



Corporate Governance Guidelines  
of  
Nuverra Environmental Solutions, Inc.

**CORPORATE GOVERNANCE GUIDELINES  
OF  
NUVERRA ENVIRONMENTAL SOLUTIONS, INC.**

The following Corporate Governance Guidelines have been adopted by the Board of Directors (the “Board”) of Nuverra Environmental Solutions, Inc. (the “Company”) to assist the Board in the exercise of its responsibilities. These Corporate Governance Guidelines are not intended to change or interpret any federal or state law or regulation, including the General Corporation Law of the State of Delaware, or the Amended and Restated Certificate of Incorporation or By-laws of the Company. These Corporate Governance Guidelines are subject to modification from time to time by the Board.

**I. THE BOARD**

A. Role of Directors

The business and affairs of the Company shall be managed by or under the direction of the Board. A director is expected to spend the time and effort necessary to properly discharge such director’s responsibilities. Accordingly, a director is expected to regularly attend meetings of the Board and committees on which such director sits, and to review prior to meetings material distributed in advance for such meetings. A director who is unable to attend a meeting (which it is understood will occur on occasion) is expected to notify the Chairman of the Board or the Chairman of the appropriate committee in advance of such meeting.

B. The Board’s Goals

The Board’s goal is to build long-term value for the Company’s stockholders and to assure the vitality of the Company for its customers, employees and the other individuals and organizations who depend on the Company.

To achieve these goals the Board will monitor both the performance of the Company (in relation to its goals, strategy and competitors) and the performance of the Chief Executive Officer, and offer him or her constructive advice and feedback. When it is appropriate or necessary, it is the Board’s responsibility to remove the Chief Executive Officer and to select his or her successor.

C. Selection of the Chairman of the Board

The offices of the Chairman of the Board and the Chief Executive Officer, as determined by the Board to be in the best interests of the Company, may be held by the same or different individuals. The Board shall be free to choose its Chairman of the Board in any way that it deems best for the Company at any given point in time.

D. Size of the Board

The Board believes that it should generally have no fewer than five (5) and no more than seven (7) directors. This range permits diversity of experience without hindering effective discussion or

diminishing individual accountability. The size of the Board could, however, be increased or decreased if determined to be appropriate by the Board. For example, it may be desirable to increase the size of the Board in order to accommodate the availability of an outstanding candidate for director.

#### E. Selection of New Directors

The Board shall be responsible for nominating members for election to the Board and for filling vacancies on the Board that may occur between annual meetings of stockholders. The Compensation and Nominating Committee is responsible for identifying, screening and recommending candidates to the Board for Board membership. When formulating its Board membership recommendations, the Compensation and Nominating Committee shall also consider advice and recommendations from others as it deems appropriate.

The Compensation and Nominating Committee will consider candidates recommended by stockholders. In considering candidates submitted by stockholders, the Compensation and Nominating Committee will take into consideration the needs of the Board and the qualifications of the candidate. The Compensation and Nominating Committee may establish procedures, from time to time, regarding stockholder submission of candidates.

#### F. Board Membership Criteria

The Compensation and Nominating Committee shall be responsible for assessing the appropriate balance of criteria required of Board members.

The Compensation and Nominating Committee may apply several criteria in selecting nominees. At a minimum, the Committee shall consider (i) whether each such nominee has demonstrated, by significant accomplishment in his or her field, an ability to make a meaningful contribution to the Board's oversight of the business and affairs of the Company and (ii) the nominee's reputation for honesty and ethical conduct in his or her personal and professional activities. Additional factors which the Committee may consider include a candidate's specific experiences and skills, relevant industry background and knowledge, time availability in light of other commitments, age, potential conflicts of interest, material relationships with the Company and independence from management and the Company. The Compensation and Nominating Committee also may seek to have the Board represent a diversity of backgrounds and experience.

#### G. Other Public Company Directorships

The Company does not have a policy limiting the number of other public company boards of directors upon which a director may sit, in general. However, the Compensation and Nominating Committee shall consider the number of other public company boards and other boards (or comparable governing bodies) on which a prospective nominee is a member.

Although the Company does not impose a limit on outside directorships, it does recognize the substantial time commitments attendant to Board membership and expects that the members of

its Board be fully committed to devoting all such time as is necessary to fulfill their Board responsibilities, both in terms of preparation for, and attendance and participation at meetings.

In addition, in recognition of the enhanced time commitments associated with membership on a public company's audit committee, the Board has adopted a policy that no member of the Audit Committee may serve simultaneously on the audit committees of more than two (2) other public companies.

#### H. Independence of the Board

The Board shall be comprised of a majority of directors who qualify as independent directors ("Independent Directors") under the listing standards of the New York Stock Exchange (the "NYSE"), the requirements of the Securities Exchange Act of 1934, as amended, and any additional requirements that the Board deems appropriate.

The Board shall review annually the relationships that each director has with the Company (either directly or as a partner, shareholder or officer of an organization that has a relationship with the Company). Following such annual review, only those directors who the Board affirmatively determines have no material relationship with the Company (either directly or as a partner, shareholder or officer of an organization that has a relationship with the Company) will be considered Independent Directors, subject to additional qualifications prescribed under the listing standards of the NYSE or under applicable law. The Board may adopt and disclose categorical standards to assist it in determining director independence. In the event that a director becomes aware of any change in circumstances that may result in such director no longer being considered independent under the listing standards of the NYSE or under applicable law, the directors shall promptly inform the Chairman of the Compensation and Nominating Committee.

#### I. Directors Who Change Their Present Job Responsibility

The Board does not believe that directors who retire or change the position they held when they became a member of the Board should necessarily leave the Board. Promptly following such event, the director must notify the Compensation and Nominating Committee, which shall review the continued appropriateness of the affected director remaining on the Board under the circumstances. The affected director is expected to act in accordance with the Compensation and Nominating Committee's recommendation following such review.

#### J. Retirement Age

It is the general policy of the Company that no director having attained the age of 70 years shall be nominated for re-election or reappointment to the Board. However, the Board may determine to waive this policy in individual cases.

#### K. Director Tenure

In connection with each director nomination recommendation, the Compensation and Nominating Committee shall consider the issue of continuing director tenure and take steps as

may be appropriate to ensure that the Board maintains an openness to new ideas and a willingness to critically re-examine the status quo. An individual director's renomination is dependent upon such director's performance evaluation, as well as a suitability review, each to be conducted by the Compensation and Nominating Committee in connection with each director nomination recommendation.

#### L. Board Compensation

A director who is also an officer of the Company shall not receive additional compensation for such service as a director.

The Company believes that compensation for non-employee directors should be competitive and should encourage increased ownership of the Company's stock through the payment of a portion of director compensation in Company stock, options to purchase Company stock or similar compensation. The Compensation Committee will periodically review the level and form of the Company's director compensation, including how such compensation relates to director compensation of companies of comparable size, industry and complexity. Such review will also include a review of both direct and indirect forms of compensation to the Company's directors, including any charitable contributions by the Company to organizations in which a director is affiliated and consulting or other similar arrangements between the Company and a director. Changes to director compensation will be proposed to the full Board for consideration.

Director's fees (including any additional amounts paid to chairs of committees and to members of committees of the Board) are the only compensation a member of the Audit Committee may receive from the Company; provided, however, that a member of the Audit Committee may also receive fixed amounts of compensation under a retirement plan (including deferred compensation) from the Company for prior service with the Company so long as such compensation is not contingent in any way on continued service.

#### M. Separate Sessions of Non-Management Directors

The non-management directors of the Company shall meet in executive session without management on a regularly scheduled basis, but not less frequently than quarterly. A non-management director designated by the non-management directors on the Board shall preside at such executive sessions.

In the event that the non-management directors include directors who are not Independent Directors, the Company should, at least once a year, schedule an executive session including only Independent Directors.

#### N. Self-Evaluation by the Board

The Compensation and Nominating Committee will sponsor an annual self-assessment of the Board's performance as well as the performance of each committee of the Board, the results of which will be discussed with the full Board and each committee. The assessment should include a review of any areas in which the Board or management believes the Board can make a better

contribution to the Company. The Compensation and Nominating Committee will utilize the results of this self-evaluation process in assessing and determining the characteristics and critical skills required of prospective candidates for election to the Board and making recommendations to the Board with respect to assignments of Board members to various committees.

#### O. Strategic Direction of the Company

Normally it is management's job to formalize, propose and implement strategic choices and the Board's role to approve strategic direction and evaluate strategic results. However, as a practical matter, the Board and management will be better able to carry out their respective strategic responsibilities if there is an ongoing dialogue among the Chief Executive Officer, other members of top management and other Board members. To facilitate such discussions, members of senior management who are not directors may be invited to participate in Board meetings when appropriate.

#### P. Board Access to Management

Board members shall have access to the Company's management and, as appropriate, to the Company's outside advisors. Board members shall coordinate such access through the Chief Executive Officer and Board members will use judgment to assure that this access is not distracting to the business operation of the Company.

#### Q. Attendance of Management Personnel at Board Meetings

The Board encourages the Chief Executive Officer to bring members of management from time to time into Board meetings to (i) provide management insight into items being discussed by the Board which involve the manager; (ii) make presentations to the Board on matters which involve the manager; and (iii) bring managers with significant potential into contact with the Board. Attendance of such management personnel at Board meetings is at the discretion of the Board. Should the Chief Executive Officer desire to add additional members of management as attendees on a regular basis, this should be suggested to the Board for its concurrence.

#### R. Board Materials Distributed in Advance

Information and materials that are important to the Board's understanding of the agenda items and other topics to be considered at a Board meeting should, to the extent practicable, be distributed sufficiently in advance of the meeting to permit prior review by the directors. In the event of a pressing need for the Board to meet on short notice or if such materials would otherwise contain highly confidential or sensitive information, it is recognized that written materials may not be available in advance of the meeting.

#### S. Board Interaction with Institutional Investors, Analysts, Press, Customers and Stockholders

The Board believes that management generally should speak for the Company. It is suggested that each director shall refer all inquiries from institutional investors, analysts, the press or

customers to the Chief Executive Officer or his or her designee. The Board shall establish and maintain a policy for stockholders and other interested parties to communicate with the non-management directors or any committees of the Board.

#### T. Board Orientation and Continuing Education

The Company shall provide new directors with a director orientation program to familiarize such directors with, among other things, the Company's business, strategic plans, significant financial, accounting and risk management issues, compliance programs, conflicts policies, code of business conduct and ethics, corporate governance guidelines, principal officers, internal auditors and independent auditors. Each director is expected to participate in continuing educational programs in order to maintain the necessary level of expertise to perform his or her responsibilities as a director.

#### U. Director Attendance at Annual Meetings of Stockholders

Directors are invited and encouraged to attend the Company's annual meeting of stockholders.

### **II. BOARD MEETINGS**

#### A. Frequency of Meetings

There shall be four regularly scheduled meetings of the Board each year. At least one regularly scheduled meeting of the Board shall be held quarterly.

#### B. Selection of Agenda Items for Board Meetings

The Chairman of the Board, in consultation with the Chief Executive Officer, shall annually prepare a "Board of Directors Master Agenda." This Master Agenda shall set forth a general agenda of items to be considered by the Board at each of its specified meetings during the year. Thereafter, the Chairman of the Board, in consultation with the Chief Executive Officer, may adjust the agenda to include special items not contemplated during the initial preparation of the annual Master Agenda.

Upon completion, a copy of the Master Agenda shall be provided to the entire Board. Each Board member shall be free to suggest inclusion of items on the agenda as well as free to raise at any Board meeting subjects that are not specifically on the agenda for that meeting.

### **III. COMMITTEE MATTERS**

#### A. Number and Names of Board Committees

The Company shall have two standing committees: Audit and a combined Compensation and Nominating. The purpose and responsibilities for each of these committees shall be outlined in committee charters adopted by the Board. The Board may want, from time to time, to form a new committee or disband a current committee depending on circumstances. In addition, the Board

may determine to form ad hoc committees from time to time, and determine the composition and areas of competence of such committees.

#### B. Independence of Board Committees

Each of the Audit Committee and the Compensation and Nominating Committee shall be composed entirely of Independent Directors satisfying applicable legal, regulatory and stock exchange requirements necessary for an assignment to any such committee.

#### C. Assignment and Rotation of Committee Members

The Compensation and Nominating Committee shall be responsible, after consultation with the Chairman of the Board, for making recommendations to the Board with respect to the assignment of Board members to various committees. After reviewing the Compensation and Nominating Committee's recommendations, the Board shall be responsible for appointing the Chairman and members to the committees on an annual basis.

The Compensation and Nominating Committee shall annually review the Committee assignments and shall consider the rotation of the Chairman and members with a view toward balancing the benefits derived from continuity against the benefits derived from the diversity of experience and viewpoints of the various directors.

### **IV. LEADERSHIP DEVELOPMENT AND EXECUTIVE MATTERS**

#### A. Selection of the Chief Executive Officer

The Board shall be responsible for identifying potential candidates for, and selecting, the Company's Chief Executive Officer. In identifying potential candidates for, and selecting, the Company's Chief Executive Officer, the Board shall consider, among other things, a candidate's experience, understanding of the Company's business environment, leadership qualities, knowledge, skills, expertise, integrity, and reputation in the business community.

#### B. Evaluation of Chief Executive Officer

The Board will provide the Chief Executive Officer with an annual performance review for the prior year at the second regularly scheduled meeting of the Board each fiscal year. The following steps will be utilized to carry out this review:

- (i) The Chief Executive Officer will develop a self-evaluation at the end of each fiscal year and provide this to the Board within one-month of the end of the fiscal year, either orally or in writing.
- (ii) With this information, each non-management director will provide his or her assessment of the Chief Executive Officer's performance to the Compensation and Nominating Committee. These assessments should include the director's appraisal of:

- (a) The Company's performance and the Chief Executive Officer's contribution to it, both compared to competitors and the Company's own strategic goals;
- (b) Achievement of personal goals set by the Chief Executive Officer for the year, as part of his or her self-evaluation; and
- (c) Other aspects of the Chief Executive Officer's performance which the non-management director deems relevant.

The Compensation and Nominating Committee will synthesize this information and report a summary of this information to the non-management directors in executive session at the second regularly scheduled meeting of the Board each fiscal year. After agreement by the non-management directors to the evaluation, the chairs of the Board's committees will meet with the Chief Executive Officer to discuss the Board's assessment. The Chief Executive Officer may then take the opportunity to discuss his or her reaction to the evaluation.

### C. Succession Planning

The Board shall plan for the succession to the position of the Chief Executive Officer. To assist the Board, the Chief Executive Officer shall prepare and distribute to the Board an annual report on succession planning for all senior officers of the Company with an assessment of senior managers and their potential to succeed the Chief Executive Officer and other senior management positions. In addition, the Chief Executive Officer shall prepare, on a continuing basis, a short-term succession plan which delineates a temporary delegation of authority to certain officers of the Company, if all or a portion of the senior officers should unexpectedly become unable to perform their duties. The short-term succession plan shall be approved by the Board and shall be in effect until the Board has the opportunity to consider the situation and take action, when necessary.

### D. Management Development

The Board shall determine that a satisfactory system is in effect for education, development, and orderly succession of senior and mid-level managers throughout the Company.

### E. Clawback Policy

- (i) In the event the Company is required to prepare an accounting restatement of its financial statements due to the Company's material noncompliance with any financial reporting requirement under the securities laws, the Independent Directors shall evaluate whether to seek the recoupment of any excess bonus or incentive payments made to the Company's executive officers during the three completed fiscal years immediately preceding the date on which the Company is required to prepare an accounting restatement. The Independent Directors' findings and decision shall be recorded in minutes of related proceedings.

- (ii) If the Independent Directors determine to seek recoupment of any excess bonus or incentive payments made to the Company's executive officers, the amount to be recovered will be the excess of the bonus or incentive payments paid to the executive officers based on the erroneous data over the bonus or incentive payments that would have been paid to the executive officer had it been based on the restated results, as determined by the Board. If the Independent Directors cannot determine the amount of excess bonus or incentive compensation received by the executive officer directly from the information in the accounting restatement, then the Independent Directors will make its determination based on a reasonable estimate of the effect of the accounting restatement.
- (iii) The Independent Directors will determine, in their sole discretion, the method for recouping bonus or incentive payments.
- (iv) The Board shall, to the fullest extent permitted by law and determined to be in the best interests of the Company, take all appropriate steps to implement the decision of the Independent Directors. The Board intends that this policy will be applied to the fullest extent permitted by law.

## **V. OTHER POLICIES**

### **A. Related Party Transactions**

- (i) Any transaction in excess of \$120,000 between the Company and any director, executive officer, beneficial owner of 5% or more of the Company's voting stock or any immediate family member of the foregoing or any transaction required to be disclosed pursuant to the Exchange Act or reviewed pursuant to the listing standards of the NYSE shall be deemed a "Related Party Transaction."
- (ii) Any Related Party Transaction shall be consummated or continue only if: (a) the Audit Committee has approved or ratified such transaction in accordance with the guidelines set forth herein and if the transaction is on terms comparable to or no less favorable than those that could be obtained in arm's-length dealings with an unrelated third party under the same or similar circumstances; (b) the transaction is approved by the disinterested members of the Board and if the transaction is on terms comparable to those that could be obtained in arm's-length dealings with an unrelated third party under the same or similar circumstances; or (c) the transaction involves compensation approved by the Company's Compensation Committee.
- (iii) The Audit Committee shall review the facts and circumstances of any Related Party Transaction under consideration at the first meeting of the calendar year or the next scheduled meeting, and make a determination of whether and under what terms to proceed with that transaction. Interested directors are required to abstain from consideration of any Related Party Transaction.

(iv) The Audit Committee shall be presented with all corporate opportunities for consideration prior to consummation by any related party.

(v) All Related Party Transactions shall be disclosed in the Company's securities filings as required by the Exchange Act.

*Amended: October 31, 2017*