Dear Fellow Stockholder,

A Focus on ESG

At NexTier Oilfield Solutions Inc., our approach to corporate responsibility is rooted in our **core values**. We know that sustainable long-term growth comes from living our core values while performing with excellence in a way that respects and benefits every stakeholder group that interacts with our business.

Our sustainability principles are at the heart of much of what we do at NexTier every day. We are focused on acting with transparency and the highest ethical and safety standards across our business. We approach our sustainability program with the mindset that while our core competency is integrated completions solutions, our business is about people—our employees, our customers, our investors and our communities. As we carry out our work, it means we provide leading service quality and operational efficiencies while growing our business responsibly and reducing our impact on the environment.

We believe the four pillars of our sustainability program – People, Community, Environment and Oversight work hand in hand to support our Company’s purpose and mission.

As a company, we’ve given great thought to how we can elevate our value. Our sustainability journey is inextricably linked with our strategy. The following pages will provide more details of our sustainability story and our future Environmental, Social and Governance (ESG) ambitions.

Sincerely,

Robert W. Drummond
President & Chief Executive Officer

---

**DO THE RIGHT THING**
We ALWAYS maintain an unwavering commitment to safety. We are committed to conducting our activities in a manner that demonstrates purpose, transparency, dependability and accountability, while also fostering a culture committed to treating every person with respect and dignity.

**TAKE INITIATIVE**
If we see safety issues, anyone can stop the job. If we see an opportunity to reduce our environmental footprint as part of our service quality, we pursue it. Our inquisitive culture leads us to explore new methods and technologies that can make a difference for our customers, our shareholders and the environment.

**WORK AS A TEAM**
We work tirelessly to create a winning partnership with customers, shareholders and our NexTier team. Working together we can operate responsibly and achieve common goals. As one, we can persevere with tenacity even when confronted with challenges. When the team wins, we all win.

**TAKE RESPONSIBILITY**
We take pride and ownership of our service delivery and safety performance. We are committed to responsible business practices and maintaining the trust of our shareholders, customers, vendors and NexTier team.

**INNOVATE**
We see every day as a new opportunity for improvement, never settling for status quo. We work continuously to adopt technologies and processes that reduce emissions while lowering the cost of operations. Transformative ideas win for our company, our customers and our communities.

**WIN**
Everybody goes home safely. We take pride in our work and do our jobs right the first time to deliver the best possible solutions. We are committed to acting in an environmentally responsible manner and helping our customers achieve low-cost energy production with reduced emissions. When the team and the community win, we all win.
About Us

Headquartered in Houston, Texas, NexTier is an industry-leading primarily U.S. land oilfield service company, with a diverse set of well completion and production services across the most active and demanding basins. Our integrated solutions approach delivers efficiency today, and our ongoing commitment to innovation and sustainability helps our customers better address key issues critical to long-term success.

Unless the context otherwise requires, references to the terms “Company,” “NexTier,” “we,” “us” and “our” refer to NexTier Oilfield Solutions Inc. and its consolidated subsidiaries. All statements other than statements of historical facts contained in this report, including statements regarding future operating results and financial position, business strategy and plans and objectives of our sustainability commitments and initiatives, are forward-looking statements. Our forward-looking statements are generally accompanied by words such as “may,” “should,” “expect,” “believe,” “plan,” “anticipate,” “could,” “intend,” “target,” “goal,” “project,” “contemplate,” “believe,” “estimate,” “predict,” “potential,” or “continue” or the negative of these terms or other similar expressions. Any forward-looking statements contained in this report speak only as of the date on which we make them and are based upon our historical performance and on current plans, estimates, projections and expectations. The outcome of the events described in these forward-looking statements is subject to risks, uncertainties and other factors described in the section entitled Part I, “Item 1A. Risk Factors” and elsewhere in our Annual Report on Form 10-K for the year ended December 31, 2020, and any subsequent Quarterly Reports on Form 10-Q or Current Reports on Form 8-K, all as filed with the SEC. Moreover, we operate in a very competitive and rapidly changing environment. New risks and uncertainties emerge from time to time, and it is not possible for us to predict all risks and uncertainties that could have an impact on the forward-looking statements. Except as required by law, we have no obligation to update any forward-looking statements made in this report to reflect events or circumstances after the date of this report or to reflect new information or the occurrence of unanticipated events.
At NexTier we are determined to be resilient, reliable, responsible and steadfast in our commitment to the long-term sustainability of our business and the environment for the benefit of all of our stakeholders. We measure sustainability not only in terms of metrics, but in the potential to perform better and achieve more. Sustainability is not just a word, it is our strategy.

**HOW SUSTAINABILITY FITS INTO STRATEGY**

**Our Purpose**
Delivering integrated, environmentally conscious U.S. land completion services and power solutions that help enable our customers to safely and affordably unlock sources of energy.

**Our Mission**
To responsibly grow and continuously improve our business in a way that maximizes shareholder value by taking care of our people, our customers, our communities and the environment.

Our sustainability program is intended to support the purpose and mission of the Company and to contribute to our long-term success and growth. Our ongoing sustainability efforts are enabled by our digital artificial intelligence platform and focused on four core pillars:

**Environment**
- Lowering our carbon intensity
  - Minimizing our impact
  - Maximizing our use of recycled water

**People**
- Providing a safe working environment
  - Promoting diversity and inclusion
  - Developing future leaders

**Community**
- Supporting the communities in which we operate
  - Engaging stakeholders

**Oversight**
- Operating with integrity
  - Investing responsibly

In this report we share where we are on each of these pillars and where we are headed. While we are still early in our reporting journey, we are committed to these principles and we are excited to continue to develop our programs and update you on our progress.
Enabling Sustainability - Our Digital Platform

At NexTier, our digital platform, NexHub, and digital operating model are deeply engrained in our business today and are the backbone for evolving our business in the future. NexHub is our remote, digitally enabled operations support center, which includes 24/7 engineering, equipment health monitoring and intervention, and artificial intelligence-powered logistics and dispatching, all centralized in one environment. NexHub delivers solutions that align with our commercial strategy to enable safe and efficient operations while lowering emissions. We believe NexHub is the key enabler to drive change across multiple pillars of our sustainability strategy. We continue to explore and evaluate new ways NexHub can help us achieve our sustainability goals.

Although 2020 was one of the most challenging years the world has faced in recent memory, we remained committed to executing our sustainability strategy and successfully deployed NexHub on all active fleets, including our fleets operating in Saudi Arabia. NexHub is at the operating core of our low cost, low carbon strategy. It enables us to effectively minimize our impact on the environment in a cost-effective way through:

- **Digital operations engineering**
  - Remote engineering services that optimize efficiencies and natural gas substitution on dual-fuel fleets – fleets which are powered by engines using a combination of diesel and natural gas

- **Equipment health monitoring**
  - Remote 24/7 streaming data with machine learning and system generated alerts to help protect our employees against potential catastrophic equipment failures that could cause injury on the work site and to help optimize routine maintenance schedules

- **Artificial Intelligence (AI) driven logistics control tower**
  - Data-driven, AI-powered control tower streamlines complex logistics workflows in supply chain operations, vendor management, journey management, fleet movement coordination, last-mile sand logistics and mobile operations support

- **MDT frac control products**
  - Proprietary control software and products that are integrated with our onsite equipment to remotely monitor equipment, streamline maintenance programs and reduce non-productive time

### NexHub Key ESG Benefits

- Reduce emissions
- Reduce trucks on the road
- Reduce personnel on site
- Optimize natural gas substitution

One of the most effective actions we can take as a company to protect our employees is to provide a safe working environment for all employees and to minimize the risk of putting our employees in harm’s way. NexHub’s remote capabilities allow us to reduce the number of people on site and traveling to and from the site, while continuing to optimize performance and efficiencies for our customers.

At NexTier, we are committed to supporting the communities in which we live and operate. We strive to be good corporate citizens by utilizing NexHub to reduce our emissions, decrease our traffic on community roadways, decrease our noise and sustain good air quality.

We also believe in **investing responsibly**. NexHub provides tools to help drive down maintenance spending. NexHub also optimizes performance and drives returns from our ESG focused investments, both for us and our customers.
NexTier is committed to acting in an environmentally responsible manner and continually improving our environmental performance. As such, we are conscientious of the impact that our work has on the environment and continue to explore and deploy new technologies that can help us reduce our environmental impact.

**Lowering Our Carbon Intensity**

At NexTier, we are committed to lowering our carbon emissions in a cost-effective manner. We have embedded our low cost, low carbon strategy throughout our organization and culture to achieve our, and our customers’, emissions and operational goals. We believe in proactive action to combat climate change risks through innovation. We continue to explore and deploy new technologies that can further reduce our carbon footprint on our energy transition journey to move towards cleaner, more sustainable sources of energy.

**Dual-Fuel Fracturing Operations**

One of the most effective ways NexTier can lower diesel fuel consumption and decrease emissions is by deploying dual-fuel fracturing fleets. Dynamic Gas Blending (DGB™) or “dual-fuel” fleets are hydraulic fracturing fleets with engines that are powered by a combination of diesel and natural gas. The ability to lower diesel consumption by blending it with natural gas reduces the amount of diesel consumed and greenhouse emissions.

Currently, NexTier has one of the largest deployed dual-fuel frac fleets on U.S. land and displaced over 8 million gallons of diesel in 2020. We expect gallons of displaced diesel to increase in 2021. Having the equipment that supports natural gas substitution is the first step. We are continuously working to improve optimizing natural gas substitution across our fleets, which is enabled and enhanced by NexHub, our digitally driven operation support center, and our MDT frac controls software. The expected addition in 2021 of NexTier Power Solutions will move our customers closer to optimizing natural gas substitution, even using available field gas. Power Solutions is a natural gas treatment and delivery solution which integrates our completions and logistics capabilities with field gas treatment and natural gas compression and delivery. This addition seeks to address wellsites where there is not a reliable nearby natural gas supply, or pipeline quality field gas, and thus, the full benefit and value of dual-fuel or other lower emissions technologies may not otherwise be fully realized. We believe our Power Solutions business will make it easier and more cost effective for our customers to transition their operations to a lower carbon footprint.

**Digitally-Enabled Logistics Efficiencies**

The trucks that journey to and from the wellsite are indispensable in oilfield operations. Based on the number of transport trucks that support our industry, we recognize the opportunity to improve environmental and safety performance by consuming less fuel and reducing traffic on community roadways.

From our digitally optimized last-mile logistics to powder-based friction reducers that eliminate the need to transport large volumes of liquids, we are operating more efficiently with fewer trucks on our roadways. The results are reduced fuel consumption, decreased emissions, lower delivery costs and less traffic.

---

**EPA 2020 Clean Air Excellence Award in Clean Air Technology**

Recipient: Caterpillar Inc. for Cat 3512E Tier 4 DGB Engine

The Cat 3512E is the first and only Dynamic Gas Blending (DGB™) engine in the industry certified to U.S. EPA Tier 4 Final emission standards. NexTier currently has one of the largest deployed fleets of Tier 4 Dual Fuel Cat engines in the market, which enables the reduction of diesel consumption and greenhouse gas (GHG) emissions while maintaining power, performance and reliability.

**8,474,333 gallons of diesel displaced**
Fuel Reduction

NexTier offers custom-blended fuel additives that deliver cleaner fuel combustion, lower consumption and fewer carbon emissions. Blended with diesel fuel supply, these high-performance chemistries have been proven in the lab to reduce pump engine emissions up to 50%. Additionally, our Tractor Reduction Solutions, which minimizes idling tractors at the wellsite, and Hibernate\textsuperscript{TM} Warm-Start System, technology that automatically turns off fracturing pumps between stages and enables remote group restarts from the data van, enables lower fuel consumption at the wellsite, improves air quality and reduces noise.

Exploring Other Technologies

We are currently field testing an electric frac system, further advancing our options for deploying carbon-reducing technologies into the market. We are also exploring the development of more environmentally friendly chemical products for use in our operations that could reduce toxicity to humans, aquatic toxicity, flammability and increase the use of renewable sources. We are committed to our lower carbon, low cost strategy and will continue to explore new technologies and processes to make the transition to a lower carbon footprint easier and more cost effective for us, and our customers.

Minimizing Our Impact

Products and Technologies

We are committed to minimizing our environmental footprint, without compromising the ability to provide leading service quality and performance. We have invested in a low-decibel fleet which has advanced sound attenuation to reduce noise. Our low-decibel fracturing equipment is designed to meet or exceed noise requirements for light industrial activity. We have also invested in other technologies such as our EcoSeal Greaseless Cable, which eliminates the need for grease injection systems or a grease skid on our customers’ wellsites, and Release\textsuperscript{TM} Dry, a high performance dry friction reducer (FR) solution to fine-tune slickwater fluid systems. Release\textsuperscript{TM} Dry was developed in an environmentally conscious manner to reduce toxicity to humans and water sources and eliminates truck loads of liquids delivered to the wellsite.

During the second quarter of 2020, we launched NexHub. NexHub provides remote 24/7 real-time digital support across all value chains of the company, including field operations, engineering, logistics, and maintenance. NexHub facilitates responsible operations by supporting reduced emissions, less operating costs, less traffic through optimized trucking and logistics, and reduced people on site. Our deployment of NexHub on all active fleets demonstrates our commitment and actions taken to minimize our impact to the environment.

Spill Prevention Control and Countermeasure

As required under federal regulations, NexTier implements Spill Prevention Control and Countermeasure plans. These plans are designed to prevent spills from reaching any navigable waters and to inform employees of the proper way to handle oil-based materials, inspect for leaks, respond appropriately to incidents and report spills. In addition, we implement periodic reviews of all facilities to ensure industry best practices are implemented to prevent and mitigate releases. We have historically implemented Storm Water Pollution Prevention Plans for the majority of our operational facilities even when exempt under current state or federal regulations.

Spill Reporting and Response

NexTier’s spill containment policies meet or exceed all state requirements relating to spill containment in the states in which we operate. Any spill, regardless of size or quantity, is required to be reported internally and investigated. A robust reporting and investigative process allows NexTier to better understand why a spill may have occurred and how to mitigate the risk of a similar incident in the future. Our ongoing efforts resulted in 2020 Reportable Spill Incident Rate (RSIR) of 0.01 (Incidents/100,000 hours).

All of our operational facilities have spill kits and our employees are routinely trained to respond to spills. In addition, we maintain alliance contracts with national and regional environmental and emergency response vendors to rapidly respond to any unplanned incidents.
Waste Reduction

We are also committed to minimizing our environmental impact by reducing our waste sent to landfills, purchasing environmentally responsible products, and reducing internal paper usage. Our recycling efforts include an IT recycling program where we recycle laptops, cell phones, and printers, combined with utilizing recycling collection bins for batteries, paper and toner cartridges in our offices. To reduce our paper usage we furnished our 2020 annual proxy statements to our shareholders electronically to reduce the impact of our annual meeting. In addition, we have adopted eSignature capabilities to allow our vendors, employees and customers to electronically review and sign documents.

Energy and Resource Efficiency

Furthermore, NexTier is committed to using energy and resources efficiently. At our headquarters location, we utilize motion sensor switches in offices, conference rooms and hallways to minimize our energy consumption. Our efforts to support resource efficiency include a flexible work program for jobs (where practicable), and we encourage utilizing our web conferencing and teleconferencing technologies to minimize unnecessary travel and in-person meetings.

Maximizing Our Use of Recycled Water

We are committed to acting in an environmentally responsible manner when it comes to protecting our natural resources. We strive to prevent pollution, reduce waste and minimize the consumption of natural resources. Through our NexTier customized fluid solution, we estimate to have utilized over 1.7 billion gallons of recycled water in our business. We encourage environmental protection of all our natural resources and strive to maximize our use of recycled water.

<table>
<thead>
<tr>
<th>ESG Focused Products &amp; Technologies</th>
<th>Reduces or Eliminates</th>
</tr>
</thead>
<tbody>
<tr>
<td>NexHub Digital Center</td>
<td>✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>Automated support platform that optimizes logistical efficiencies, provides remote equipment health monitoring that uses artificial intelligence and predictive measures to optimize preventative maintenance and servicing of equipment, and uses a proprietary cloud-based control system that allows us the capability to determine the optimum amount of diesel able to be displaced with natural gas</td>
<td></td>
</tr>
<tr>
<td>Dual-Fuel Engines</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>Deploying fracturing fleets with dynamic natural gas blending technologies, which allows engines to run primarily on natural gas</td>
<td></td>
</tr>
<tr>
<td>Tractor Reduction Solutions</td>
<td>✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>Minimizing idling tractors at wellsite upon commencement of fracturing operations</td>
<td></td>
</tr>
<tr>
<td>Hibernate™ Warm-Start System</td>
<td>✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>Automatically turns off fracturing pumps between stages and enables remote group restarts from the data van</td>
<td></td>
</tr>
<tr>
<td>Fuel Additives</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Blending additives into diesel fuel supply that reduces emissions and fuel consumption</td>
<td></td>
</tr>
<tr>
<td>Next Generation Fracturing Equipment</td>
<td>✓ ✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>Testing next generation pump technology and evaluating electric / natural gas driven pump designs</td>
<td></td>
</tr>
<tr>
<td>Low-Decibel Frac Fleet</td>
<td>✓</td>
</tr>
<tr>
<td>Advanced sound attenuation on a fully equipped fracturing fleet</td>
<td></td>
</tr>
<tr>
<td>EcoSeal Greaseless Cable</td>
<td>✓</td>
</tr>
<tr>
<td>Eliminates grease-injection systems or a grease skid on location for wireline plug and perforating jobs</td>
<td></td>
</tr>
<tr>
<td>Release™ Dry</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>High performance dry friction reducer (dry FR) to fine-tune slickwater fluid systems</td>
<td></td>
</tr>
</tbody>
</table>

Impacts air quality
Providing a Safe Working Environment

NexTier has an unwavering commitment to the safety and well-being of our people, customers and communities in which we operate. Tenacious efforts are made to improve health and safety performance day in and day out, with the ultimate goal of zero harm.

Unyielding Focus on Safety

We keep safety at the forefront of our thoughts and actions. Safe operations begin with leadership through a governance framework that sets the standard for the consistency, discipline and accountability required to achieve excellent safety results. Our Board regularly reviews and discusses our safety performance. The Compensation Committee of our Board has directly linked safety performance to leadership compensation through an incentive metric rewarding effective safety performance. Our management team provides the driving force in developing and supporting our safety culture and demonstrating safety leadership. Every employee and member of our team is essential to sustain our Safety First way of life, as it requires a shared ownership and vigilance.

AESC 2020 Gold Award

Our Wireline group was recognized by the AESC (Association of Energy Service Companies) with its 2020 Gold Award for safety, with the lowest TRIR amongst member companies with comparable man-hours.

2020 TOTAL RECORDABLE INCIDENT RATE OF 0.42 vs. 2019 industry average of 0.8

We know that in order to achieve exceptional safety performance year over year, it requires new thinking and a great deal of attention. Our safety systems go beyond traditional methods, with proven, adaptable approaches in line with high-reliability organizations (such as military or aviation). Our HSE system consists of an aggressive tactical set of systems we call PHALANX.

Phalanx is a streamlined sequenced approach to operational safety that is embedded into the day-to-day execution cycle. The support systems have been automated for ease of use, data collection and analysis.
Phalanx Focused Training and Assessment

We begin with straight-to-the-point, highly interactive training and competency assessment programs that go beyond industry required certifications. In addition, employees participate in behavior-based safety and hazard recognition programs to reinforce leadership accountability and remind employees that safe performance is the responsibility of each person. Our safety values and practices are supported through open communication across the company. They are supplemented by awareness campaigns to address any hazards our workforce may face.

Phalanx Pre-Execution Briefings

Effective team briefing is paramount when performing critical tasks where failure could lead to significant incidents. NexTier models our process after industries that require extreme accuracy and attention to detail. Tactical safety briefings between our supervisors and operations team include a multi-step communication process that requires the sender of information to validate the message has been accurately received.

Phalanx PAUSE Awareness Process

The PAUSE awareness process kicks in prior to performing potentially hazardous job tasks. There are 4 steps: **Pause and check equipment and prepare the work area**, **Ensure all hazardous energy is controlled** (locked out, tagged out and zero energy verified), **Perform final checks** (ask the “what ifs”, review the procedures, ensure we have the right people for the task), and **Start work** while switching between focused and situational awareness, and **Stop** work if we find ourselves outside of policies, procedures or situations as expected.

Phalanx Proactive Execution Programs

We have a variety of programs focused on identifying and preventing human and organizational error, such as:

On any job, big or small, employees are empowered with **Stop Work Authority**. This mandate enables workers to immediately halt all operations if they observe any conditions or actions they believe to be unsafe.

We seek to continually improve **Fleet Safety** through robust driver qualifications, training programs and implementation of driver safety enhancements. Our fleet is outfitted with a combination of aftermarket safety products to:

- Provide audible and visual alerts for forward collision, lane departure and headway
- Help identify vehicles, cyclists and pedestrians in the path of the vehicle
- Monitor drivers in relation to past performance
- Develop customized driver safety standards and best practices
- Implement targeted driver training
- Provide information to operations leadership to help identify and correct poor driving habits and coach employees on driver safety

Our **Fleet Maintenance** system provides real-time monitoring 24 hours a day, with GPS installed on all units. The system captures data that is utilized for preventative maintenance, asset preservation and corrective actions.
**Phalanx Audits & Assessments**

We thoroughly investigate serious incidents and near misses to identify root causes. The knowledge gleaned from our analysis forms the basis for modified behaviors, more effective safety programs and improved communications and training on safety issues.

In addition to real-time monitoring of various safety aspects, our operations committee reviews the weekly safety dashboard to discuss, among other things, safety incidents that may have occurred, trends, leading indicators and training.

Our **Assure by Observation** program provides a system for employees to identify and report peer safety observations (including praise or constructive feedback on behaviors or circumstances). Safety is so fully embedded in our culture that over 33,000 employee safety observations were made through this program in 2020.

Our **Incident Management** program provides a mobile application that provides a quick and easy method of recording incidents (including pictures), distributing alerts, communicating findings to management and administering corrective action.

Each year, each operating district completes a corporate compliance audit. This audit is completed by trained and qualified auditors and covers 48 elements and over 400 questions. These audits capture best practices and provide an opportunity to follow up with corrective action meetings.

In addition, we do **targeted audits** on a variety of high-impact topics, such as explosive safety, radiation safety, environmental impacts, DOT compliance and leadership engagement.

**Safety Modernization**

The most effective way to keep people safe, is to keep them out of harm’s way. NexTier is using, and continuing to develop, technologies designed to reduce the number of people at the wellsite, gather data through digital means and reduce our number of supply trucks on the road through augmented logistics.
Developing Future Leaders

We are committed to workforce initiatives that provide our employees with the programs, resources and tools needed to succeed at every step of their career and reach their potential. We start with initiatives to attract and retain the best people. We then provide them with development opportunities to strengthen and enhance their skills so that they can build meaningful careers within the company. We can provide quality employment opportunities for people at all stages in their career.

Our learning and competency evaluation platform, NexTier University, offers accessible on-demand resources for required learning, skill enhancement and competency evaluation. NexTier University content is auto enrolled by job role for each employee. An employee works towards competence by completing their required courses and practicing on the job with a mentor. The employee will then be assessed to evaluate that competence. Once the employee has reached the prescribed level of competence in a job role, they will be eligible for promotion and begin working towards the next job role.

Health and Welfare

We offer comprehensive health and wellness, disability and retirement benefits to eligible employees. The core health and wellness benefits are supplemented with discount programs for health-related goods and services, a variety of voluntary benefits and paid time off programs. Health benefits include low-cost telehealth services as well as mental and behavioral health resources, including on-demand access to an Employee Assistance Program (EAP) for employees and their dependents.

Operating Safely During a Pandemic

In response to the COVID-19 pandemic, we implemented significant safety measures that we determined were in the best interest of our employees as well as the communities in which we operate. This includes having the vast majority of our employees telecommute for periods of time, while implementing additional safety measures for employees continuing essential on-site work. To maintain minimized exposure points on an ongoing basis, a flex-work program was developed and deployed in an effort to balance time in the office with remote work from home. To mitigate COVID-19 exposure, further proactive measures have been implemented including, among other things, additional hand sanitizer stations; temperature check kiosks at the entrance to our corporate headquarters; limiting guests to campuses; shifting meetings to a virtual format; closing meeting rooms and common/shared areas in the office such as cafeterias and fitness rooms; mandatory face mask use (unless the person is eating or alone at work station); installation of signage for CDC guideline distancing and other safety reminders; and established absence management and tracing protocols to reduce transmission risk. Frequent and consistent communication efforts reinforce the importance of these health and safety measures.

Promoting Diversity and Inclusion

At NexTier, we believe in an equitable environment and a workforce that reflects the many dimensions of diversity in the communities in which we operate. Diversity and inclusion take many forms. We believe that supporting and promoting a diverse and inclusive workplace brings new perspectives that can result in new ideas, guard against groupthink and help identify and mitigate risk.

In leading from the top, the Nominating and Corporate Governance Committee considers a variety of diversity characteristics for board composition, including business experience, geography, age, gender and ethnicity. In addition, the Company’s Corporate Governance Guidelines affirmatively commit that gender and ethnically diverse candidates will be included in director searches.

We endeavor to build an inclusive workplace in which employees can flourish and realize their potential. Our Learning and Development department strives to provide equal access to advancement opportunities through clearly delineated learning plans and competency evaluation.

We also encourage economic inclusion and risk mitigation by developing a diverse supply chain. We purchase a wide variety of raw materials, parts and components that are manufactured and supplied for our operations. We are not dependent on any single source of supply for those parts, supplies or materials. We expect our suppliers to perform their business while respecting and honoring individuals and their human rights.
Supporting the Communities in which We Operate

As a good neighbor, we want to do more than just give, we want to enable. We collaborate with our employees, our customers and communities to identify opportunities which strengthen our foundation of corporate citizenship and demonstrate our commitment to our values.

We empower our employees to volunteer time and support a wide variety of organizations such as the American Heart Association, George & Barbara Bush Foundation, Texas Children’s Hospital and the Houston Food Bank. We also donated 40 computers and monitors to Bloom Charter School, a primary school that exists to prepare all children for success in middle school, high school and college and to lead lives of positive impact in their community.

November 2020

Houston corporate office donated over 5000 lbs of food to the Houston Food Bank.

ENGAGE

COMMUNITY

We are committed to strengthening the communities in which we live and operate to help them truly thrive.
## Engaging Stakeholders

We include a variety of stakeholders in proactive engagement to gather feedback, increase transparency and further understanding. NexTier engages with our stakeholders in a variety of ways, including:

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Engagement Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Shareholders</strong></td>
<td>• In-person meetings and investor conferences&lt;br&gt;• Quarterly earnings calls&lt;br&gt;• Analyst meetings and conference calls&lt;br&gt;• Annual meeting of shareholders&lt;br&gt;• U.S. securities regulatory filings&lt;br&gt;• Annual Report, Proxy Statement and Corporate Responsibility Report&lt;br&gt;• Annual shareholder outreach program</td>
</tr>
<tr>
<td><strong>Customers</strong></td>
<td>• In-person conversations&lt;br&gt;• Email&lt;br&gt;• Telephone&lt;br&gt;• Social and public media&lt;br&gt;• Annual Report&lt;br&gt;• Customer satisfaction surveys</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>• Performance management and development programs&lt;br&gt;• Leadership communications&lt;br&gt;• Annual Report and Proxy Statement&lt;br&gt;• Company intranet, online chat forums, email, direct mail, social and public media, and in-person and virtual townhall meetings</td>
</tr>
<tr>
<td><strong>Community and neighbors</strong></td>
<td>• Meetings, calls, social and public media and podcasts&lt;br&gt;• Financial support&lt;br&gt;• Trade associations&lt;br&gt;• Employee volunteering</td>
</tr>
<tr>
<td><strong>Suppliers, vendors and business partners</strong></td>
<td>• In-person meetings, calls, conferences and workshops&lt;br&gt;• Process for managing grievances&lt;br&gt;• Supplier relationship management meetings</td>
</tr>
</tbody>
</table>

### CONTINUOUS SHAREHOLDER ENGAGEMENT

#### SPRING
Our Annual Report and Proxy Statement are distributed to our shareholders. We then extend invitations to our largest shareholders to discuss matters to be voted on at our upcoming Annual Meeting.

#### SUMMER
Management reports to the Board of Directors on the results from the annual meeting, including a discussion on voting results and shareholder feedback. This discussion helps set the agenda for our Fall shareholder engagement.

#### FALL
Engagement with shareholders to gather feedback following the Annual Meeting and discuss developments in the Company’s business and strategy, Board and corporate governance matters, executive compensation and priorities for the year.

#### WINTER
Review of shareholder feedback and Board consideration of potential changes to corporate governance, executive compensation program and proxy disclosures.
NexTier is committed to responsible business practices and maintaining the trust of our shareholders, customers, vendors and NexTier team.

Operating with Integrity

We are guided by our Code of Business Conduct and Ethics to ensure we demonstrate our core values and maintain compliance with applicable rules and regulations. We expect our suppliers to abide by NexTier’s Code of Business Conduct and Ethics.

Corporate Governance

Our Board of Directors recognizes that a robust governance framework and a culture of integrity helps us compete more effectively, sustain success and build long-term shareholder value. NexTier is governed by a Board of Directors and committees of the Board that meet throughout the year. Directors discharge their responsibilities at Board and committee meetings and through ongoing communication with each other and with management throughout the year.

Corporate Responsibility Oversight

The Nominating and Corporate Governance Committee of our Board oversees the development and implementation of a company-wide sustainability strategy. An ESG Steering Committee, composed of a cross-functional team of executives and employees, reports to the Nominating and Corporate Governance Committee and CEO. The charter for this Committee includes the responsibility for driving integration, advancement and awareness of sustainability initiatives across our business.
Standards of Conduct and Accountability

Robust governance starts at the top, but extends to management and all employees. We have a governance framework built around our Code of Business Conduct and Ethics, which sets our guiding principles and outlines what we expect from each of our employees and what our customers and communities expect of us – high standards of professional and ethical conduct. This framework is reinforced by a range of policies which our Board routinely reviews.

Corporate Governance Guidelines

The Board has adopted Corporate Governance Guidelines to provide a framework for the effective governance of the Board. These Guidelines reflect the importance the Board places on independence, composition diversity, leadership and accessibility. The Corporate Governance Guidelines are reviewed regularly and updated as appropriate. The full text of the Corporate Governance Guidelines and other key governance documents, such as the charters of the Board committees and the Code of Business Conduct and Ethics can be found at www.NexTierOFS.com.

Annual self-evaluations

* 3 Standing committees focused on risk, compensation and governance, respectively
* Independent Chair of Board and all Committees
* Open access to management, information and advisors
* Regular executive sessions without management

Corporate Governance Guidelines

- Code of Business Conduct & Ethics
- Anti-Corruption Policy
- Related Party Transactions Policy
- Conflict Minerals Policy
- Compensation Recovery Policy
- Director & Executive Officer Stock Ownership Guidelines
- Insider Trading Policy
- Political Action Policy
- Reporting & Investigation of Concerns Policy
Guarding Against Corruption

We operate and maintain business relationships with a variety of third parties. We have a clear, zero-tolerance, Anti-Corruption Policy that reaffirms all employees’ requirement to comply with both the policy, the letter and spirit of all applicable anti-corruption laws, including, as applicable, the U.S. Foreign Corrupt Practices Act and the U.K. Bribery Act. It addresses, among other things, what constitutes bribery and improper payments, training, auditing, monitoring, certification and risk assessment. Discipline under the policy extends, not only to the violator, but also to others involved in the wrongdoing, such as (i) persons who fail to use reasonable care to detect a violation, (ii) persons who, if requested to divulge information, withhold material information regarding a violation, and (iii) supervisors who approve or condone the violations or attempt to retaliate for reporting violations or violators.

Conflict Free Sourcing

We expect our suppliers to share our commitment to the responsible sourcing of materials, parts and products to ensure our procurement practices do not contribute to violence and human-rights abuses. Our Conflict Minerals Policy clarifies our expectation that our suppliers:

1) Source conflict minerals from certified conflict-free smelters (such as those audited through the Electronic Industry Citizenship Coalition and Global e-Sustainability Initiative Conflict Free Smelter program),

2) Perform due diligence on the source and chain of custody of any conflict minerals sourced for and supplied to NexTier, and

3) Provide evidence of their due-diligence measures to us upon request.

Cybersecurity Risk Oversight

In order to respond to the threat of security breaches and cyberattacks, NexTier has developed a program that is designed to protect and preserve the confidentiality, integrity and continued availability of information owned by, or in the care of, the company. This program also includes a cyber incident response plan that provides controls and procedures for timely and accurate reporting of any material cybersecurity incident. Our Audit and Risk Committee, which is tasked to oversee NexTier’s cyber risk management program, receives periodic reports on the program, including updates about the results of exercises and response readiness assessments and penetration testing led by outside advisors who provide a third-party independent assessment of the company’s technical program and the company’s internal response preparedness.

Supplier Conduct

Our expectations for high standards of business conduct, integrity and adherence to the law extend beyond our employees and include our contractors and vendors. Because of this, we ask and expect our vendors to adhere to our Code of Business Conduct and Ethics while conducting business with and/or on behalf of NexTier. Our suppliers must be committed to safe, lawful and ethical business practices to protect the welfare of those with whom we conduct business and those who are affected by our businesses.

Reporting of Concerns

NexTier offers a global third party, independent “hotline” service that is available 7 days a week, 24 hours a day. Concerns may be handled anonymously and submitted over the phone at 1-800-461-9330, by SMS text at 1-432-287-7825 or online at http://www.nextierofs.com/helpline.

This service supports not only employee questions and concerns about any improper activity, but also provides a method for persons outside the company to inform us if they suspect or encounter any violations of our Code of Business Conduct and Ethics or the law by our employees, or any other activities which otherwise may amount to unethical or improper conduct.
Investing Responsibly

We are dedicated to being good stewards of our corporate resources to responsibly grow and improve our business in a way that maximizes shareholder value by taking care of our people, our customers, our communities and the environment.

**INVESTMENT**

- Innovation
- Reduced Costs
- Digital Infrastructure
- Corporate Sustainability
- Natural Gas Treatment Technology
- Executive Compensation Components

**Incentivize Sustainability**

For 2021, we have included cost effective gas substitution and safety performance as components of executive compensation, demonstrating our alignment with these ESG goals. In addition, at this time, we have allocated our future growth capital to equipment that lowers emissions.

**Low Cost, Low Emissions**

NexTier is investing in a variety of strategies to increase our capability to drive lower operating costs and reduced emissions for NexTier and our customers. We have invested in technological advancements focused on fit-for-purpose solutions designed to enhance our service offerings, increase efficiencies, lower our operating costs, optimize capital expenditures and add value for our customers. This includes developing an innovative digital infrastructure, NexHub, which is an internal, real-time, digital platform that allows around-the-clock remote operations support across our active fleets.

We’ve also announced the investment, and expected addition in 2021, of a natural gas treatment and delivery solution that will power our dual-fuel fleet with field gas or compressed natural gas. NexTier Power Solutions is an integrated natural gas treatment and delivery solution designed to provide natural gas sourcing, compression, transport, decompression, treatment, and related services for our fracing operations. This integrated strategy will provide our customers with a streamlined approach to driving more sustainable, cost effective operations at the wellsite.

We believe that our focus on innovation, with the objective of reducing costs and improving sustainability of our operations, provides a strategic benefit through the ability to fund, develop, and implement new technologies and quickly respond to changes in customer requirements and industry demand.

**Disciplined Capital Deployment**

We are committed to continuing to manage our business in line with demand for our services and make adjustments as necessary to effectively respond to changes in market conditions, customer activity levels, pricing for our services and equipment, and utilization of our deployed equipment and personnel. Our response to the industry’s persistent uncertainty is to maintain sufficient liquidity, preserve our conservative capital structure and closely monitor our discretionary spending. We take a measured approach to asset deployment, balancing our view of current and expected customer activity levels with a focus on generating positive returns for our shareholders. Our priorities remain to drive revenue by maximizing deployed equipment utilization, to improve margins through cost controls, to protect and grow our market share by focusing on the quality, safety and efficiency of our service execution, lower emissions, and to ensure that we are strategically positioned to capitalize on constructive market dynamics.
Our Sustainability Journey

NexTier routinely engages with our people – our investors, our customers and our employees, to better understand their ESG views, carefully considering the feedback we receive and acting when appropriate. As part of our sustainability journey, we are assessing alignment with recommended guidelines and disclosures of the Sustainability Accounting Standards Board (SASB) framework. We will continue to explore other ESG reporting and disclosure frameworks and consider feedback from our internal and external stakeholders. We will work in partnership with our stakeholders to strengthen and achieve our ESG objectives, mitigate risks, and continuously improve our sustainable business practices. We look forward to sharing updates on our sustainability journey and wish everyone a safe, healthy and prosperous 2021!