing capacity is limited, as companies have often historically resorted to flaring waste gas on site. Emission Rx creates a solution that allows for the continued creation of hydrocarbon product all while adapting to evolving regulatory standards.



Energy Use and Management

Select thinks of energy consumption within the organization as a function of electricity utilized and propane, natural gas, and diesel consumed within our operations. Reducing our energy usage is important to us. However, with our recent acquisition activities, we have meaningfully expanded the scope and footprint of the business. In 2022, our goal is to integrate and consolidate these businesses, which will reduce our energy usage over the course of the year and provide us with better visibility into our overall energy consumption for future reporting.

Emissions Risks and Opportunities

Governmental, scientific, and public concern over the threat of climate change arising from GHG emissions has given rise to increasing political and regulatory risk. Today, the U.S. Clean Air Act and comparable state laws restrict the emissions of air pollutants from many sources through air emissions standards, construction and operating permit programs and the imposition of other compliance standards. In the U.S., no comprehensive climate change legislation has been implemented at the federal level. However, federal regulatory initiatives have focused on permit reviews for GHG emissions from certain large stationary sources, requiring the monitoring and reporting of GHG emissions, and reducing methane emissions from oil and gas production through limitations on venting and flaring and the implementation of leak detection and repair requirements. In recent years, there has been considerable uncertainty surrounding regulation of methane emissions. In November 2021, the EPA issued a proposed rule for methane and volatile organic compound (VOC) emissions in the crude oil and natural gas source category. The EPA plans to issue a supplemental proposal enhancing

this rulemaking in 2022 that will contain additional requirements. Today, Select has a robust Clean Air Act Compliance Program that helps us ensure that we are complying with all emissions-related regulations. Additionally, in March 2022, the SEC proposed certain rules that would require public companies to include certain climate-related disclosures and risks. The required information about climate-related risks also would include disclosure of a registrant's greenhouse gas emissions, which have become a commonly used metric to assess exposure to such risks. In order to proactively prepare for increasing regulatory oversight of emissions, we are reviewing ways to improve and capture our own emissions data and are implementing initiatives and investing in technology that increases efficiency, reduces emissions and will enable us to better monitor and track our own emissions. Today, we are increasing the efficiency of our operations and addressing emissions-related risks through continued investment in equipment automation, ventless flowback programs, Emission Rx technology and fuel management strategies. These programs are outlined in further detail above.



Fuel Management

Select has strategies in place to address emissions-related risks not only through the initiatives outlined above, but also through effective fuel management. To this end, we are significantly reducing trucking requirements in our operations, upgrading and maintaining our vehicle fleet, creating fuel islands on sites and optimizing routes to reduce truck miles driven.

Significantly Reducing Trucking Requirements

Select was developed with a focus on water transfer through temporary and permanent pipeline, which substantially reduces the industry's use of traditional trucking services for water transfer operations. An average well in the Permian Basin may use as much as 500,000 barrels of water when being completed, which is the equivalent of nearly 4,000 truckloads of water. Over the course of a single three-mile water transfer job, our transfer services therefore eliminate approximately 40 metric tons of CO₂ per well by displacing the need for approximately 4,000 truck loads that would travel approximately 24,000 miles and use approximately 4,000 gallons of diesel fuel. Additionally, we continue to invest in permanent pipeline infrastructure to gather flowback and produced water to recycling or disposal facilities that significantly reduces the need for traditional truck hauling to transport this flowback and produced water on a daily basis.

Fleet Overview

Select continues to take an all-encompassing approach to achieve our environmental goals which includes upgrading and maintaining our vehicle fleet. In doing so, we improved the average fuel economy of our fleet in 2021 by 5% over the prior year. Select has implemented additional initiatives aimed at reducing fleet-related emissions, including:

- Utilizing advanced telematics to reduce idle fuel usage across the entire fleet, allowing for optimized efficiency analytics and idling alerts and notifications.
- Vehicle management programs designed to cycle out vehicles based on age and fuel efficiency. Currently, approximately 10% of our engines in service meet the Tier 4 compliance for non-road diesel engine emissions.
- Replacing several vehicles with semi-permanent trailers that reduce the need for additional trucks traveling to and idling on a job, and cool more efficiently for employee use while in the field.
- Evaluating integration of hybrid retrofits on portion of fleet to increase fuel mileage.

Fuel Islands

Select prioritizes fuel purchasing through private fuel islands that are located at its operational facilities. This allows company vehicles to be filled on-site throughout the ordinary course of operations without having to drive to retail fuel stations. By providing fuel islands on a majority of sites, we believe we can reduce overall miles driven which reduces our costs, decreases emissions and reduces the associated risk of unnecessary accidents. During 2021, approximately 45% of the fuel consumed by our vehicles comes from these fuel islands, excluding the impact of our recent acquisitions.

Route optimization

In addition to fleet optimization and reducing idle miles driven by installing fuel islands, Select uses technology to optimize the routes driven by our employees. Shorter distance on roads with slower speed limits can increase fuel economy. Additionally, our industry often operates on temporary or non-paved lease roads, which can require additional planning and consideration due to the inaccessibility of many of these roads on traditional GPS systems. Whether big or small impacts, we are continually focusing on reducing our emissions footprint to be a better environmental steward.

Environmental Impact

The lives of communities depend upon responsible environmental and waste management strategies. Select believes that protecting the environment is of critical importance, especially where the potential for hydrocarbon waste and wastewater may cause land, surface water, or groundwater contamination. Therefore, we have policies and procedures that seek to avoid or minimize adverse impacts on the health and wellbeing of people, and to protect the diversity of local ecosystems.

Facility and yard managers develop environmental processes and specify performance indicators to verify progress. The environmental process indicates responsibility for meeting objectives and is subject to review by the applicable operations manager and the Environmental, Health and Safety (EHS) department, as well as review by management.

Spill Prevention, Management & Mitigation

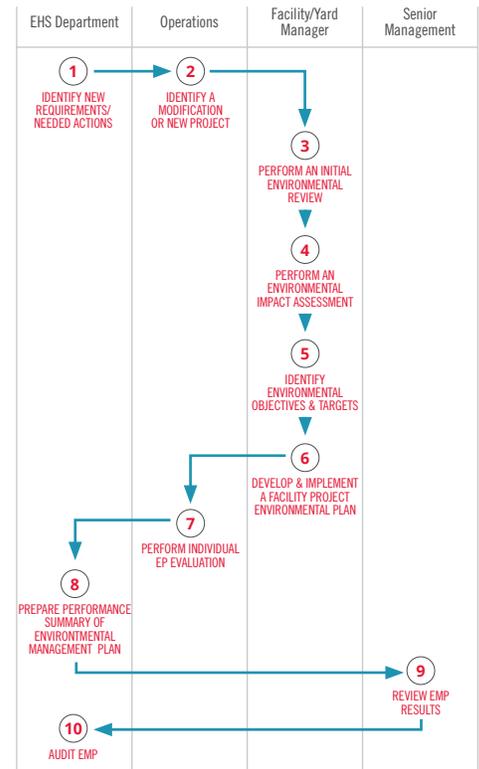
Select has a Spill Prevention, Control, and Countermeasure plan to inform and train personnel of the necessary actions to take in the event of a fluid, chemical or hydrocarbon spill. Our robust spill management strategy provides a procedural basis for which site-specific SPCC plans can be further developed and improved upon.

The program covers all company locations that contain an aggregate storage capacity of 1,320 gallons or higher and have the potential for hydrocarbon spills that might reach navigable waterways. The plan includes requirements for secondary containment, inspections, training, updates to the plan, and other miscellaneous items.

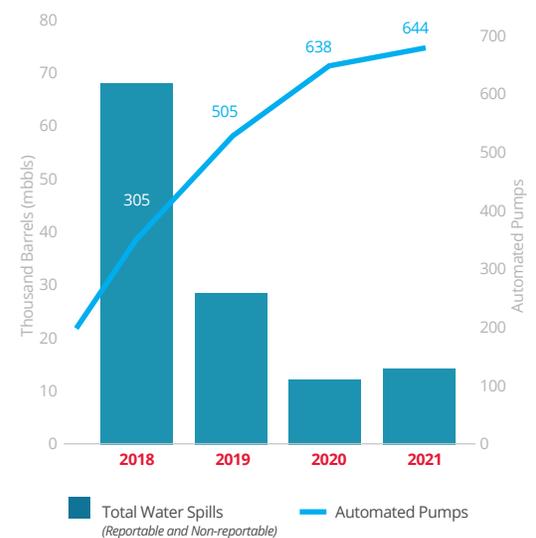
Additionally, Select has invested significantly in our patented WaterONE™ and AquaView® suite of proprietary hardware and software applications for measuring, monitoring, and automating our water services throughout the well lifecycle. Our suite of automated solutions includes automated water transfer pumps, automated manifolds, automated proportioning systems and telemetry meter trailers. Our extensive technology solutions enable 24/7 monitoring and visibility for our customers into all of their water-related operations, including hydrographic mapping, water volume and quality monitoring, remote pit and tank monitoring, leak detection, asset and fuel tracking and automated-equipment services. We believe these technologies help our customers lower their operating costs, increase safety, reduce the risk of spills, and reduce the environmental footprint of their operations. We also offer assorted secondary containment solutions, from drive-over to raised barriers and nested Above-Ground Storage Tank ("AST") solutions, that are designed to reduce the risk and environmental impact of potential spills.

Select aims to track all spills regardless of size and regardless of whether reportable per regulatory requirements. In 2021, Select reported 14 spills to regulatory bodies. Produced water accounted for a majority of these spills. A detailed breakout of spill reporting, both reportable and non-reportable, is included in the data tables at the end of this report.

Process Map & Description



Technology Investment Reduces Environmental Risk Over Time



Climate Change

Select recognizes the vital need to address the widespread impact climate change has on our planet. We believe corporations have an important responsibility to continue to seek new opportunities and contribute positively to mitigating the impacts of climate change. We are committed to conducting our business in an environmentally and socially responsible way. We have invested capital and established innovative programs that contribute to sustainable practices and believe that climate-related opportunities will continue to influence our overall strategy. In March 2022, the SEC proposed rule changes that could require companies to include certain climate change-related disclosures in their registration statements and periodic filings. As proposed, these disclosures would include information about climate-related risks that are reasonably likely to have a material impact on their business, results of operations, or financial condition, and certain climate-related financial statement metrics in a note to their audited financial statements. We will be closely monitoring the advancement of the proposed frameworks and further assessing these potential risks to our business.

Physical Risk

Physical risks associated with climate change are those that arise as a result of changes in weather and climate. TCFD classifies risks into two categories: acute and chronic. Acute risks are event-driven, such as hazards relating to severe weather events. Acute risks that Select faces include hurricanes, flooding, winter storms, seismic events, and tornadoes. Chronic risks unfold over the long term as a result of shifts in climate patterns. The chronic risks we face might include supply chain disruption, scarcity of raw materials, and impacts to the water cycle. Water stress is both a risk and an opportunity for Select, given the water solutions we provide our customers. Select aims to monitor and mitigate these physical risks as part of our larger risk management strategy, which includes regular employee trainings, robust policies and procedures (for example our Storm Water Pollution Prevention Plan) as well as extensive insurance programs. We will continue to assess those physical risks most applicable to our business and operations as part of our strategic planning.

Transition Risk

Transition risks associated with climate change, as defined by TCFD, include those policy, legal, market, technology, financial, and reputational risks incurred as a result of the transition to a low-carbon economy. Trends in policy, consumer preferences, and automation are meaningfully impacting the energy sector. Select is proactively mitigating transition risk and capitalizing on opportunities related to the energy transition by decarbonizing legacy operations, increasing investments in water recycling capability and automation technologies, diversifying our revenue streams beyond traditional oil and gas operations, and actively engaging with policymakers around water resource management.





Waste

Waste Management

Select has an Environmental Management Plan that incorporates waste management. Proper waste management begins with pollution prevention. Responsible waste management may be accomplished through the application of a hierarchy of processes which are designed to reduce, reuse, recycle, recover, treat, or responsibly dispose of waste materials.

Steps used to minimize waste include:

- **Source Reduction** – the generation of less waste through more efficient operational practices
- **Reuse** – retaining possession of materials and/or products that are capable of further use in their original form, such as chemical containers, barrels, or drums
- **Recycling/Recovery** – the conversion of wastes into usable materials or the extraction of energy from wastes
- **Responsible Disposal** – depositing wastes according to acceptable means as determined by the waste's composition and chemical characteristics

Hazardous Waste Management

Hazardous waste has a very significant impact on our environment and we take every opportunity to eliminate or reduce the generation of hazardous wastes. Select has a hazardous waste minimization program to eliminate or minimize the use of hazardous chemicals and generation of hazardous waste, reduce environmental impact caused by the generation of hazardous waste, promote worker health and safety when working with hazardous chemicals, and reduce the costs associated with the generation and disposal of hazardous waste.



Social

Health & Safety

Select's employees are the heart of the company, and their safety and well-being is our top priority every day. All of our employees are trained in current worksite safety procedures as well as how to work safely with certified, properly maintained equipment. We will continue to make investments to be a market leader in this area, including in technology that minimizes risk, decreases the rate of incidents, and provides robust training and reporting capabilities.

By maintaining a safety-first culture, Select believes we also help preserve the environment and our relationships with the communities in which we operate. We place a strong emphasis on the safe execution of our operations, including safety training for our employees and the development of a variety of safety programs designed to make us a market leader in safety standards and performance. In addition, our employee safety recognition program incentivizes employees throughout our organization to focus on conducting operations in accordance with our strict safety standards. Further, we work closely with federal, state, local and tribal governments, and community organizations to help ensure that our operations comply with legal requirements and community standards.

When Select's employees identify a heightened safety risk, we respond quickly to mitigate the risk through communication, coordination and, if appropriate, a change in policy, procedures, and training. We believe that our customers select their operational partners based in part on the quality of their safety and compliance records, and therefore, we will continue to make investments to be a market leader in this area.

To support Select's commitment to being a market leader in safety performance, safety targets are a component of both executive and operational management's incentive compensation programs. Additionally, we have incorporated TRIR targets into our sustainability-linked credit facility framework, targeting an outperformance of industry averages by 25% or more.

Select will continue to make investments to be a market leader in this area, including in technology that minimizes risk, decreases the rate of incidents, and provides robust training and reporting capabilities. Given the number of recent acquisitions Select has undertaken, we do anticipate some variability in our near-term safety-related metrics, but are fully committed to implementing and integrating Select's first-in-class safety practices and procedures across the acquired operations during 2022.

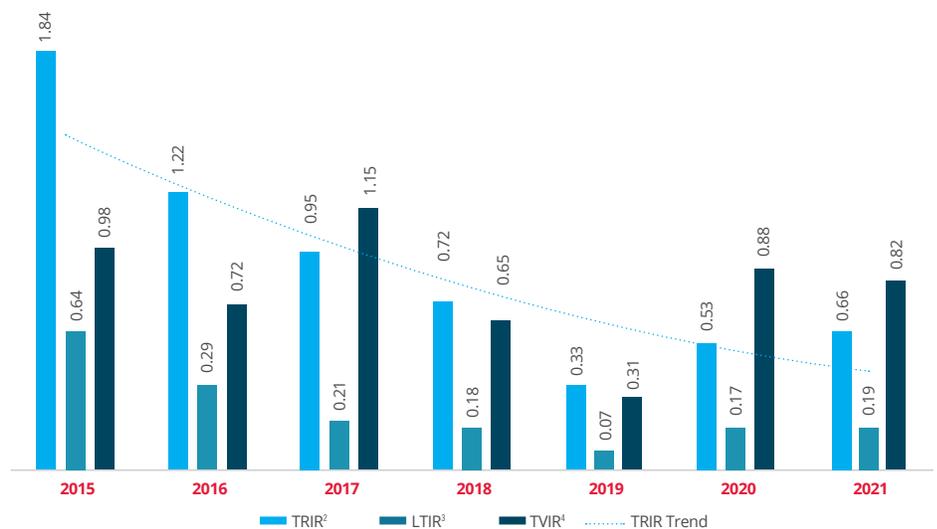
The below sections summarize some of our key safety initiatives.

Stop Work Authority

The right to work in a safe environment is recognized by Select as the cornerstone of our behavior based safety program. Therefore, all employees are given the responsibility, authority, and obligation to stop work when they believe that unsafe conditions or behaviors may jeopardize themselves, co-workers, contractors, customers or the public; or when failing to stop could adversely affect the operation, result in property damage, or negatively impact the environment. We believe Stop Work Authority (SWA) is the single most powerful right, obligation, and responsibility every worker has to prevent an injury. All employees

have a right to use their SWA, without fear of reprisal and regardless of economic consequences, even in uncertain situations where the risk of unsafe conditions may be considered questionable. All employees are trained on our SWA policies and procedures during their new hire orientation as well as on an annual basis. All SWA interventions are documented and reviewed by management. Follow-ups are conducted in order to determine the efficacy of the intervention as well as to identify root causes for the application of safe processes in the future.

Historical Key Safety Metrics



² Total Recordable Incident Rate. ³ Lost Time Incident Rate. ⁴ Total Vehicle Incident Rate.

Select's Safety Recognition Program



Select's Safety Recognition Program (SRP), which began in 2016, was created to promote a culture of safety and to challenge us to continually improve our own safety performance. This commitment to safety has raised the standard in our industry and made us one of the top destinations for talent in the field. Safety is not just a concept we talk about, it's core to our way of doing business.

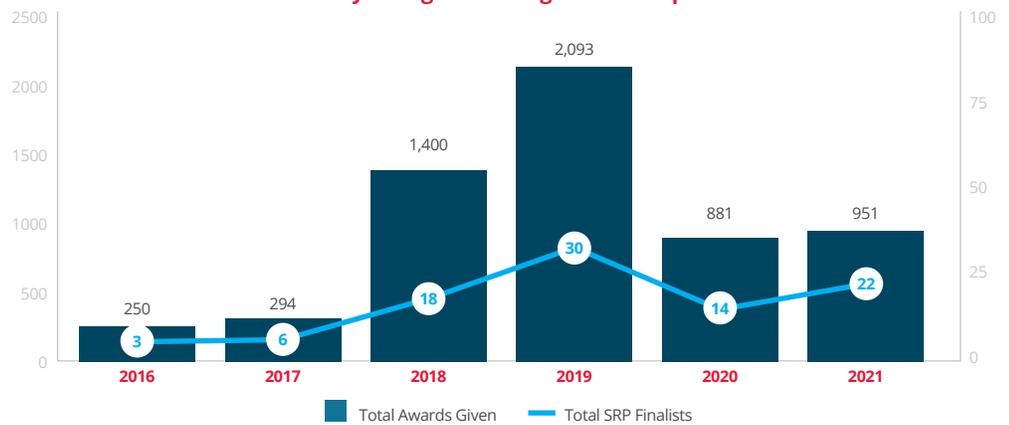
Using a tiered medallion system, the SRP is designed to recognize employees that demonstrate a commitment to a safe work environment and exhibit safety leadership. Once an employee is nominated by a supervisor or a member of the EHS team for a safety medallion, he or she is evaluated and awarded based on the level of safety leadership exhibited. Recipients of all six tiers of medallions are eligible to participate in the Annual SRP Event where selected recipients will be eligible to win various prizes.



During 2021, the SRP issued 951 medallions, recognizing 412 employees across our business that have demonstrated an active commitment to the principles of a safe workplace.

The program taps into the competitive nature of our field personnel by offering Safety Medallions for actions taken throughout the year that put our safety principles into practice. Each subsequent medallion that an employee receives earns them monetary awards of increasing size, and those who earn all 5 levels of medallions qualify for an opportunity to win the grand prize of a new Ford F-150 Truck.

Safety Recognition Program Participation



2021 Winner
ROBERT HOHERTZ
WELL TESTING, NORTH TEXAS

In 2021, we recognized 22 employees who earned all medallion tiers and qualified for the grand prize selection, which was ultimately awarded to Robert Hohertz.

Robert is a well testing operator based out of our Ponder, Texas facility, and has been with Select for over 10 years with an outstanding record for safety and dedication to a job well done. One reason Robert was recognized this year was due to his emergency efforts during Winter Storm Uri that impacted the entire state of Texas with freezing conditions. Robert was on the job at 3 AM during the worst of the freeze, ensuring vital compressors were maintained and running while focused on carrying out his tasks safely. This is the second time in 3 years that Robert has been named an SRP Finalist. As an operator, Robert has seen first-hand the positive effects that a culture of safety can have not just on the workplace, but outside of it as well.

New Hire Onboarding

Once new hires complete the first phase of the onboarding process consisting of safety training requirements, they participate in a rotational program where they work alongside their mentor in various business operations like our Completions operations and Rig Up/Rig Down operations. Additionally, specialized trainings may be required such as

CPR certifications, first aid and AED training, heavy machine operator certifications and defensive driver trainings. Once the employees complete their onboarding programs, they are formally evaluated by their supervisor and given performance feedback. Select has a time-based evaluation process to monitor the new hires over their first 90 or 180 days on the job.



Safety Campaigns

Select has multiple campaigns to engage employees and renew commitment to safety. **“It Starts with Me”** was started in 2016 and was focused on each employee’s personal accountability in promoting a safe work environment. This program coincided with the launch of our Safety Recognition Program which has recognized thousands of employees over 6 years.

“This is Why I Work Safe” was started in 2021 and is an emotional appeal to coworker safety and to make EHS more personal to employees. The campaign is focused on a constant visual reminder of why we must work safe each day with an emphasis on coworker safety. All employees are invited to show their commitment to safety by wearing a company lanyard displaying their family, friends or other loved ones for whom they work safe. Stories are shared internally to spotlight employees that encourage a daily focus on safety efforts.

Learning Management System

The Select Learning Management System (the “LMS”) enhances our employee operating and safety training. The LMS has several applications and is tailored to respond to training logistical challenges as a result of having geographically diverse operations, by complementing instructor-led training and giving our employees opportunities to be successful. Our Safety Leadership Seminar (the “SLS”) was created internally for employees and supervisors to help them take the next step in becoming a safety leader. The LMS and SLS provide our employees with an awareness of the latest safety processes and initiatives we implement across the organization. There is 100% utilization of the LMS across all regions. In 2021, employees received an average of 9 hours of Health, Safety, and Emergency response training.⁵

Safe Driving Technology

Select has invested well over \$1 million to develop its Distracted Driving Technology Initiative. This program is intended to implement safe driving technology in many of our Company-provided vehicles driven by employees. We use artificial intelligence software to prevent driving distractions and identify, recognize, and improve driving behavior. The software provides real time coaching through the camera to offer the driver an explanation on what unsafe behavior is taking place. There are currently 1,061 units installed across the vehicle fleet. Additionally, journey management software is in place to monitor the employees’ driving conditions by alerting speed, seatbelt usage, breaking, cornering, and backing. In the event of a distracted driving event (AI technology tracks driver’s facial movement e.g., eyes off the road), or confirmed incident, an alert is sent via text message and or email to the operations manager and senior leadership team. Contact is made with the employee and a coaching event or corrective action is put into place. Select saw a 11% reduction in MVIR between 2018 and 2021 upon initiation of this program. We anticipate continuing to expand safe driving technology across all recently acquired companies.



Severity Index

Select’s Severity Index System is a proprietary system that resulted from years of internal research and data analysis by the company that we believe fills a significant gap in current external industry reporting standards. The Index is an internal metric to calculate operating risk based on the probability of occurrence within the company and industry. It differentiates consequences between people, environment, assets and reputation and measures not only the severity and probability of the outcome of an incident, but also identifies the potential severity and outcomes that were avoided.

⁵ Average health and safety training includes training from Safeland and H2S. Average was taken as total training hours in 2021 divided by year end employee count. Does not include all regulatory mandated trainings, customer specific training requirements or basic onboarding training requirements.

12 LifeSavers

Finally, Select has an initiative called 12 LifeSavers, which is focused on improving hazard identification associated with critical tasks in our industry. This initiative outlines 12 safety rules to follow daily.



1 ASSESS THE RISK OF ALL JOBS

Always identify hazards and put appropriate control measures in place before executing any task, to achieve our objective of protecting people, property and the environment.



2 WEAR THE PROPER PERSONAL PROTECTIVE EQUIPMENT

Always follow recommended practices for PPE according to the Safety Data Sheet for specific tasks.



3 CELL PHONE USE IS PROHIBITED

Any cell phone usage is not allowed while operating equipment or company vehicles without an approved hands-free device



4 FOLLOW SAFE LIFTING OPERATIONS

Taglines and tall ropes shall be used to guide to stabilize suspended loads. Taglines will be of sufficient length to keep workers out of the fall path of suspended loads. We will not work or walk under a suspended load.



5 NEED FALL PROTECTION INFO

Always use full body harness with 100% tie-off is to be used when working above 4' of an unguarded area or where a fall can result in an injury. Use a fall restraint system when working in an aerial lift (e.g., extendable boom platform, ma lift, aerial ladder, articulating boom platform).



6 WEAR YOUR SEATBELT

Always wear a seatbelt when operating company equipment/vehicles and obey speed limits. Slow down to 5mph in yard and on pad sites. Vehicles should be operated and parked to avoid backing. Vehicles larger than a pickup should have a spotter.



7 NEVER ENTER A CONFINED SPACE ENTRY WITHOUT A PERMIT

Obtain authorization from an Authorized Permit Writer before entering in a confined space, and conduct gas tests before entering any confined space.



8 HAVE A HOT WORK PERMIT

When working within 75' of hydrocarbon sources in classified areas you will need a hot work permit, written by an Authorized Permit Writer. Ignition sources are not allowed within 75' of a hydrocarbon source.



9 LOCK OUT/TAG OUT AND TRY PROCEDURES

Necessary procedures shall be performed before service or maintenance of any equipment.



10 OBTAIN AUTHORIZATION BEFORE BYPASSING

You must be authorized before disabling or inhibiting a safety protective device or equipment.



11 MAINTAIN 10ft CLEARANCE

All vehicles and mechanical equipment must maintain 10ft clearance from overhead electrical lines if any parts of the structure can be elevated. Vehicles in transit must maintain a 4ft clearance.



12 VERIFY LINE FINDING

Always make sure a "one call" has been contacted and line finding has been conducted prior to any ground disturbance, digging or excavating.

Human Capital Management

Overview

Select believes in cultivating a culture that consists of strong employee relations. As of December 31, 2021, we had approximately 3,065 employees across the organization.

Select considers our employees the most vital component of our success as an organization. Our Human Capital Management strategy focuses on attracting, developing, and retaining the most qualified employees at all levels of the Company. In particular, the quality of our customer service depends significantly on employee satisfaction and retention and we therefore strive to create a productive and collaborative work environment for our employees.

Select's human capital management efforts are overseen by the highest levels of management. Personnel data, including turnover and talent acquisition metrics, are reported weekly. Overall demographics, promotion metrics, cross training and succession planning information are always under consideration by the Board of Directors.

Recruiting Talent

To attract talent and meet the needs of our employees, Select offers a competitive benefits package for regular, full-time employees including health benefits such as medical, dental and vision, paid time off including vacation, personal and maternity leave policies, welfare benefits such as life and accident insurance, an employee assistance program, and a qualified defined contribution plan, including employer matching benefits, for all eligible employees. We also provide our employees with resources for professional development including training, feedback, and regular performance reviews from supervisors. Additionally, we believe that our industry-leading safety record makes our Company an attractive place to work.

Retaining Talent

Select consistently strives to reduce turnover and increase employee satisfaction. Select consistently strives to reduce turnover and increase employee satisfaction and periodically conducts employee satisfaction surveys to guide its retention efforts. Though the pandemic created a number of unparalleled challenges for employee recruitment and retention, through strident effort and the initiatives discussed below, we were able to reduce turnover during 2021. Annual turnover for the employee base was approximately 17% for employees with a tenure of 1 Year or more. Lower turnover has been driven by employee-centric initiatives aimed at establishing a culture we believe employees find attractive for employment and which will allow them to thrive long term. It is also important to note that employee turnover figures were impacted by the number of acquisitions during 2021 and will remain impacted during 2022.

Mentorship Program. To ensure Select has exceptional people within our organization, we are committed to developing a diverse workforce and supporting people in their career ambitions. Our mentorship program is designed to assist new employees in their transition into a new organization and support them in building a fulfilling career. Our program is centered on allowing new employees to work alongside experienced co-workers who provide crucial learning experiences. Mentors encourage the new hires to ask questions and learn EHS best practices while providing training and participation in daily operations. We believe it is important for our new hire employees to feel welcomed as part of the Select family starting Day 1.

ACT. Culture is an integral part of business that effects recruitment, job satisfaction, work performance and morale, and begins with our mission, vision, and core values. Our Company introduced a new mission, vision, and core values (ACT) with a renewed focus on how we "ACT" to be successful employees and build a great company that provides innovative solutions to our customers. We ask our employees to put our core values into action every day to improve operational excellence, safety, and the customer experience. These core values — Accountability, Continuous Improvement, and Teamwork — are helping to align our efforts to accomplish our vision to be the recognized leader and trusted partner in sustainable water management solutions. Through a series of employee centric videos called "This is How We ACT," we seek to demonstrate an inclusive and dynamic team all working towards the same goal.



To help build a strong company culture, we developed an employee recognition program to acknowledge successes. The A-Player award is our highest recognition award for our employees, and the recipients of such recognition represent the best of the best across the Company. The program recognizes individuals (A-Players) and departments (A-Teams) that exemplify how we ACT through both quarterly and annual recognition programs. In 2021, Select awarded 42 awards to employees and teams across the organization.

Developing Talent

While Select strives to attract talent from outside the Company, we also recognize the importance of hiring and promoting from within the organization. We aim to provide a wide-ranging series of Professional Development course work designed to help all employees advance their personal and professional growth. Our belief is that the more we can develop the personal and professional growth of our employees the better we can serve our customers, maintain a strong company culture, and facilitate long-term succession planning within the organization. The below outlines some of our key talent development initiatives.

- **Career Progression Program**
- **Basic Operational Training**
- **Advanced Operational Training**
- **Professional Development Training**
- **Leadership Training and Development**
- **Mentorship Program**

Select encourages managers and supervisors at all levels to have frequent, open, and constructive dialogue with their direct reports about job performance, performance improvement and development. In addition, managers conduct one-on-one conversations twice a year on employee well-being, performance, development, and growth opportunities utilizing a formal feedback program. Employees answer four simple questions relating to their recent performance (successes and challenges) and development. As part of this conversation, our core values play an important part in communicating expected behaviors and how we ACT. With these and related practices, we strive for a culture of open dialogue and commitment to development. In order to better equip our managers to conduct meaningful conversations, training is made available for both mid-year and year-end conversations. We focus on the continuous improvement of our managers and supervisors by offering a series of trainings to better their understanding of company policies and how to better support our employees. We began the development of a National Awareness Calendar and subsequent employee communication in mid-2021 with the purpose of increasing employee awareness on important employee-related topics such as Mental Health Awareness, Military Appreciation, National Diabetes Awareness, etc.

Additionally, Select has an online employee job portal that allows employees to apply for open internal positions quickly and easily within the company, whether it be a change of location, a promotion, or a new position in a different service line or functional area. We also regularly send electronic communications internally highlighting promotional opportunities. In some service lines where career progression can be easily mapped, job progression is outlined allowing an employee to visualize the path necessary to achieve job competency, mastery, and promotion.



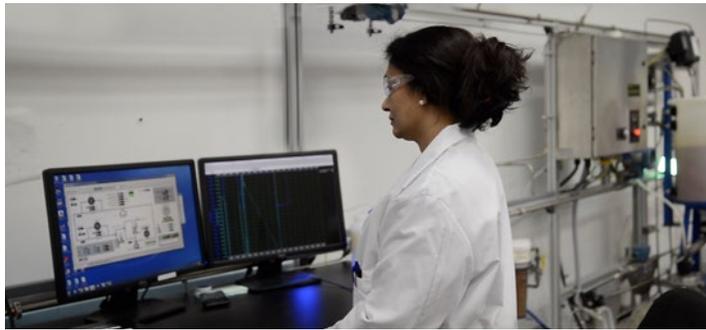
Diversity & Inclusion

Select recognizes the many benefits of having a diverse workforce. Diversity impacts all stages of employment, from making it easier to attract and retain top talent, to better performance among diverse teams, to the greater innovation and creativity that comes from a workforce comprised of different backgrounds and experiences. In fact, over 50% of our workforce is comprised of persons who identify with a race or ethnicity that is historically underrepresented in the US. Additionally, while 11% of our overall population is female, women represent 44% of our corporate employees. We provide employee resources such as handbooks, procedures, and training in multiple languages and are always looking for ways to be more inclusive and tap into the talent of our diverse workforce.

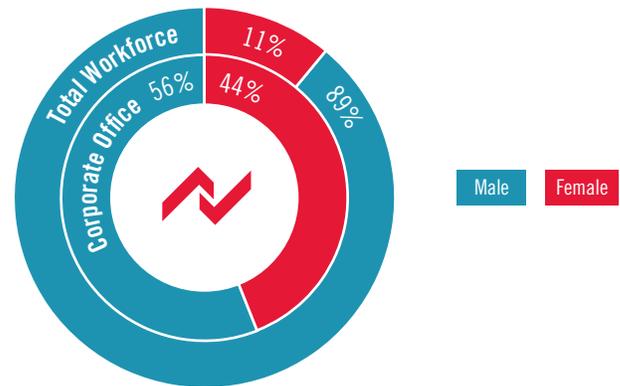
Initiatives

Select actively recruits through organizations or services designed for people from under-represented groups. Additionally, job postings include a statement on our commitment to diversity and inclusion. In an effort to focus on increasing the diversity of our new hires, we engaged a recruiting consultant in 2021 who worked primarily with minority-owned businesses, schools, job boards, and other similar resources. We also analyze the language and terms used in job descriptions to try to eliminate bias and improve diversity and inclusion. Where permitted by law, we have conducted a pay equity analysis on gender, race, disability and/or other demographic factors. Our facilities are designed to be accessible to people with disabilities.

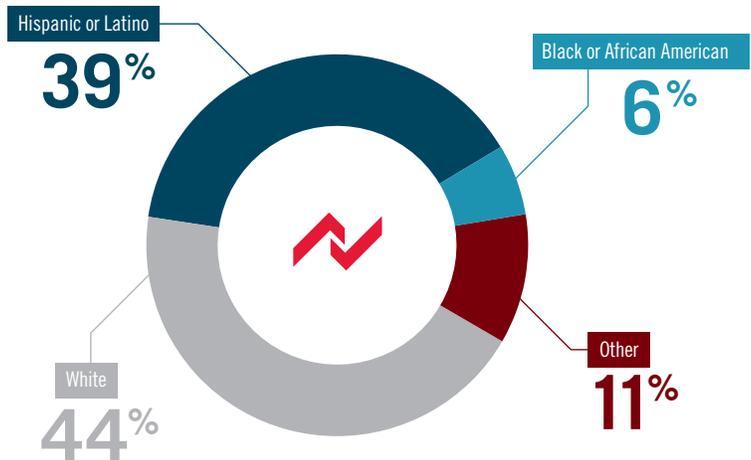
In addition to initiatives around recruiting diverse candidates, Select prioritizes creating an inclusive environment and culture. To this end, we have implemented a National Awareness calendar to keep employees informed of various events and holidays.



Gender Diversity



Racial and Ethnic Diversity



Supply Chain

Management of Supply chain

The process of supplier qualification starts with Select's technical team, which provides information on the products needed for operations. From there, the VP of Supply Chain and their team work to personally qualify vendors based on a number of criteria, including historical approval, technical approval, geography, lead time, packaging, quality of program, multiple products, if the vendor is the sole source, value and pricing, ability to meet demand, financial stability, historical performance and ESG and sustainability programs. In addition to these criteria, we have made conscious efforts to reduce reliance on vendors based in China and engage with suppliers in the United States. Finally, in our supplier identification and qualification process, we seek to work with businesses owned or operated by persons who identify with a demographic that is traditionally underrepresented in our industry. The chemicals industry has significant barriers to entry and the industry is dominated by large corporations. When possible and economically viable, we try to partner with smaller vendors.

The chemicals industry is unique in that there is significant regulatory oversight. The Environmental Protection Agency ("EPA") regulates the manufacturing and distribution of commercial and industrial chemicals, in order to ensure that they do not have negative environmental or social impacts. Chemicals manufacturers work within permits and any violations of permits are subject to fines and additional government oversight. The Supply Chain team at Select assesses suppliers in real time on their performance. Any risks identified are escalated in weekly leadership meetings.

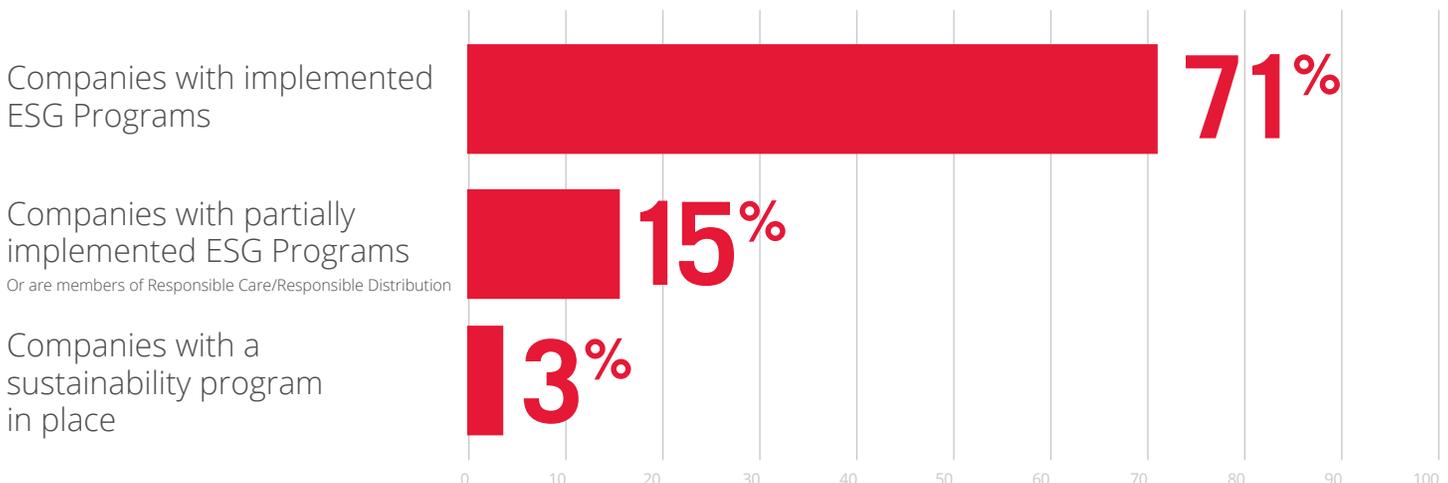
Select presently sources 71% of our chemicals supply from companies with fully implemented ESG programs and another 15% of our spend with companies that either have a partial program or are members of International Chemical Trade Association's Responsible Care/Responsible Distribution program, meaning that 86% of our raw material supply is sourced from companies with an active program. In addition, another 3% have at least some sustainability program in place.⁶



Integrating ESG within our Supply Chain

Select's policy is to identify and provide opportunities for small and diverse businesses that meet Select's requirements for competitiveness, innovation, expertise and safety, among other things. In order to review and track the diversity of its supplier pool, Select tracks business size and classification. Select also strives to promote its ESG policies – together with its Business Principles – throughout its supply chain. Select requires all of its suppliers to adhere to its Corporate Code of Business Conduct and Ethics. Finally, Select notifies its suppliers of its ESG goals and urges those suppliers to adopt similar goals and/or an ESG program.

Amount of Chemicals Sourced from Companies with Active Sustainability Programs



⁶ These figures refer only to the Oilfield Chemicals business segment, as this represents the majority of Select's inventory-related supply chain.

Stakeholder Engagement

	Form of Engagement	Frequency	Topics
Customers & Clients	<ul style="list-style-type: none"> • Direct engagement via sales teams • White papers, case studies, website content • Marketing and social media • Quarterly customer reviews • Industry conferences 	<ul style="list-style-type: none"> • Our operations teams are actively engaged with customers across hundreds of job sites every single day • Our sales and senior leadership teams engage with customers on their satisfaction 	<ul style="list-style-type: none"> • Water challenges/solutions • Landowner engagement • Natural disaster response • Water & chemistry integration • Increasing productivity and reducing costs • Creating social value • Customized chemistry • Safety performance • Technological innovation
Employees	<ul style="list-style-type: none"> • Job trainings • Employee satisfaction surveys • Performance evaluations • Town Halls • CEO Letters 	<ul style="list-style-type: none"> • Ongoing employee training and development opportunities • Semi-annual performance evaluations • Ongoing communication • Town Halls following quarterly earnings • Regular CEO Letters and/or upon notable news events 	<ul style="list-style-type: none"> • Job performance • Career development • Productivity • Work-life balance • Compensation and incentives • Company updates • Industry updates
Investors	<ul style="list-style-type: none"> • Earnings calls • Investor presentations • Investor conferences • Non-deal roadshows • 1x1 investor conversations 	<ul style="list-style-type: none"> • Ongoing engagement with investors • Quarterly calls on financial performance 	<ul style="list-style-type: none"> • Corporate strategy • M&A • Shareholder returns • Capital allocation strategy • Earnings and cashflow outlook • Investor engagement strategy • Valuation • Water management • ESG Initiatives • Business diversification • Energy transition
Suppliers	<ul style="list-style-type: none"> • Regular screening and evaluation of vendors • Routine conversations over email, phone, & in person with suppliers 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Community partnerships • Social value creation • Education • Partnering to raise awareness on water challenges and solutions • Impact on local communities

Stakeholder Engagement

	Form of Engagement	Frequency	Topics
Communities	<ul style="list-style-type: none"> • Volunteer events • Internship programs • Cookouts • Sponsorships • Charitable contributions • Landowner engagement 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Community partnerships • Social value creation • Education • Partnering to raise awareness on water challenges and solutions • Impact on local communities
Regulators	<ul style="list-style-type: none"> • Formal and informal bilateral meetings with public officials at all levels of government • Lobbying and other direct engagement in compliance with applicable laws and regulations • Intra-agency and intra-department coordination 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Water conservation • Water management • Beneficial use • Treatment & recycling • Safety performance
Industry Groups, Trade Associations, & NGOs	<ul style="list-style-type: none"> • Founding memberships • Participation in meetings • Committee participation • Leadership 	<ul style="list-style-type: none"> • Monthly • Quarterly • Annually 	<ul style="list-style-type: none"> • R&D and advancement of technology • Industry best practices • Standard setting • ESG frameworks



Community Involvement

Overview

Across the US, Select calls our worksite communities home. Our respect for these communities and appreciation for their hospitality runs deep. Therefore, it is our pledge to be a great neighbor. This starts with adhering to strict environmental standards in all that we do. It also means demonstrating disciplined and diligent workplace safety to protect our employees. And importantly, it also means supporting the communities in which we work by giving back.

Select engages with several non-profit organizations and industry groups focused on environmental and social initiatives.

Boys and Girls Clubs

Select supports the Boys and Girls Clubs and their local organizations throughout the U.S. In particular, Select supports the Boys and Girls Club of Cooke County, Texas where the company was originally founded. Our belief in supporting our communities guided Select CEO John Schmitz's initial contribution of \$2.5 million to fund the local club and facilities in Cooke County.

United Way

Select contributes to the United Way through an annual campaign in which it matches dollar for dollar the contributions of its employees to their local United Way organization. The contributions to the United Way go towards supporting other local organizations including Camp Sweeney, Home Hospice of Cooke County and VISTO, among others.



GEAR (Gain Education & Access Results) Program

Initially developed in 2015 in partnership with the Gainesville (Texas) Independent School District, the GEAR Program provides internship opportunities to local high school students. The internships provide access to high-quality, hands-on business training in a variety of disciplines, including accounting, human resources, operations, IT, and marketing. Select and GEAR also provides students the opportunity to earn scholarship money through their internship program to pursue higher education. This partnership has allowed Select to financially support 14 previous interns while attending college.

Select is also a founder or member of several industry groups focused on environmental and social initiatives as well as state coalitions focused on the energy industry including:

American Chemical Society (ACS)

The ACS Green Chemistry Institute Oilfield Chemistry Roundtable (OCR) is a collaboration between the ACS Green Chemistry Institute® and oil and gas companies to advance green chemistry and engineering in their industry. Select is a founding member of this organization and continues to support this coalition.

Energy Workforce & Technology Council

National trade association for the energy technology and services sector, representing more than 600,000 jobs in the technology-driven energy value chain. The council advances member policy priorities and provides targeted workforce development for the entire oilfield services sector

Oilfield Water Stewardship Council

Select is a founding member of this community of upstream, midstream and service companies working together to advance water stewardship in the oil and gas industry.

Oklahoma Produced Water for 2060

Organization focused on the use of education and incentives to achieve goals while supporting the state's growth and prosperity.

Permian Basin Water Management Council

The council is focused on advancing water stewardship in the Permian Basin and advising members on current and future water topics including legislative updates and other arising concerns in the water management industry

Society of Petroleum Engineers (SPE)

The Society of Petroleum Engineers (SPE) is a not-for-profit professional association whose more than 124,800 members in 134 countries are engaged in oil and gas exploration and production. Select has members on the sub-committees under the SPE Water Life Cycles and Strategy committee and actively participate in their workshops.

Texas Produced Water Consortium

The goal is to bring together information and resources to study the economics and technologies related to beneficial uses of produced water, including environmental and public health considerations.

National Alliance of Water Innovation

The NAWI is a research program supported by the US Department of Energy in partnership with the California Department of Water Resources.

Colorado Oil & Gas Association (COGA)

Oklahoma Petroleum Alliance

New Mexico Oil & Gas Association

Texas Commission on Water

Community Involvement

Cookouts

Select has a fleet of cook trailers and cook teams that deploy year-round to provide meals for customers and partners. Workers are often away from home for weeks at a time, making a home cooked meal a welcome sight on location. Additionally, the company participates in cook out events for the community including public safety organizations, little leagues, and disaster areas. For the third year in a row, Select hosted a cookout for over 300 officers and their families at the DPS Texas Challenge held in Corpus Christi, TX.



Embracing the philosophy that employees are also to be served, rather than just managed, Select's Grant-A-Wish Program, established in 2019, is an employee-centric initiative that assists in crisis situations, facilitates personal growth, and improves life experiences. The program is funded by employee donations via payroll deduction with an annual company match. Since inception, we have granted 23 "wishes" made by employees for fellow employees or their families. This program has helped show employees that their colleagues and the company care about their well-being outside of the workplace.

Landowner Relations Program

We established the Select Landowner Relations Program in 2019 to take a proactive role in creating a dialogue with landowners, communities, operators, local agencies, and state agencies in areas where oil and gas activities occur. We view each of these constituents as partners and have identified the following areas of focus as we foster these partnerships: minimize our footprint; drive top level performance while holding our team to a higher standard; strengthen our partnerships with landowners and customers in the areas in which we operate; minimize downtime and disruption; cultivate long-term relationships with landowners and our customers to expedite resolution of issues in an efficient manner.

Emergency Relief Funds

When disaster strikes close to home, Select does our best to assist the community in its recovery by creating a funding account and contributing man hours toward recovery efforts. For example, in the aftermath of Hurricane Harvey in Houston, Texas we donated recovery funds consisting of employee donations and a company match to various organizations throughout the area and contributed countless hours of volunteer services in the recovery efforts. Additionally, following the devastating tornadoes in El Reno, Oklahoma, we organized recovery and assistance efforts for our employees impacted by these events, as well as the local community.

By contributing our time and resources, Select helps to build stronger communities and create a better environment for our employees, customers, and communities. Today, more than ever, our customers need solutions that meet the most rigorous operational demands while doing so in an environmentally sound manner and Select remains committed to delivering those solutions.

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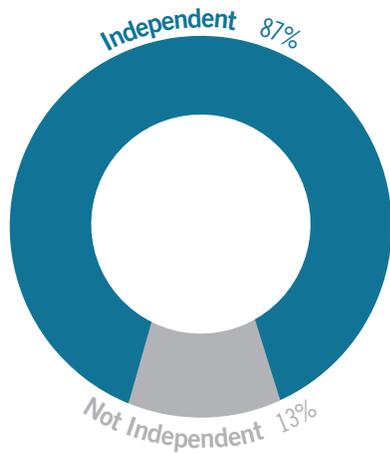
Governance

Governance Structure and Oversight⁷

Select's Board of Directors is an 8-member board with 7 independent Directors. John Schmitz serves on the Board as our President and Chief Executive Officer ("CEO"). The role of the Board of Directors at Select is to exercise its business judgment to act in what it believes is the best interest of the Company and its investors. This role includes ensuring effective oversight of the company's activities for the benefit of investors, employees, customers, and other stakeholders.

Select believes that corporate governance is an essential component of long-term value creation. The Board understands that it serves as the shareholders' agent inside the board room. The Board's oversight responsibilities include: reviewing and periodically approving long-term strategic and business unit plans, and monitoring the Company's performance against such plans; reviewing the potential risks facing the Company and ensuring that management has plans in place designed to address such risks, including insurance coverage when appropriate; evaluating the performance of the Company's CEO and taking appropriate action, including replacement, when warranted; holding management accountable for corporate conduct, including compliance with the Company's Corporate Code of Business Conduct and Ethics, applicable laws, rules and regulations, implementation of effective internal controls over financial reporting, nurturing a culture in which good environmental stewardship and safety are ingrained in the day-to-day activities of all employees, and ensuring appropriate management oversight; implementing best practices of corporate governance that conform with the letter and spirit of applicable

regulations; periodically evaluating the overall effectiveness of the Board and its committees, and providing for Board refreshment over the long term; reviewing succession plans, with particular attention to CEO succession planning; and establishing and administering executive compensation policies and practices that align pay with long-term performance. The Board and its standing committees have adopted the Corporate Governance Guidelines to assist in the exercise of these responsibilities. The Board periodically reviews these Guidelines to take into account developing trends and best practices in Corporate Governance.

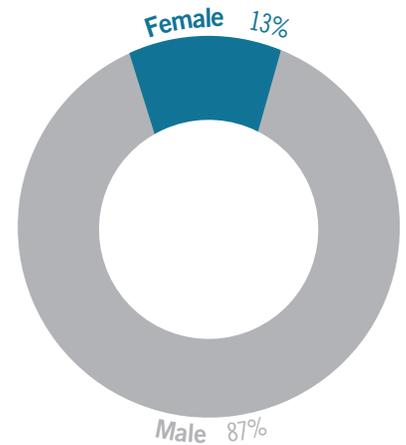


Board Skills

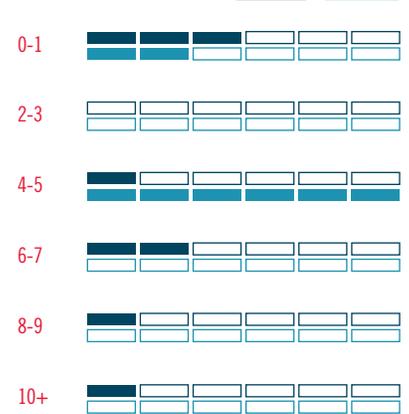


Board Diversity

Select's Board is committed to diversity and strives to reflect the diversity of our stakeholders through different attributes, experience, backgrounds, and perspectives. Diversity of knowledge and experience lends itself to a highly collaborative and effective Board. Moving forward the Board hopes to continue its commitment to diverse perspectives and to overseeing an organization that is committed to creating a culture dedicated to diverse experiences, equitable treatment, and inclusive behavior. Women represent 13% of our board.



Board Tenure



⁷The Board currently consists of eight directors. On March 21, 2022, director David A. Trice notified the Board of his decision not to stand for reelection and announced his retirement from the Board effective as of the date of the Annual Meeting. Mr. Trice's decision not to stand for reelection was not the result of any disagreement with the Company or any of its affiliates on any matter relating to the Company's operations, policies or practices. Our amended and restated bylaws (the "Bylaws")

provide that the number of directors will be determined by the Board, and the number of directors is currently set at nine. Based on the recommendation of the Nominating and Governance Committee, the Board has nominated Luis Fernandez-Moreno to stand for election to the Board to fill the vacancy created by Mr. Trice's retirement at the recommendation of a third-party search firm.

Committees

Select's Board of Directors has three committees – the Audit Committee, the Compensation Committee, and the Nominating and Governance Committee.

Audit Committee

Performs functions ensuring the integrity of financial statements, compliance with regulatory requirements, qualifications and independence of public accounting firm performing audit services, and effectiveness of internal audit function. Additionally, this committee prepares the Audit Committee Report that is published in the company's proxy statement.

Compensation Committee

Reviews, evaluates, and approves, and otherwise discharges the Board's responsibilities relating to the compensation of the Company's executive officers, employees and directors, including the oversight of risks related to compensation policies and programs; the agreements, plans, policies, and programs of the Company to compensate the Company's executive officers, employees and directors

Nominating and Governance Committee

Advises the Board and makes recommendations regarding appropriate corporate governance practices, assists the Board by identifying individuals qualified to become members of the Board, advises the Board about the appropriate composition of the Board and its committees, leads the Board in the annual performance evaluation of the Board and its committees, directs all matters relating to the succession of the Company's CEO, oversees the Company's ESG and sustainability initiatives and performs such other functions as the Board may assign to the Committee from time to time.

Name	Audit Committee	Compensation Committee	Nominating and Governance Committee
David C. Baldwin		✓	✓
Gayle L. Burleson	✓	✓	
Richard A. Burnett	✓		
Robert V. Delaney*		✓	
Troy W. Thacker	✓		
David A. Trice	✓		✓
Douglas J. Wall		✓	✓

 Chairperson
  Member
  * Lead Director

ESG Management

Select believes that strong governance, sustainable environmental practices, and social responsibility serve as fundamental principles enhancing long-term value for our stakeholders. The oversight of environmental and social issues is integral in our governance structure and processes. Board and senior management commitment are critical to effectively managing our ESG risks, opportunities and performance. The Nominating and Governance Committee oversees the Company's ESG and sustainability initiatives at the board level. Our Senior Vice President of Sustainability leads our ESG and sustainability efforts and initiatives along with overseeing the implementation of our environmental, social, and governance policies (outlined in the appendix to this report).



Ethics

The key to building an ethical culture is accountability and transparency. This culture starts at the top. Select's Board of Directors has adopted a Corporate Code of Business Conduct and Ethics, which provides basic principles and guidelines to assist directors, officers, and other employees in complying with the legal and ethical requirements governing the company's business conduct. The company's fundamental policy is to conduct its business with honesty and integrity in accordance with the highest legal and ethical standards. From an ethical perspective, we believe that executives and management set the example for employees. There is zero-tolerance for unethical behavior. The Code of Conduct is on the website and in the employee handbook. The handbook is acknowledged upon hire as well as annually on a calendar basis. Trainings on the code of conduct and acknowledgment occur through our training software.

Anti-Corruption

Select and its directors, officers and other employees must comply with the United States Foreign Corrupt Practices Act, which makes it illegal for U.S. companies to win, retain or direct business by offering, paying, or approving payments to foreign government workers, political parties, or their officials.

No payments or gifts from Select's funds or assets shall be made to or for the benefit of a representative of any domestic or foreign government (or subdivision thereof), labor union or any current or prospective customer or supplier for the purpose of improperly obtaining a desired government action or any sale, purchase, contract, or other commercial benefit. This prohibition applies to direct or indirect payments made through third parties and employees and is also intended to prevent bribes, kickbacks, or any other form of payoff.

Directors, officers, and other employees should endeavor to deal fairly with Select's customers, suppliers, competitors, and employees. No director, officer or other employee should take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts or any other practice involving unfair dealing. No bribes, kickbacks or other similar payments in any form shall be made directly or indirectly to or for anyone for the purpose of obtaining or retaining business or obtaining any other favorable action. For more information regarding Select's fair dealing and anti-corruption policies, please review its Code of Conduct.



Human Rights

Select is committed to conducting business in a manner that respects all human rights. This includes promoting and encouraging respect for people and fundamental freedoms for all without discrimination of any kind. We are committed to partnering with personnel, business parties and other stakeholders directly linked to our operations that share our commitment to these same principles. We demonstrate this commitment in our employment practices, including through our Code of Conduct, our Equal Employment Opportunity Employer Policy, and our Anti-Harassment Policy, as well as through our policies on safety and security for our employees.

The tenets of our values pertaining to human rights include:

- I. **Discrimination:** Everyone is entitled to the same human rights without discrimination based on age, race, gender identification, sexual orientation, national origin, ethnicity, color, religion, disability, or any other status protected by applicable law
- II. **Equal Protection:** All individuals are entitled to the right to a remedy and equal protection under the law if their human rights are violated
- III. **Forced Labor & Child Labor:** All individuals have the right to safe, fair, ethical, and humane working conditions, including no forced labor, compulsory labor, child labor, modern forms of slavery, bonded labor, and any form of human trafficking
- IV. **Punishment:** No person shall be subjected to cruel, inhumane, or degrading treatment or punishment
- V. **Freedom of Association**
- VI. **Indigenous Land:** The Company respects the inherent rights of indigenous peoples, which derive from their political, economic, and social structures and from their cultures, spiritual traditions, histories, and philosophies, especially their rights to their lands, territories, and resources
- VII. **Stakeholder Engagement:** We believe that local issues are most appropriately addressed at the local level. Where appropriate, we engage with a wide range of civil society and stakeholders on human rights issues related to our business.

Whistleblower

Select is committed to achieving compliance with all applicable securities laws and regulations, accounting standards, accounting controls and audit practices. We have a standalone Whistleblower Policy that addresses its principles, procedures, and grievance mechanisms. This policy indicates that employees with concerns regarding questionable Accounting Matters or Compliance Matters should share their questions, concerns, suggestions, or complaints with someone who can address them properly. In most cases, an employee's direct supervisor is in the best position to address an area of concern. However, if an employee is not comfortable speaking with his or her supervisor, or if he or she is not satisfied with the supervisor's response, the employee is encouraged to speak with anyone in management with whom the employee is comfortable approaching. When an employee is not satisfied or comfortable with the above stated escalation policy, he or she should report complaints to the Audit Committee directly through an anonymous whistleblower hotline. The hotline telephone number is 1-800-916-7037 and can be reached 24 hours a day, seven days a week. Additionally, employees can access the hotline online at https://irdirect.net/WTTR/whistleblower_iframe/. Whistleblower complaints are sent to the Human Resources department, Legal department, and Chief Financial Officer. Quarterly, these complaints are reported on to the Audit Committee. Any employee who reports a complaint in good faith should not be concerned about experiencing any adverse consequences for having done so. Employees will not be penalized or retaliated against in any way with regard to their employment, nor harassed or threatened for reporting such good faith concerns.

Crisis Management

The Safety Steering Committee oversees emergency response and preparedness. Any time there is a significant incident, management and relevant internal stakeholders connect about reprimands, training, remediation, etc. When there is a potential crisis, it is addressed in the biweekly management meetings, which include Executives, EVPs, SVPs, Human Resources, and the VP of EHS and often occur for 2-3 hours every two weeks to review issues and trends.

COVID-19 Response

The COVID-19 pandemic provided a unique challenge in actively investing and engaging with the community. With most major city populations largely confined to their homes, reaching all Select employees with important information about COVID-19 and how to prevent its spread has been a top priority. We developed a regular communications process with important information about COVID-19 and implemented standard procedures and processes to protect our employees, customers, and the community as a whole. We instituted a COVID-19 response policy,

which is updated roughly quarterly. The COVID-19 Exposure & Prevention Plan is applicable to all employees, as well as any and all persons who find themselves within a controlled site or facility. Operations and EHS Coordinators are responsible for ensuring that a written copy of the COVID-19 Exposure & Prevention Plan is maintained on site for employees to review, and for implementing the plan. Additionally, a COVID-19 decision flow chart is distributed to all employees and subcontractors. We have a COVID hotline to report any positive tests for Human Resources and EHS Coordinators to investigate. Select is proactive in investigating hotline reports.

To protect Select's employees and customers, we implemented processes for enhanced workplace safety, such as designating single-direction walkways, defining health monitoring processes, and providing sanitization and protective equipment, including entry-scan thermometers and facemasks. To protect the community, we provided employees with regular updates and encouraged them to fully abide by state and local regulations, "Work Safe Stay Home" orders, social distancing standards, and mask mandates. COVID-19 has pushed us to experiment with new strategies to further our mission of protecting, maintaining, and improving the health of all employees to best serve the communities in which we operate. We look forward to being able to renew our community interactions when we can do so in a safe manner.

Risk Management

Risk assessment and oversight are an integral part of our governance and management processes. The Board encourages management to promote a culture that incorporates risk management into our corporate strategy and day-to-day business operations. Management discusses strategic and operational risks at our regular management meetings and conducts specific strategic planning and review sessions during the year that include a focused discussion and analysis of the risks facing the Company. Throughout the year, senior management reviews these risks with the Board at regular Board meetings as part of management presentations that focus on business functions, operations, or strategies, and presents the steps taken by management to mitigate or eliminate such risks. The Board does not have a standing risk management committee, but rather administers this oversight directly through the Board as a whole. The Board is responsible for monitoring and assessing strategic risk exposure, and the Audit Committee assists the Board in fulfilling its oversight responsibilities by overseeing our major financial risk exposures and the steps our management has taken to monitor and control these exposures. The Audit Committee also monitors compliance with legal and regulatory requirements and considers and approves or disapproves any related-person transactions.

TCFD Framework



TCFD Framework Core Elements

Select's Strategy: Climate Change Actions

Discussion

Governance

- ESG is overseen at the highest level by our board
 - They are responsible for reviewing and periodically approving long-term strategic and business unit plans, and monitoring the Company's performance against such plans
 - A component of this is our ESG strategy and program
- At the management level, our Senior VP of Sustainability leads ESG efforts
 - They are responsible for initiatives we participate in along with overseeing the implementation of our environmental, social, and governance policies

Governance Structure & Oversight
ESG Management
ESG at Select

Strategy

- Select monitors and mitigate physical risks as part of our larger risk management strategy, which includes regular employee trainings and robust policies, for example our Storm Water Pollution Prevention Plan. We will continue to assess those physical risks most applicable to our business and operations.
- Select is proactively mitigating transition risk and capitalizing on opportunities related to the energy transition by decarbonizing legacy operations, increasing investments in water recycling capability and automation technologies, diversifying our revenue streams beyond traditional oil and gas operations, and actively engaging with policymakers around water resource management.

Physical Risks
Transition Risks

Risk Management

- Management discusses strategic and operational risks at our regular management meetings and conducts specific strategic planning and review sessions during the year that include a focused discussion and analysis of the risks facing the Company
- Throughout the year, senior management reviews these risks with the Board at regular Board meetings as part of management presentations that focus on business functions, operations, or strategies, and presents the steps taken by management to mitigate or eliminate such risks

Risk Management
Critical Incident Management
Water Risks and Opportunities
Chemicals Risks and Opportunities
Emissions Risks and Opportunities
Cybersecurity

Metrics & Targets

- In alignment with our sustainability-linked credit facility, we plan to increase recycled produced water volumes by 100% by 2025, to a minimum of 50 million barrels per year – thereby reducing the need for freshwater use in our customers' operations
- We are actively reviewing plans and procedures for monitoring and reporting on emissions linked to our operations

Sustainability-Linked Credit Facility

Cybersecurity

Cyber-attacks and their implications for data security and privacy are material ESG risks, particularly for companies using personally identifiable information (PII) and protected health information (PHI). Select deploys a variety of security measures to fortify the integrity and continued reliability of our information security. The Board and management team are engaged in information security/cybersecurity strategies and the review process. Policies, procedures, and communication and training campaigns inform employees of the importance of information security and cybersecurity, potential threats, and appropriate actions. Additionally, we have engaged a third party to manage, detect, and respond to cybersecurity threats. Employees receive quarterly cybersecurity trainings including phishing campaigns and general awareness campaigns.

In addition to internal and external structures and oversight, Select has a variety of cybersecurity-related policies and procedures. These policies and procedures are established and maintained and reviewed annually by our IT Steering Committee. Additionally, We hold a cybersecurity insurance policy.

Information Security

Select has an Information Security Policy which establishes the rules and expectations regarding users' privacy as well as to ensure the IT practices are compliant with regulatory and other external requirements relevant to IT. Information security means the protection of our data, applications, networks, and computer systems from unauthorized access, alteration, or destruction. The purpose of the information security policy is:

- **To inform employees of the importance of securing company information and resources.**
- **To establish a company-wide approach to information security.**
- **To prescribe mechanisms that help identify and prevent the compromise of information security and the misuse of our data, applications, networks, and computer systems.**
- **To define mechanisms that protect our reputation and allow the company to satisfy its legal and regulatory responsibilities.**

These policies and procedures apply to all individuals (employees, contractors, vendors, temporary employees) that are granted access to any Information Resource. This policy must be followed to ensure the IT environment is operating in a manner that satisfies applicable privacy compliance requirements. User-related IT policies are included in the Employee Handbook, and all new employees will be required to sign an acknowledgment form. Changes to this policy are approved by the IR Steering Committee.

Data Center Security

Select abides by its Data Center Security Policy which establishes the rules for the granting, control, monitoring, and removal of physical access to the data center. Violations of this policy may result in disciplinary action which may include termination for employees and temporaries and a termination of employment relations in the case of contractors or consultants.

Incident Management

Incidents, whether initiated internally or externally, can impact, or threaten the standard operation of a business. As Select becomes more dependent upon its IT resources for the effective operation of its business, the need for effective incident management will increase to reduce the effects that these incidents may have. Effective incident management provides us with the ability to identify, prioritize, and resolve incidents in a manner that has the least impact to the business. We have a process in place for dealing with security and operational incidents as well as to ensure all incidents are responded to, recorded, resolved and/or investigated to a proper resolution/disposition in an appropriate and timely manner. Security incidents include but are not limited to: malware, unauthorized use of computer accounts and computer systems, as well as complaints of improper use of Information Resources as outlined in the Security Management Policy. Operational incidents include but are not limited to the dysfunction of hardware or software resulting in the interruption of productivity.

Vendor Data & Access

All potential vendors must be properly vetted prior to consideration by Select. Vendors must comply with all applicable policies, practice standards and agreements, including, but not limited to Privacy Policies, Security Policies, and Acceptable Use Policies. Vendor agreements and contracts should include non-disclosure clauses as appropriate and specify the information the vendor should have access to, how information is to be protected by the vendor, acceptable methods for the return, destruction or disposal of information in the vendor's possession at the end of the contract, a requirement that the Vendor must only use information and Information Resources for the purpose of the business agreement, and any other information acquired by the vendor in the course of the contract a promise that shall not be used for the vendor's own purposes or divulged to others. Vendor personnel must report all security incidents directly to the appropriate personnel. Vendor access must be uniquely identifiable and password management must comply with our Password Policy.



Forward Looking Statements

CAUTIONARY STATEMENTS RELEVANT TO FORWARD-LOOKING INFORMATION FOR THE PURPOSE OF "SAFE HARBOR" PROVISIONS OF THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995.

This report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934.

These forward-looking statements relating to Select's operations are based on management's current expectations, estimates and projections about the oilfield services, water, chemicals, and other energy-related industries. Words or phrases such as "anticipates," "expects," "intends," "plans," "targets," "advances," "commits," "designs," "drives," "aims," "forecasts," "projects," "believes," "seeks," "schedules," "estimates," "positions," "pursues," "may," "could," "should," "will," "budgets," "outlook," "trends," "guidance," "focus," "on schedule," "on track," "is slated," "goals," "objectives," "strategies," "opportunities," "poised," "potential," and similar expressions are intended to identify such forward-looking statements. These statements are not guarantees of future performance and are subject to certain risks, uncertainties, and other factors, many of which are beyond the company's control and are difficult to predict. Therefore, actual outcomes and results may differ materially from what is expressed or forecasted in such forward-looking statements. The reader should not place undue reliance on these forward-looking statements, which speak only as of the date of this report.

Unless legally required, Select undertakes no obligation to update publicly any forward-looking statements, whether as a result of new information, future events or otherwise. Among the important factors that could cause actual results to differ materially from those in the forward-looking statements are: changing crude oil and natural gas prices and demand for our products, and production curtailments due to market conditions; crude oil production quotas or other actions that might be imposed by the Organization of Petroleum Exporting Countries (OPEC) and other producing countries; public health crises, such as pandemics (including coronavirus (COVID-19)) and epidemics, and any related government policies and actions; changing economic, regulatory and political environments in the various countries in which the company operates; general domestic and international economic and political conditions; the company's ability to realize anticipated cost savings, expenditure reductions and efficiencies associated with enterprise transformation initiatives; actions of competitors or regulators; technological developments; the results of operations and financial condition of the company's suppliers, vendors, partners and equity affiliates; the potential disruption or interruption of the company's operations due to war (including the Russia-Ukraine war), accidents, political events, civil unrest, severe weather, cyber threats, terrorist acts or other natural or human causes beyond the company's control; the potential liability for remedial actions or assessments under existing or future environmental regulations and litigation; significant operational, investment or product changes required by existing or future environmental statutes and regulations, including international agreements and national or regional legislation and regulatory measures to limit or reduce greenhouse gas emissions; the potential liability resulting from pending or future litigation; the company's future acquisitions or dispositions of assets or shares or the delay or failure of such transactions to close based on required closing conditions; the potential for gains and losses from asset dispositions or impairments; government-mandated sales, divestitures, recapitalizations, industry-specific taxes, tariffs, sanctions, changes in fiscal terms or restrictions on scope of company operations; foreign currency movements compared with the U.S. dollar; material reductions in corporate liquidity and access to debt markets; the receipt of required Board authorizations to pay future dividends; the effects of changed accounting rules under generally accepted accounting principles promulgated by rule-setting bodies; the company's ability to identify and mitigate the risks and hazards inherent in operating in the global energy industry; and the factors set forth under the heading "Risk Factors" in the company's 2021 Annual Report on Form 10-K and in subsequent filings with the U.S. Securities and Exchange Commission. Other unpredictable or unknown factors not discussed in this report could also have material adverse effects on forward-looking statements.

Select 2021 Sustainability Report

REPORT METRIC	UNIT	SASB CODE	GRI CODE	2018	2019	2020	2021
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Our Company

Revenue	\$M USD			1,529	1,292	605	765
Number of active rig sites	Number	EM-SV-000.A					Page 6
Number of active well sites	Number	EM-SV-000.B					Page 6
Total amount of drilling performed	Meters (m)	EM-SV-000.C					Not Relevant
Total number of hours worked by all employees	Hours	EM-SV-000.D		N/A	12,038,375	5,285,458	4,805,207
Total number of hours worked by all subcontractors	Hours	EM-SV-000.D		N/A	8,402,326	1,997,061	233,742

Environmental

Environmental Impact	UNIT	SASB CODE	GRI CODE	2018	2019	2020	2021
Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	N/A	EM-SV-160a.2					Page 19
Average disturbed acreage per (1) oil and (2) gas well site	Acres	EM-SV-160a.1	304-2				Not relevant
Chemical Spills	#	EM-EP-160a.2	304-2	135	451	229	146
Oil Spills (Including Diesel & Oil)	#	EM-EP-160a.2	304-2	60	69	21	23
Water Spills (Including Produced & Blended)	#	EM-EP-160a.2	304-2	221	284	95	123
Combined Spills	#	EM-EP-160a.2	304-2	416	804	345	292
Chemical Spills	bbbls	EM-EP-160a.2	304-2	300	797	220	249
Oil Spills (Including Diesel & Oil)	bbbls	EM-EP-160a.2	304-2	340	128	4	100
Water Spills (Including Produced & Blended)	bbbls	EM-EP-160a.2	304-2	70,309	28,439	12,084	14,905
Combined Spills	bbbls	EM-EP-160a.2	304-2	70,949	29,364	12,308	15,254

Emissions

Discussion of strategy or plans to address air emissions-related risks, opportunities, and impacts	N/A	EM-SV-110a.2					Page 16
Total fuel consumed	GJ	EM-SV-110a.1		N/A	N/A	N/A	4,307,040
Percentage used by on-road equipment	Percentage (%)	EM-SV-110a.1		N/A	N/A	N/A	57%
Percentage used by off-road equipment	Percentage (%)	EM-SV-110a.1		N/A	N/A	N/A	43%
Percentage Renewable Fuel	Percentage (%)	EM-SV-110a.1		N/A	N/A	N/A	5%
Total consumed - gasoline	GJ	EM-SV-110a.1		N/A	N/A	N/A	790,560
Gasoline used by on-road equipment	GJ	EM-SV-110a.1		N/A	N/A	N/A	790,560
Gasoline used by off-road equipment	GJ	EM-SV-110a.1		N/A	N/A	N/A	0
Total fuel consumed- diesel	GJ	EM-SV-110a.1		N/A	N/A	N/A	3,516,480
Diesel used by on-road equipment	GJ	EM-SV-110a.1		N/A	N/A	N/A	1,684,980
Diesel used by off-road equipment	GJ	EM-SV-110a.1		N/A	N/A	N/A	1,831,500
Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions	Percentage (%)	EM-SV-110a.3		N/A	N/A	N/A	10%

Energy	UNIT	SASB CODE	GRI CODE	2018	2019	2020	2021
Discussion of strategy around energy consumption	N/A		302-1				Page 17

Water	UNIT	SASB CODE	GRI CODE	2018	2019	2020	2021
Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities, and impacts	N/A	EM-SV-140a.2	303-2				Page 13
Total Barrels Sold	Million Barrels (MMBbls)	EM-SV-140a.1	303-5	N/A	N/A	143	208
% Fresh Water Sold	Percentage (%)			N/A	N/A	29%	26%
% Brackish Water Sold	Percentage (%)			N/A	N/A	62%	59%
% Recycled Water Sold	Percentage (%)			N/A	N/A	9%	15%
Total Treated Water Volumes	Million Barrels (MMBbls)	EM-SV-140a.1	303-5	N/A	N/A	123	210
Total Piped Water Volumes	Million Barrels (MMBbls)	EM-SV-140a.1	303-5	N/A	N/A	18	61
% Distributed Pipeline Volume	Percentage (%)			N/A	N/A	67%	85%
% Gathered Pipeline Volumes	Percentage (%)			N/A	N/A	33%	15%
Total Water Disposal (SWD)	Million Barrels (MMBbls)	EM-SV-140a.1	303-5	N/A	N/A	12	50

Select 2021 Sustainability Report

REPORT METRIC	UNIT	SASB CODE	GRI CODE	2018	2019	2020	2021
Waste							
Discussion of waste management strategy; discussion of hazardous waste management	N/A		306-2				Page 21
Discussion of strategy or plans to address chemical-related risks, opportunities, and impacts	N/A	EM-SV-150a.2	306-2				Page 15
Volume shipped	Million Pounds	EM-SV-150a.1	306-3	N/A	349	225	271
Percentage hazardous	Percentage (%)	EM-SV-150a.1	306-3	N/A	21%	26%	28%
Percentage non-hazardous	Percentage (%)	EM-SV-150a.1	306-3	N/A	79%	74%	72%

Social

Health & Safety							
Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle	N/A	EM-SV-320a.2	403-1				Page 22
(1) TRIR	Rate	EM-SV-320a.1	403-9	0.72	0.33	0.53	0.66
(2) LTIR	Rate	EM-SV-320a.1	403-9	0.18	0.07	0.17	0.19
(3) NMFR	Rate	EM-SV-320a.1	403-9	N/A	N/A	N/A	N/A
(4) TVIR	Rate	EM-SV-320a.1	403-9	0.92	0.31	0.88	0.82
(5) average hours of health, safety, and emergency response training for (a) full-time employees, (b) contract employees, (c) short-service employees	Rate	EM-SV-320a.1	403-5	N/A	N/A	N/A	9.00
Fatalities	#	EM-SV-320a.1		0.00	1.00	0.00	0.00

Human Capital Management

Percentage employee turnover (After 1 Year)	Percentage (%)	SV-PS-330a.2	401-1	N/A	22%	18%	17%
Benefits provided to full-time employees that are not provided to temporary or part-time employees	N/A		401-2				Page 26
Discussion of strategy around human capital management including training and development programs	N/A		404-2				Page 27

Diversity & Inclusion

% Women Management	Percentage (%)	FN-IB-330a.1	405-1	N/A	2%	2%	2%
% Women Employees	Percentage (%)	FN-IB-330a.1	405-1	N/A	10%	11%	11%
% Minorities Management	Percentage (%)	FN-IB-330a.1	405-1	N/A	3%	3%	3%
% Minorities Employees	Percentage (%)	FN-IB-330a.1	405-1	N/A	53%	51%	60%
% Employees with Veteran Status	Percentage (%)	FN-IB-330a.1	405-1	N/A	N/A	N/A	4%

Supply Chain

Details about environmental assessment	N/A		308-1				Page 29
Details about social assessment	N/A		414-1				Page 29

Community Involvement

Description of engagements with community, incl photos	N/A		413-1				Page 32
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Governance

Board Composition							
% Women on Board	Percentage (%)		405-1	N/A	N/A	N/A	13%
% Board Independence	Percentage (%)			N/A	N/A	N/A	87%

Select 2021 Sustainability Report

REPORT METRIC	UNIT	SASB CODE	GRI CODE	2018	2019	2020	2021
Business Ethics							
Description of the management system for prevention of corruption and bribery throughout the value chain	N/A	EM-SV-510a.1	415-1				Page 36
Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	N/A	EM-SV-210a.3					Page 37
Critical Incident Risk Management							
Description of management systems used to identify and mitigate catastrophic and tail-end risks	N/A	EM-SV-540a.1	418-1				Page 38
Management of the Legal & Regulatory Environment							
Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	N/A	EM-SV-530a.1					Page 39