Schlumberger is organized under four Divisions operating in five distinct Basins that are aligned with critical hubs of activity. The four Divisions are:

**Digital & Integration** - Combines Schlumberger’s digital workflow solutions and seismic data interpretation and management businesses with its integrated offering of Asset Performance Solutions.

**Reservoir Performance** - Consists of reservoir-centric technologies and services that are critical to optimizing reservoir productivity and performance.

**Well Construction** - Combines the full portfolio of products and services to optimize well placement and performance, maximize drilling efficiency, and improve wellbore assurance.

**Production Systems** - Develops and provides technologies and expertise that enhance production and recovery from subsurface reservoirs to the surface, into pipelines, and to refineries.

Schlumberger is a technology company that partners with customers to provide access to energy. Our people provide leading digital solutions and deploy innovative technologies to enable performance and sustainability for the global energy industry. With expertise in more than 120 countries, we collaborate to create technology that unlocks access to energy for the benefit of all.

New Energy explores new avenues of growth by leveraging Schlumberger’s intellectual and business capital in emerging new energy markets, with a focus on low-carbon and carbon-neutral energy technologies.
Message from the Chief Executive Officer

Last year was pivotal for Schlumberger, and I am proud of the actions we have taken to weave sustainability more deeply into our culture, driving our decisions today and setting the foundation for our future.

We announced our 2050 net zero commitment, including Scope 3 emissions. This commitment goes beyond our direct emissions and tightly aligns us with our customers to drive decarbonization across the industry.

As an innovation leader, we are uniquely positioned to advance decarbonization. We developed and launched the Transition Technologies® portfolio, which is focused on reducing emissions from oil and gas operations and accelerating the path to net zero for the industry. Making a positive impact on customers’ Scope 1 and 2 emissions, while simultaneously providing a key avenue to reduce our own Scope 3 emissions, was a key achievement. We will continue to invest in this portfolio and create new ways to help customers reduce their operational emissions.

At the same time, we advanced every venture in the Schlumberger New Energy portfolio, where we are exploring new businesses in low-carbon or carbon-neutral energy technologies. We are building partnerships and applying our experience in technology industrialization to help other industries reduce their emissions, and to expand into areas in energy end-use and storage, where our technology expertise holds great opportunity.

I am grateful for the Board of Directors and our many partners who give us the confidence to have a bold vision, and for the passion of the Schlumberger team, which is dedicated to driving innovation and creating a more sustainable future.

Olivier Le Peuch
Chief Executive Officer
The dynamics in the energy industry have shifted, and the result has been an emphasis on energy security and diversification of supply. Society is re-examining strategies to provide people with a mix of affordable, reliable, and sustainable energy, and our industry has a key role to play. At the same time, it is of utmost importance that we remain wholly committed to advancing sustainability in our company and the industry—for Schlumberger, it is a key priority.

We need to use all the energy sources we have to design a transition that meets the growing energy need while avoiding the worst impacts of climate change. Short-term challenges are not distracting us from the big picture and the massive investment needed to realize transition. Strategy and sustainability are deeply connected, and our strategy is based on two central beliefs. First, the energy system is not ready to go completely carbon free in the short term, and that is why we are using our capabilities and expertise to decarbonize industry operations now with technology we have, and by developing new solutions to reduce industry emissions as fast as possible. Second, as a technology innovator with scale, we know we have a lot to contribute to the energy system of the future. We are applying our expertise in Carbon Capture and Sequestration (CCS) to help other industries decarbonize, while investing in technologies that will generate lower-carbon energy tomorrow.

Our momentum is strong, and we are accelerating action to drive sustainability impacts and meaningfully contribute to both the UN Sustainable Development Goals (SDGs) and the Paris Agreement. We are developing robust road maps to net zero and decarbonized operations, while providing in-country value, respecting human rights, and fully embracing all aspects of diversity, equity, and inclusion. And our local teams are empowered to invest in projects that make positive impacts aligning to their local communities’ priority SDGs, in addition to stakeholder and business impact.

We constantly challenge ourselves to deliver results and elevate our impact through collaboration with strategic partners. Technology and innovation, which are deeply rooted in Schlumberger culture, are of course fundamental to driving this positive change.

This is an exciting time for us as we work to operationalize sustainability and align ourselves with the goals and expectations of our customers, our suppliers, and the communities where we live and work. I am proud of what we have already achieved and look forward to what we can do in the future.

Dr. Katharina Beumelburg
Chief Strategy and Sustainability Officer

INDUSTRY AWARDS AND RECOGNITION

ESG Ratings 2021:
MSCI AA
Sustainalytics 24.3 Medium Risk Rating, 28th percentile among global peers.

S&P Global Sustainability Yearbook 2021’s Energy Equipment & Services category:
Schlumberger named among Sustainability leaders.

Institutional Investor’s America’s Most Honored Companies:
Schlumberger among the 23 companies recognized for sustainability.

Hart’s inaugural Energy ESG Awards:
Schlumberger named a Top Performer in the public service company category.

Hart Energy’s E&P’s Meritorious Award for Engineering Innovation (Middle East and Asia):
Schlumberger recognized in two categories (Onshore Rigs and Drill Bits).

International SOS Foundation’s Duty of Care Awards:
Schlumberger shortlisted in the Communication category.

American Made Challenges Awards:
A Schlumberger team qualified as a quarterfinalist for the Geothermal Prize.

Energy Council’s Annual Awards:
Schlumberger shortlisted in the Oilfield Services Company of the Year category.
Our Approach to Sustainability

As a global technology company for the energy industry, we are committed to being at the forefront of the global shift toward more sustainable energy production—challenging not only ourselves, but also our customers, suppliers, and peers to partner on delivering measurable social and environmental progress. This translates into making measurable strides to accelerate innovation in energy transition and to achieving these goals in a way that contributes to energy access and economic development with both a global and local lens. In that context, our sustainability focus for the near to medium term has three priorities: Climate Action, People, and Nature.

Our approach to operationalizing our sustainability strategy is described in this report. We seek to leverage our unique capabilities, invest in technology and innovation, develop strategic partnerships, and engage the entire Schlumberger organization to achieve our sustainability goals. Every named executive officer had at least one strategic personal objective related to sustainability in 2021. In addition, emissions reduction goals and gender balance targets have been incorporated into the management cash incentive program across our geographies. Delivering on our ambitions represents a substantial opportunity for the company in the coming decade, while enabling us to contribute to the SDGs in cooperation with communities where we operate.

By operationalizing sustainability, we seek to drive alignment of business decisions with our sustainability objectives, where we need consistent, timely, and detailed data; have sustainability embedded into decision-making tools and processes; and have a forward-looking view of climate impacts and energy demand with scenario planning to enable proactive decisions.

Our strategy is strongly focused on digital enablement, aimed at investing in sustainability data that meets regulatory and auditing requirements and is supported by a robust governance structure. Innovation and technology are fundamental to accelerating our journey. We believe strategic partnerships in key areas will allow us to act now for a better future. Schlumberger is committed to providing technologies and services that enhance and optimize our customers’ performance while making the most of our unique assets. To that end, we look to three long-established values that guide the decisions we make as we pursue our ambitions:

- **People**: Exceptional people join us from around the world because of who we are, and then they make us what we are. Committed to customers, constantly learning and growing, we thrive on the world’s biggest technical challenges. This is the pulse and spirit of Schlumberger.
- **Technology**: We were founded through invention, and we grow, prosper, and lead through continuous innovation and a commitment to practical excellence. Today, we are engineering a sustainable future for the energy industry and helping to create a better world for all.
- **Profits**: Financial strength gives us the independence and resources to make brave calls about the future and drive bold, visionary innovation for the long term. Investment discipline matters: the returns we generate ensure our talent and technology are best in class, and the value we create is widely shared.
Our SDG-Aligned Initiatives

No Poverty
In Mozambique, in collaboration with a customer, we launched a project to rehabilitate community infrastructure in conflict-affected districts of Cabo Delgado, helping facilitate the return of internally displaced peoples.

Zero Hunger
In Brazil, following the devastating effects of heavy rains in Petrópolis, Schlumberger employees donated 700 kg of food and basic hygiene, and cleaning items to help families in need.

Affordable and Clean Energy
In Turkmenistan, we installed 112 solar panels to reduce electricity consumption. This was the first time that a solar installation of this capacity had been constructed in the country.

Decent Work and Economic Growth
In Turkmenistan, we sponsored and volunteered at a baking and pastry workshop to help create businesses and new sources of income for families.

Industry, Innovation and Infrastructure
In the United Kingdom, we are moving to a green electricity grid, upgrading to LED lighting, and replacing diesel generators with natural gas. These initiatives resulted in a 15% reduction in our 2021 GHG emissions compared to 2020.

Industry Innovation and Infrastructure
In Ecuador, as part of the PURE initiative, we are supporting and offering expertise for community enterprise projects—such as a water purification and commercialization enterprise that benefits indigenous communities. Our teams also sponsored and volunteered at a baking and pastry workshop to help create businesses and new sources of income for families.

Climate Action
In China, we replaced 11 light vehicles with hybrid or pure-electric cars. This initiative prevented the consumption of 53,000 liters of gasoline annually and represents an annual reduction of 130 metric tons of CO2 emissions.

Life Below Water
In Brunei, Schlumberger volunteers collected more than 60 bags of waste from a single beach in Kuala Belait.

Life on Land
In Turkey, our teams worked with the General Directorate of Forestry to plant 10,000 trees to restore the local ecosystem in Ankara.

Peace, Justice and Strong Institutions
We performed operations assurance reviews of locations using a risk-based approach. Findings are addressed as needed.

Partnerships for the Goals
Schlumberger is a Partner of the Solar Impulse Foundation, tasked with selecting 1,000 solutions that protect the environment in profitable ways. Celsius Energy® is a Schlumberger low carbon business venture located in France focused on geothermal for heating and cooling buildings, has received the 1,000 solutions label.

Gender Equality
In Malaysia, we have mentored 77 women as part of our global WISE (Women Inspiring, Supporting and Empowering each other) program. Since the program’s launch in 2020, we have organized more than 650 mentoring sessions around the globe, each designed to accelerate women’s readiness to assume key leadership roles.

Quality Education
In Egypt, we are running coding and robotic workshops at a school to inspire students about STEM. Our team has also equipped the school with refurbished computers and furniture to set up a computer lab.

Reduced Inequalities
As part of our Reconciliation Action Plan, which is focused on developing respectful relationships with Aboriginal Australian and Torres Strait Islander peoples, we invest in future generations through our scholarship program at Murdoch University in Australia, as well as local traineeship and apprenticeship programs.

Sustainable Cities and Communities
In Angola, we have partnered with a center that supports approximately 200 homeless or displaced children. We are helping to build an additional facility that will be used to provide vocational training to support future employment opportunities.

Clean Water and Sanitation
In Mexico, a new water cycle management system within our onsite wastewater plant has resulted in a 7% reduction in water consumption and a 13% reduction in waste discharge.

Zero Hunger
In Brazil, following the devastating effects of heavy rains in Petrópolis, Schlumberger employees partnered with a local nonprofit organization to set up a pressure swing adsorption oxygen plant. The facility delivered onsite, piped oxygen to rural hospitals to cater to the needs of people in more than 100 villages in the Puna district of Maharaultra.

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**Climate Action**

Our industry has an important role to play in the global energy transition, and Schlumberger is evolving for that exciting future. Our vision is to define and drive high performance, sustainably, sharing the responsibility to act now and to act fast to decarbonize the world’s energy system.

**Our Roadmap to Net Zero**

Our climate action strategy is underpinned by our commitment to achieve net zero emissions by 2050, with interim targets in 2025 and 2030 to track progress. To achieve these goals across all three scopes of emissions, we are implementing a detailed roadmap of emissions reduction actions within each Division and geography and across the short-, medium-, and long-term time horizons.

**Decarbonizing Operations**

As we work to reduce our emissions footprint across our own operations, we also have the opportunity to help our customers decarbonize their operations and avoid additional GHG emissions.

**New Energy & Transition Opportunities**

The energy transition represents an opportunity to leverage our domain and technology expertise in a changing industry landscape. Our diverse and growing portfolio of New Energy investments and technologies includes hydrogen, lithium, energy storage, CCS, geothermal power, and geenergy for heating and cooling buildings.
Our Roadmap to Net Zero

We have implemented many programs to reduce our carbon emissions and energy use across our value chain.

In 2021 we continued our journey to build comprehensive roadmaps for Scopes 1, 2, and 3 to achieve net zero emissions by 2050, as well as our interim targets. Our Scope 1 and 2 roadmaps focus on the emissions generated in our operations and facilities and are tailored to each geography. Our Scope 3 roadmaps focus on the emissions generated from the use of our technologies and are prioritized within each Division and business line by emission source. We improved and partially automated our GHG emissions data collection and controls across all scopes to track progress and aid in strategic decision making.

To reduce GHG emissions at our facilities, we are focused on reducing energy use, in line with our interim target to reduce GHG emissions from our fuel and power consumption by 30% by 2025. Our global Lean and Green environmental program implements facilities-driven environmental efficiency opportunities for reducing energy use and sourcing renewable energy. Our facilities’ initiatives to reduce power consumption focus on educating our workforce on energy conservation best practices to promote behavior change, implementing renewable energy solutions at sites where feasible, updating HVAC systems and optimizing facility heating and cooling cycles, and strengthening our renewables strategy, targeting our facilities located on independent power grids. By the end of 2021, our renewable power consumed represented 25% of our total electricity use.

Our facilities’ initiatives to reduce power consumption are consistent for years 2019, 2020, and 2021 in this report.

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In addition, carbon negative actions such as bioenergy with carbon capture and storage, are meant to help us achieve our net zero goals with minimal reliance on offsets.
Our Roadmap to Net Zero continued

In 2021, we progressed in our Scope 1 and 2 emissions reductions through efforts to increase energy efficiency, switch to renewable power, and rationalize our operational footprint. Below are some examples of these activities.

**Energy Efficiency**

In Australia, our Kewdale facility implemented 651 LED fittings to replace existing lighting. We anticipate this initiative will result in annual reductions of 189,000 kWh of electricity consumption, USD 49,000 of facility energy cost, and 128 metric tons of CO2e.

Also in Australia, our Jandakot facility upgraded three compressors in 2021, which reduced the facility’s carbon emissions by 123 metric tons of CO2e per year.

**Alternative Energy**

In 2021, several of our facilities converted to renewable energy sources, reducing our CO2e emissions by 14,500 metric tons per year. This includes all facilities across the United Kingdom, and a number of facilities in France, the Netherlands, Italy, Romania, and Germany.

In Angola, our Malembo and Cabinda facilities installed power connections to the national grid, reducing our diesel usage by 80%, which in turn, reduced our carbon emissions and resulted in annual savings of USD 75,000.

In Mexico, our Veracruz facility completed installation of solar panels to reduce its GHG emissions by 480 metric tons of CO2e each year.

In Malaysia, we purchased 6,000 MWh of renewable energy credits in 2021, which is expected to result in a 13% CO2e reduction for the entire footprint of our East Asia operations.

In Turkmenistan, we built a solar farm at a Schlumberger facility that produces approximately 35,000 kWh per month. This will help us reduce 200 metric tons of CO2e annually, corresponding to about 15% of the total carbon footprint of the facility.

We evaluated more than 140 facility-level environmental sustainability projects, and we awarded funding to 32 projects that provided a significant environmental and financial return.

**Footprint Rationalization Actions**

In Canada, we consolidated six facilities, which reduced our carbon footprint by 1,500 metric tons of CO2e per year.

In the Mexico and Central America region, we consolidated seven facilities, which reduced our carbon footprint by 200 metric tons of CO2e per year.

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We evaluated more than 140 facility-level environmental sustainability projects, and we awarded funding to 32 projects that provided a significant environmental and financial return.
Decarbonizing Operations

In addition to decarbonizing our own operations and investing in new energy technology ventures, a key part of our strategy to advance sustainability within our industry is by developing technologies and services that help our customers reduce their environmental footprint across the exploration and production (E&P) life cycle.

**Transition Technologies Portfolio**

In 2021 we announced our comprehensive 2050 net zero commitment inclusive of Scope 3 emissions—a first for the energy services sector. We also announced the launch of our Transition Technology portfolio to address sustainability challenges and opportunities across the oil and gas industry value chain.

Our Transition Technologies portfolio includes a select group of products and services that quantifiably reduce our customers’ GHG emissions footprint, while continuing to drive high performance, reliability, and efficiency. Supported by an industry-leading impact quantification framework, this portfolio is set to grow as we further embed sustainability into our research and development processes.

Given the short- and long-term need for oil and gas as part of the energy mix to meet global demand, Schlumberger is committed to developing innovative technologies aimed at enhancing oilfield efficiency, reducing E&P costs, improving productivity, maximizing reserve recovery, and increasing asset value—while simultaneously driving and improving sustainability impact.

**Minimize Well Construction CO₂ Footprint**

Within the well construction process there are various sources of emissions, including:

- the rig itself
- associated transport of personnel and equipment
- manufacturing of infrastructure
- consumables and waste processing.

The Transition Technologies portfolio includes products and services that minimize emissions from these sources, including:

- cements and fracturing fluids with reduced embodied CO₂ footprint
- automated software for rig power management combined with energy storage solutions
- automated software to enable autonomous remote operation to reduce personnel transport costs
- solutions that minimize emissions related to the transportation and onshore processing of waste
- best-in-class efficiency, enabling minimalization of rig time and rig emissions.

**Address Methane Emissions**

Methane is a potent greenhouse gas and represents over 50% of the oil and gas industry's overall GHG footprint in terms of CO₂e. Therefore, it is a key focus for industry reduction efforts and is targeted by the Transition Technologies portfolio. Using the Symmetry® Process software solution, we can design out methane leaks and minimize fugitive methane leak paths from a variety of industry-specific processes. To further address fugitive methane, we have the industry’s broadest portfolio of ISO- and API-certified low-emissions valves. Our Vx® multiphase well testing technology can replace a conventional separator for well-by-well flow metering applications. In doing so, Vx Spectra® surface multiphase flowmeter eliminates multiple sources of both vented and fugitive methane.

**Electrification of Infrastructure**

The electrification of oilfield infrastructure has sustainability benefits at multiple levels. Transitioning large-scale power systems like those on offshore platforms to run on electric power instead of diesel generators enables an infrastructure powered by lower-carbon energy sources, including renewable power. Additionally, replacing electro-hydraulic systems with electric-only systems can result in immediate energy consumption reduction, enabling near-term emissions reductions for our customers.

**In 2021, we invested 2.4% of our revenue in research and development across our technology portfolio.**

More than 100 technology solutions are currently in development.

In Kazakhstan, Schlumberger deployed a zero-flaring well test and cleanup solution with customers, which has avoided the equivalent of more than 240,000 metric tons of CO₂e emissions to date.
Decarbonizing Operations continued

Reduce or Eliminate Flaring
Flaring represents about 5% of oil and gas operational emissions and includes both routine flaring and non-routine flaring. Complementing the Schlumberger End-to-end Emissions Solutions (SEES) solution, which is focused on elimination of routine flaring operations, our portfolio of Transition Technologies includes technologies and techniques that enable non-routine flaring elimination from activities such as well testing and cleanups. We also offer solutions to maximize flaring efficiency and minimize unburned methane when flaring activity cannot be avoided.

Full Field Development Solutions
This theme of the Transition Technologies portfolio focuses on reducing the impact of production operations, where the cumulative impact of a reduced footprint technology can last years or decades. Advanced technologies such as subsea boosting and subsea compression systems can reduce emissions by hundreds of thousands of metric tons of CO₂e per year due to a reduction in energy consumption.

Customer Avoided Emissions
With 70% of our total emissions footprint occurring during customer operations, we know that we can make the largest impact in terms of GHG emissions reductions by helping our customers achieve their own emissions reduction goals. As such, we collaborate with our customers to look at GHG footprint challenges through their perspective. The Transition Technologies address these challenges, with each product or service in the portfolio offering a quantified reduction to our customers’ GHG emissions footprint when compared to a reference technology or industry standard.

Schlumberger End-to-End Emissions Management: Measure, Monitor, Report, and Eliminate Methane and Flaring Emissions
Complementing the Transition Technologies portfolio, during 2021 we incubated the SEES concept ahead of a launch in early 2022. SEES is a new set of services and cutting-edge technologies designed to give operators a robust and scalable solution for measuring, monitoring, reporting, and ultimately eliminating methane and routine flaring emissions from their operations.

Offshore Angola, Schlumberger Reservoir Performance enabled Eni to confirm minimum hydrocarbons in place and reservoir deliverability in just six weeks on its first 2021 well without flaring using a combination of the Quanta Geo* photorealistic reservoir geology service and the deep transient testing capability of the Ora* intelligent wireline formation testing platform. Compared to traditional methods, this completely eliminated flaring-related greenhouse gas emissions.

Impact Quantification Framework for Our Products and Services
A key part of our net zero goal and overall climate ambition is to reduce our customers’ greenhouse gas footprint using Schlumberger technology—throughout the full life cycle of our products and services. To support this goal, Schlumberger has developed a framework to quantify the environmental impact of our broad portfolio of products and services—both currently existing and in development. The framework focuses on oil and gas operations and facilitates a materiality assessment of the impactful lifecycle phases of a product or service and includes impact quantification methodology for assessing those phases. Comparing our technologies or processes to industry standards enables us to quantify the possible emissions reductions and allows our customers to make better, data-driven decisions to optimize the sustainability of their field development programs.
New Energy & Transition Opportunities

We launched Schlumberger New Energy in 2020 to explore new opportunities in lower-carbon or carbon-neutral energy technologies. Our approach is to apply our domain expertise in areas adjacent to our existing activities and leverage our global footprint and execution platform to deliver at scale. We are using partnership models and our experience in technology industrialization to expand into energy verticals beyond oil and gas. Our diverse New Energy portfolio includes ventures in CCS, energy storage, geothermal power, geoenery for heating and cooling, sustainable battery-grade lithium, and hydrogen as an energy carrier.

Carbon Capture and Sequestration
CCS is a critical component of advancing decarbonization and achieving the Paris Agreement’s climate change goals. As a technology leader in CCS and in the development of decarbonization and alternative energy solutions, Schlumberger is actively progressing CCS technologies and business models to enable widespread adoption. Recently, Schlumberger has explored creating strategic partnerships to assess, develop, and operate projects spanning the entire CCS value chain, from capture to storage.

Hydrogen as an Energy Carrier
In a unique private-public partnership model, Genvia* combines Schlumberger’s expertise and experience with that of the French Alternative Energies and Atomic Energy Commission (CEA) and partners. Genvia will accelerate the development and the first industrial deployment of the CEA’s high-temperature solid-oxide electrolyzer technology. The aim of the venture is to deliver the most efficient and cost-effective technology for producing clean hydrogen, a versatile energy and key component of the energy transition. Genvia is partnering with industry leaders to scale technologies and accelerate the decarbonization of multiple industrial sectors. The first demonstrator projects will focus on efficiency, performance, and decarbonization of industrial processes for the steel and cement industries. The projects include collaboration with ArcelorMittal Méditerranée; Ugitech, part of Swiss Steel Group; Vicat; and Dynamics, a subsidiary of EDF group.

Sustainable Battery-Grade Lithium
Our NeoLith Energy technology venture uses a differentiated direct lithium extraction process to produce high-purity, battery-grade lithium material while reducing the production time from over a year to just weeks. This unique process is in sharp contrast to conventional evaporative methods of extracting lithium, with a significantly reduced groundwater usage physical footprint and related environmental impacts of traditional lithium extraction.

Geothermal Power
Geothermal power uses the heat of the Earth to generate electricity by tapping hot water and steam zones that are continuously recharged naturally. With decades of expertise in the geothermal sector, GeothermEx, a Schlumberger company, provides the full spectrum of geothermal resource development services—from exploration and drilling through to analysis, resource modeling and management, financial modeling, and operational support. GeothermEx’s multidisciplinary approach has continuously served the geothermal industry since 1973. In 2021, GeothermEx worked closely with Turkey’s Yerka Electricity Generation Co. to spearhead the country’s electricity generation diversification efforts. Currently, we are involved in approximately 60 active geothermal projects globally.
Creating In-Country Value
We invest in societies and communities by building partnerships to focus our social efforts: recruiting, hiring, and training where we work; sourcing from diverse local suppliers; and creating regional technology strategies with a high degree of local content.

Respecting Human Rights
We are committed to conducting business in a manner that preserves and respects human dignity and working with suppliers who share this commitment. Our respect for human rights is integral to the way we work.

Promoting Diversity, Equity, and Inclusion
Wherever we operate, we strive to put people first by building a truly diverse workforce, safeguarding peoples’ mental health and wellbeing, and endeavoring to create more inclusive environments—in the workplace, in our supply chains, and in host communities—so that every individual feels welcomed, accepted, respected, safe, and able to fully contribute.

People

We put people first by acting ethically, respecting human rights, keeping people safe, building a more diverse and inclusive workplace, driving positive social and economic outcomes, and managing our approach to climate change and energy transition in a fair and socially inclusive way.
Creating In-Country Value

We Create In-Country Value By

- investing in communities by building local partnerships to drive action in support of achieving the UN SDGs, while addressing local challenges of most relevance to Schlumberger and the communities where we work and live
- supporting economic opportunity by recruiting, hiring, and training where we work; sourcing from diverse local suppliers; and building regional technology and manufacturing strategies with a high degree of local content
- managing a Schlumberger SAFE environment that reduces exposure to safety incidents and safeguards people’s mental health and wellbeing.

Investing in Communities

We strive to avoid harm to people, to make a marked and positive impact wherever we work, and to partner with our customers to support a stable operating environment in which communities and the energy industry can prosper.

Schlumberger focuses on understanding and managing the impacts of our operations, business relationships, and supply chain on people and society. Since 2014, Schlumberger’s Social Investment Management Guidelines have supported our operations by planning, designing, implementing, overseeing, and disseminating social programs at the country and business level. By engaging with customers, local authorities, and community representatives to provide insights on local needs, resources, and systems and focusing on issues that matter locally, we are able to leverage our experience and resources to establish partnerships, empower communities, and drive positive impact that meets the expectations of all our stakeholders.

SOCIAL INVESTMENT PLANNING

In 2021, each of our GeoUnits submitted social investment plans with commitments totalling USD 32 million. These plans covered both mandatory and discretionary social investments and are reviewed through our online portal for:

- community relations impact
- SDG alignment
- local partnership opportunities with customers, suppliers, or local organizations
- links to business objectives such as cost, growth, and business continuity risk mitigation
- employee engagement opportunities.

PROMOTING DIGITAL INCLUSION IN ECUADOR

In the Amazonia Region, we are collaborating with the Telecommunications Ministry of Ecuador to install the “last mile” of fiber optics needed to connect nine schools and their surrounding communities to the internet. By promoting digital connectivity in schools, we are increasing students’ access to quality education, in line with SDG 4, and supporting infrastructure improvements to help the next generation access the information they will need to lead the energy transition.

SUPPORTING WATER SERVICES IN MOZAMBIQUE

In Cabo Delgado province, Mozambique, the Schlumberger team is working with local authorities and partners to make potable water more available to rural and remote communities, in line with SDG 6, clean water and sanitation.

In 2021, we began planning a physical inventory check of water wells in our target area. The project continues in 2022 as we focus on diagnosing issues, helping repair wells, and supporting 16 communities to become autonomous in sustainably managing their drinking water supply systems.

In the US, employees presented at the Ocean Star Oilfield Energy Center Career Fair where they discussed professional trajectories and provided career advice to high school students.

In the UAE, employees ran a series of workshops for children to help raise awareness of climate change and prepare them for transitioning back to school after COVID-19 lockdowns.
Creating In-Country Value continued

Education Outreach

One of our focus areas for social investment is education, which we deliver in alignment with SDG 4, promoting quality education and lifelong learning opportunities for all. Today our education outreach efforts are centered on three main programs:

- Faculty for the Future – funding women from developing economies to pursue PhD or post-doctoral studies in STEM subjects at top universities worldwide, managed by the Schlumberger Foundation, a nonprofit organization
- Schlumberger Excellence in Education Development (SEED) – providing STEM learning opportunities for young people since 1998
- HSE for Youth – helping students understand and make safe HSE-related decisions

In Brazil, employees hosted an online session with engineering students, technical high school students, and their teachers to discuss career opportunities for women in the energy industry.

In Nigeria, Schlumberger employees established a book reading project, visiting two local schools to inspire a love of literature and a passion for STEM learning.

The Faculty for the Future program seeks to positively impact gender balance in science disciplines by reinforcing the presence and qualifications of women in developing and emerging economies.
Supply Chain Localization
Schlumberger is committed to optimizing the opportunities afforded to local suppliers based in the countries where we operate wherever technically feasible lawful and where it makes business sense. For example, we cultivate and engage local suppliers by implementing local content plans and supplier development programs in the communities affected by our operations. A focus of these programs is to ensure that our local suppliers have the skills necessary to deliver our required scope of work and are afforded the same opportunities to participate in our procurement process as other supply chain participants.

Regional Technical Capabilities
With a focus on local economies, Schlumberger is investing in regional technical strategies that facilitate regional energy access with a high degree of local content.

We have two themes relating to regional technology strategies: Fit for Basin and Technology Access. In both cases, our ambition is to create additional growth and return opportunities for Schlumberger in a basin, while creating local value and opportunity in the basin or country and indirectly contributing to energy access. In-Country value creation and local partnerships are key components of these solutions.

In Technology Access projects, we partner with local service providers by selling, leasing, or licensing to them selected Schlumberger technologies, which they in turn operate for their customers. In these ventures, Schlumberger gains access to new markets, our partners get the opportunity to work with established Schlumberger technologies, and customers gain access to technologies they would otherwise not have had the opportunity to use as part of their local commercial agreements. This approach also supports our corporate transition to a more asset-light portfolio, especially when implemented in business lines that are traditionally capital intensive.

In Fit for Basin, we develop technology to address a specific technical challenge inside a basin that cannot be addressed from within the global technology portfolio, due to technical specifications or commercial challenges. These solutions could incorporate both hardware and software customization. They also provide enhanced customer engagement and, in many cases, an opportunity to accelerate development and consequently energy access in the region.
Recruiting Where We Work
We recognize that our ability to attract, develop, motivate, and retain a highly competent and diverse workforce has been key to our success for many decades. As a global company focused on creating and optimizing value for our customers, we believe it is critical for our people to be able to communicate with our customers in their native languages and to share the values of the people in the countries where we work. We are known as a company with global resources and local expertise, able to understand, respect, and work in the local culture of our customers. As such, we recognize that diversity and inclusion are business imperatives for attracting the best talent from around the world and enabling creativity and innovation to drive business success.

Human Capital Management
Employee Recruitment and Retention
We have developed programs designed to recruit and retain employees and to identify ways to increase employee engagement and satisfaction across the organization. To help identify future employees, we also offer several internships for students. Interns generally progress through a period of intensive off-the-job technical training or receive on-the-job training interspersed with formal seminars.

Employee Development
The energy industry and the global work environment have shifted drastically in the last few years, making the mission of business leaders more complex and challenging. At Schlumberger, we are committed to fostering the growth and development of our employees. For both our current and future leaders, we focus on instilling a leadership skillset and mindset from day 1 of our onboarding training, through ongoing classroom training, digital content, and personalized coaching at various levels of management.

Compensation Arrangements
As part of our total rewards package, we systematically offer to full-time and part-time employees benefits related to life and accident insurance, short-term and long-term disability coverage, and retirement savings plans. All Schlumberger employees are eligible to receive equity-based compensation awards under Schlumberger’s stock plans.

In addition, as of January 2022, approximately 98% of full-time Schlumberger employees were eligible to participate in the Company’s employee discounted stock purchase plan (with the remaining 2% ineligible primarily due to local legal restrictions).

Schlumberger employees are encouraged to freely discuss their occupational interests with management, in good faith and in accordance with local laws. Schlumberger actively participates in collective bargaining agreements with employees in several countries.
Respecting Human Rights

Schlumberger is committed to conducting business in a manner that preserves and respects human dignity, which is fundamental to our purpose—to create amazing technology that unlocks access to energy for the benefit of all. By respecting human rights, we look to avoid harm, and we have the potential to contribute to more inclusive societies.

We Respect Human Rights By
- making human rights a topic our employees and contractors can understand, speak about and act upon
- working with suppliers who respect and comply with our Working Conditions Requirements
- providing mechanisms for employees and suppliers to report any human rights concerns.

Human Rights Position Statement
Our Human Rights Position Statement provides additional details about our approach to human rights. It incorporates international recognized human rights standards including the UN Guiding Principles on Business and Human Rights and relevant ILO Conventions.

UN Global Compact
Our 2021 Communications on Progress outlines our progress on the 10 United Nations Global Compact Principles on human rights, labor, environment, and anti-corruption.

Modern Slavery
We prohibit any use or contracting, directly or indirectly, of child labor, forced labor, human trafficking, or other form of modern slavery. Our 2021 Modern Slavery Statement outlines our policies and goals with respect to the prevention of slavery and human trafficking within our own operations, value chain, and relationships, as well as relevant actions taken in 2021 in furtherance of these policies and goals.

Nine Fundamental Principles of Schlumberger’s Working Conditions Requirements

1. Employment is Freely Chosen
2. Child Labor Shall Not Be Used
3. No Discrimination is Practiced
4. No Harsh or Inhumane Treatment is Allowed
5. Wages are Respected
6. No Workers Should Pay a Fee for a Job
7. Freedom of Association is Respected
8. Complaints and Feedback Systems for Workers are in Place
9. Working Conditions are Safe and Hygenic

Indigenous People: Australia Reconciliation Action Plan
Our Innovate Reconciliation Action Plan (RAP) for Australia is our roadmap to build stronger relationships with Aboriginal and Torres Strait Islander peoples, reduce Aboriginal inequalities in line with the UN SDGs and reinforce our commitment to perform with purpose in Australia.

Our RAP supports culturally safe worksites, culturally aware non-Aboriginal and Torres Strait Islander workforce, and provides avenues for innovative and targeted meaningful engagement through longer-term business and employment opportunities.

Our Human Rights programs are focused on identifying appropriate measures to verify that workers in our supply chain are treated in accordance with our nine fundamental principles for enhancing respect for the rights of workers, as shown in the graphic at the left.
Developed global guidelines for human rights due diligence in our supply chain.

Deployed the IPIECA and Building Responsibly modern slavery training materials in the Schlumberger eLearning Platform and developed training pathways for employees and contractors with touchpoints to human rights.

Integrated human rights moments into our HSE Communications Toolbox to facilitate discussion of human rights at the beginning of a meeting or a work shift.

Delivered tailored training on ethical recruitment and the Employer Pays Principle to more than 100 employees.

Began development of an Introduction to Human Rights video training, which will become mandatory for all employees and contractors and be rolled out in 2022.

Launched a campaign on United Nations Human Rights Day to raise awareness and engagement levels among employees.

Piloted an industry-standard self-assessment questionnaire (SAQ) in several GeoUnits.

Completed 6 independent human rights audits of our facilities and suppliers in five countries.

For more than 20 years, Schlumberger has been focused on Human Rights.
Promoting Talent & DEI

One of Schlumberger’s greatest strengths is the diversity of our workforce. Achieving increased nationality and cultural diversity and gender balance across all parts of our organization has been a focus for Schlumberger for many years. Our ability to attract and retain top talent enables us to develop innovative, fit-for-basin solutions for our customers and to implement our business strategies. We strive to promote and cultivate an atmosphere of equity and inclusion where every member of the Schlumberger team is encouraged to share ideas and positively contribute to our organization.

Diversity as a Competitive Advantage
Our focus on putting people first is the first element of our corporate strategy, because our ability to attract, develop, motivate, and retain a highly competent and diverse workforce has been key to our success for many decades.

Our diverse workforce positions us to effectively deliver services and products that meet the unique expectations and requirements of our stakeholders, including customers, suppliers and shareholders. At Schlumberger, we recognize that cultivating diversity and promoting inclusion are not just the right thing to do—they are essential to attracting the best talent from around the world and enabling creativity and innovation to drive business success.

Energy transition and changing geopolitics are both increasingly driving regionalization. Schlumberger is competitively well positioned from both a workforce and a technology perspective to manage this risk and capture the opportunity that it represents.

Gender Balance
Gender balance is another important pillar of our diversity and inclusion strategy. We are committed to leading our industry in gender diversity, and we incentivize Schlumberger managers to continuously challenge gender stereotypes and to monitor and increase the representation of women within their teams. We are on track to reach our interim milestone of 25% women in our salaried employee population by 2025. As a result, in 2021, we set our next milestone to continue our progress—for women to comprise 30% of our salaried employee population by 2030. This target includes executive roles and all other salaried positions.

In 2021, we continued the progress we made in 2020 toward our gender balance milestone, across all levels and particularly in leadership roles. Women held 18% of all senior management roles at the Company in 2021, a 4% increase year over year, and made up 30% of our executive leadership team at year-end. In addition, approximately 18% of our total workforce and 23% of our salaried employee population were women at year-end. Women also represented approximately 48% of our 2021 new hires for salaried roles with STEM backgrounds, up from 45% in 2020.

Our main focus remains to increase representation of women at all levels of the organization.

Our equal pay gap is 2.68% in favor of men and is tied to the gap in experience.

Our efforts to recruit more women and our culture of promotion from within lead to a positive momentum for gender balance that translates into an experience gap within similar roles.

National and Cultural Diversity
Our employees represent more than 160 nationalities and have experience in more than 120 countries. Schlumberger recruits and develops people in alignment with our business objectives, and we have continued to maintain a workforce nationality mix aligned to the revenue derived from the countries in which we work, as reflected in the charts at right. Our long-standing commitment to national and cultural diversity fosters a culture that is global in outlook, yet local in practice, which permeates every layer of the company. This commitment is particularly important in the context of increasing regionalization and deglobalization and represents a competitive advantage for Schlumberger.

Employees from non-Western countries and emerging economies are integrated into every level of our workforce, including senior management. Our executive leadership team includes officers from Europe, North America, Australia, Asia, North Africa, and the Middle East. In addition, our geographically diverse Board of Directors collectively represent 10 nationalities across five continents, as detailed in our 2022 proxy statement.

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Employee Resource Groups (ERGs)

In 2021, we launched ThisAbility, a new ERG that expands on our preexisting groups: Connect Women; Black Organization for Leadership & Diversity (BOLD); and LGBT + Allies. ThisAbility aims to build a community of employees across the company while providing a space for employees with disabilities and employee caregivers to share experiences if they wish to do so.

No Discrimination

Schlumberger obeys the employment laws of the countries in which it operates and does not engage in discrimination based on race, color, gender, age, sexual orientation, ethnicity, disability, religion, union membership, or marital status in hiring and employment practices such as promotions, rewards, and access to training, as indicated in our Code of Conduct and our Human Rights Position Statement.

Employees receive training on the Code of Conduct during their onboarding. This training is tracked in our system of record. A focus on discrimination is also included in the training of our recruiters, hiring managers, and campus managers prior to university or hiring events. We regularly review our historical hiring data to identify any biases that might have occurred in the selection process. This information is then communicated to our hiring manager and recruiters in reviewing our hiring practices. We encourage employees to report any concerns.

Equal Pay Gap Tied to Experience

We recently published our 2021 Women and Pay report, the industry’s first global pay gap report. We reported that our equal pay gap is 2.68% in favor of men and is tied to a two-year gap in experience within similar roles.

Our efforts to recruit more women and our culture of promotion from within lead to a positive momentum for gender balance that translates into an experience gap within similar roles. Our main focus remains to increase representation of women at all levels of the organization.

Supplier Diversity Programs

We believe supplier diversity is important for business continuity as well as a pathway to economic prosperity for underrepresented groups. As a result, we have developed supplier diversity programs in several countries, including the United States and Canada.

United States Supplier Diversity Program

In 2021, we enhanced our internal business systems to better visualize and identify diverse suppliers. We developed a standardized process to facilitate more inclusive sourcing, along with tools to increase awareness and participation of the program within the Schlumberger supply chain team. We believe this initiative will ultimately allow Schlumberger to realize untapped potential in the supply market, positively impact local communities, and continue to be the customer of choice for our partners.

To further strengthen our collaboration with diverse suppliers, we engage them in:

- small and diverse supplier workshops
- innovation forums
- diversity advocacy organization engagements.

Canada Supplier Diversity and Aboriginal Relations

This program’s vision is to engage with Aboriginal communities and demonstrate our commitment through our actions and partnerships.

We engage Canadian Aboriginal suppliers through:

- progressive Aboriginal Relations Program
- partnerships with Aboriginal hiring organizations
- engaging with customers on Aboriginal initiatives
- membership in the Canadian Council for Aboriginal Business (CCAB).

Supplier Diversity

Schlumberger’s US supplier diversity goal is to increase and maintain diverse spend to at least 10% of our total spend on US-based businesses.

Hires with STEM Background, % Women

<table>
<thead>
<tr>
<th>Year</th>
<th>% Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>45%</td>
</tr>
<tr>
<td>2021</td>
<td>45%</td>
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</table>

Female to Male Hiring Rate Achieved in 2021: 49%

2021 WOMEN IN LEADERSHIP

- Executive Team: 30%
- Management-Level Roles: 22%
- New STEM Hires: 49%

We are on track to reach our interim milestone of 25% women in our salaried employee population by 2025 and have set the next milestone of 30% by 2030 to continue progress.
Nature

Schlumberger has identified three key environmental priorities that are significant for our operations: safeguarding biodiversity, protecting natural resources, and enabling circularity. These priorities were chosen based on customer and industry imperatives, applicability, impact, and risk.

1. Safeguarding Biodiversity
   Schlumberger designs and manages its operations to minimize the impact on ecosystems and biodiversity across the lifecycle of each facility, activity, product, or service.

2. Protecting Natural Resources
   We strive to minimize our impact on the environment by preventing pollution, reducing natural resource consumption and emissions, and reducing and recycling waste.

3. Enabling Circularity
   Schlumberger enables circularity through responsible resource procurement in conjunction with engineered solutions to promote the longevity of product use.
Safeguarding Biodiversity

Schlumberger has developed a risk-based procedure for the creation of ecosystem and biodiversity management plans to minimize, mitigate, and manage ecosystem and biodiversity impacts. These plans are designed to protect sensitive wildlife areas, flora and fauna, ecosystems, and conservation areas. They are designed to prevent the introduction of invasive species, and they establish conditions to facilitate the rehabilitation or restoration of land areas impacted by Schlumberger activities.

Risk assessments are performed before the initiation of any business activities, to assess potential impacts of current and planned activities on biodiversity. This is done to mitigate and monitor impacts throughout the contract life cycle. Schlumberger facilities are designed to minimize the physical footprint to reduce potential environmental impacts.

Schlumberger designs and manages its operations to minimize the impact on ecosystems and biodiversity across the life cycle of each facility, activity, product, and service. Appropriate risk controls are applied when Schlumberger operates in environmentally sensitive areas, including areas that have the potential for impact to wildlife or where operations could possibly introduce invasive species or could impact a large body of land or water. Furthermore, we aim to preserve the indigenous vegetation of the land when we build worksites and use native plants and species when rehabilitating worksites.

Schlumberger endeavors to use existing infrastructure to avoid or reduce the need for land clearance for construction and seeks to avoid environmentally sensitive areas when building new infrastructure. We strive to minimize environmental disturbance, restrict the movement of machinery and equipment during work activities, plan land restoration, and schedule activities that may cause disruption and disturbance to wildlife as appropriate to avoid sensitive periods of the year.

Our biodiversity actions focus mainly on these four areas:

- **Protecting Wildlife** - Measures are taken to avoid interactions with wildlife to prevent potential health and safety incidents associated with our activities and operations. Furthermore, activities are planned to avoid disruption of wildlife movements and habitats. In locations where wildlife interactions cannot be avoided, arrangements are made to accommodate movements to minimize potential harm.

- **Rehabilitation and Restoration of Land** - Planning is undertaken to rehabilitate and restore land associated with our assets and infrastructure to either the condition of the site prior to activities or a condition suitable for the land’s next intended use. Our ecosystem and biodiversity risk management processes and our environmental spill and emergency response procedures set forth that all required remediation and restoration activities occur concurrently with our operations, both at Schlumberger facilities and at our customers’ worksites.

- **Prevention and Management of Land Contamination** - Environmental assessments are conducted prior to acquisition and entry onto new facilities, to evaluate past and current impacts to soil, bodies of water, and any environmentally sensitive receptors as part of the due diligence process. Minimum setback distances or restrictions are put in place for activity infrastructure in proximity to flood-prone areas, watercourses, wetlands, and individual and public water supplies.

During the disassembly of surface facilities or equipment, land contamination is avoided by using ground protection measures inclusive of secondary containment and impermeable layers.

- **Decommissioning and Abandonment** - Worksites that show visible signs of impact of our activities or are known sites of previous spills and releases are remediated, and soil samples are tested to show that the soil has been returned to either the condition of the site prior to activities, or a condition suitable for the next intended use in accordance with commitments made in contracts, permits and legislation.

### METRICS AND TARGETS

As part of our ecosystem and biodiversity management plans, we develop measuring and monitoring plans that include, but are not limited to:

- progress toward land restoration objectives
- evidence of positive contributions to conservation efforts, such as outreach programs, education, research, and proactive conservation actions
- allocation and protection of land within the contract area that has been designated for biodiversity conservation and management
- evidence for incorporation of adaptive management of impacts on biodiversity and ecosystems.

We track key environmental metrics internally through our centralized HSE reporting system. Having transparency on this data enables us to better manage our environmental impact.
Protecting Natural Resources

As a company in an extractive industry, Schlumberger realizes the importance of respecting and protecting the world’s natural resources. To that effect, we are currently developing a formal water stewardship strategy—beyond our existing water management process—that will include metering and future water risk assessments. These actions will help us identify water conservation opportunities and better understand the locations where our facilities, employees, and suppliers are most vulnerable to water risks.

Water and Waste Conservation Practices
Schlumberger is committed to responsibly managing shared water resources by minimizing water use and effluent discharge. We require that our activities, products, and services be designed, procured, and used with the goal of efficiently managing resource consumption. Schlumberger operations and activities involving water resources must seek to maximize the reuse of water; investigate opportunities for rainwater collection and the potential for using suitable effluent from other processes as the source of water; minimize freshwater use, especially in areas prone to seasonal, sporadic, or year-round water shortages; and if cooling water is required, use recirculating systems where feasible.

When we take actions relating to water resources, we consider local circumstances such as environmental sensitivities and water availability. We also develop site-specific water resource management procedures that address the water usage requirements at our facilities and operations, as well as controls and procedures to manage related impacts. A resource management procedure for water generally identifies the applicable sources of water supply and the principal uses of water and includes the following:

- risk assessment of the suitability, quality, sustainability, and reliability of the water supply to Schlumberger and to other relevant stakeholders
- assessment of opportunities to improve water use efficiency
- assessment of the requirements for process and potable water over the lifetime of the operation or project
- details of applicable permits and licenses that are required to be obtained prior to sourcing water supplies
- planned inspection and maintenance programs for water storage and supply infrastructure.

Wastewater Plant Project Villahermosa to Recycle Water

270,000 liters of water processed in 2021
1.6ML/year water saved
25% of this water recycled in 2021
-7% consumption / year
Reduce Waste Generation
188 metric tons CO2 saved
-12.5% /year
-2.4% footprint reduction
Controlling our Discharges

We have procedures in place designed to minimize, respond to, and control the environmental impact of uncontained spills at company worksites and at some third-party-controlled worksites. These procedures are risk based and rely on accurately assessing the activities that have potential spill risk. A specific protocol is then developed to appropriately address potential spill scenarios. We have an oil spill response plan in place that covers 100% of our operations.

Chemical Management

Schlumberger has a chemical management process in place to manage the risks associated with chemicals used in our activities, products, and services, to protect Schlumberger employees, customers, contractors, suppliers, and property, as well as the environment. Our chemical management process also serves to promote compliance with regulatory and contractual requirements. We have a formal chemical management process as part of our global Chemical Standard, covering the life cycle of a chemical from product development, sourcing, procurement, manufacturing, and sale, to use and safe handling, transportation, and storage, to the end of the life cycle at disposal. The objective of the standard is to eliminate or mitigate the impact of chemical-related incidents—including impacts to biodiversity—by assessing and controlling the risks related to the different phases of the life cycle of chemicals sold as products, used in the delivery of services, or processed by Schlumberger.

Schlumberger is committed to reducing risks associated with hazardous chemicals through waste minimization and waste elimination programs. We apply a risk-based approach including a risk assessment process prior to introducing new chemicals and compounds to our operations to maintain compliance with our strict safety standards.

All engineered and Schlumberger trade name chemicals go through our Lifecycle Management System, which includes an HSE and regulatory assessment. At the beginning of the life cycle of a product, we evaluate its chemistry to identify appropriate methods of mitigating chemical-related risks. Our dedicated chemical regulatory team works in close coordination with our research and development team to identify and reduce HSE and regulatory risks early. Our product development and sustaining teams focus on identifying chemical-related opportunities and developing and using more environmentally sustainable chemicals. When purchasing and designing chemicals, Schlumberger considers the chemical’s life cycle up to and including disposal of the chemical.

We have long been committed to transparency in our chemical disclosure. We also require our suppliers to provide us with full disclosure regarding any chemicals that we purchase from them before we can include such chemicals in our portfolio.

In Kuwait, our team is reusing and recycling waste material by transforming it into garden products so the local community can grow its own fruits and vegetables. The Schlumberger team is also planting trees and flowers in community gardens.

Protecting Natural Resources continued

ADDITIVE MANUFACTURING

For more than two decades we have been evaluating and incorporating Additive Manufacturing (AM) techniques in our operations.

AM is the process of creating an object by building it one layer at a time—usually through 3D printing rather than casting—with any number of materials, such as polymers, metals, ceramics, elastomers, gels, or biomaterials. In addition to improving efficiency for our manufacturing, AM provides a number of sustainability benefits, such as

- reducing material consumption and waste
- lessening time and investment, as it does not rely on traditional manufacturing’s supply chain
- producing small lot sizes, as the setup cost for small quantities is often prohibitive
- allowing for better customization and R&D
- reducing material, waste, energy, inventory, and transportation, which leads to fewer emissions.

We employ multiple AM technologies, both internally and with service providers globally, and we have a centralized dedicated AM technology team working on de-risking, developing, Design for AM training, tech-watch, and coordinating with internal project teams, external suppliers, research laboratories, and universities.

We find that the digital fabrication process is enabling localized distributed production, benefiting the environment by reducing transportation and thus, GHG emissions.
Protecting Natural Resources

For Schlumberger, managing environmental impacts such as air emissions, discharge prevention, and leading conservation practices around the world is crucial.

Managing Environmental Impacts

Schlumberger’s QHSE Policy Statement, which is signed by our CEO, requires from all employees and contractors an active commitment to, and accountability for, quality, health, safety, and the environment (QHSE). Our QHSE commitments include minimizing our impact on the environment through pollution prevention, reduction of natural resource consumption, emission minimization, recycling, and waste reduction. Line management has a leadership role in the communication and implementation of and maintaining compliance with QHSE policies and standards.

The management and mitigation of the environmental impact of our operations is the direct responsibility of our line management. Our environmental management system and standard are the responsibility of our Vice President of HSE, supported by our Global Environmental Manager. Our global sustainability strategy—including environmental sustainability programs and initiatives to improve aspects of biodiversity—is the responsibility of our Vice President of Sustainability, supported by our Director of Environmental Sustainability.

Schlumberger uses a flexible, risk-based approach to manage and mitigate the environmental aspects and impacts of our activities, products, and services. This includes our environmental impact on nature and biodiversity, as well as operational emissions. Our commitment to environmental protection requires that a minimum standard of environmental performance is established at each of the company’s facilities in conjunction with local regulatory requirements.

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<tr>
<th>ENVIRONMENTAL MANAGEMENT STANDARDS AND CERTIFICATIONS</th>
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<tbody>
<tr>
<td>ISO 14001 Certified Sites</td>
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<tr>
<td>Number of sites subject to environmental audit requirement</td>
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<td>% of sites subject to environmental audit requirement</td>
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<tr>
<td>2021</td>
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<tr>
<td>73</td>
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<tr>
<td>545</td>
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AIR EMISSIONS

We are committed to reducing air emissions from our operations. Schlumberger’s Environmental Management Standard sets forth our requirements for monitoring emissions and complying with local air quality standards.

For BP in Oman, 80,000 metric tons of CO2e emissions were avoided during cleanup operations on 17 wells by implementing a Fit for Basin solution.
Enabling Circularity

Our Technology Lifecycle Management (TLM) function oversees the lifecycle of Schlumberger assets from manufacture to retirement, to optimize our technology’s reliability, sustainability, and performance.

Schlumberger has many assets ranging from land vehicles to downhole mechanical and electrical tools to meet our clients’ operational needs.

The TLM function unites the Sustaining Engineering and Maintenance organizations to focus on more reliable and efficient maintenance of our assets throughout our global maintenance network. A key capability that comes from the TLM function is the return on experience provided by our technicians and engineers on the condition of our assets while they are maintained. Through this we continually seek to extend performance, life, and circularity.

Some examples of how the TLM function relates to the circular economy are measures to maintain and prolong, reuse and redistribute, refurbish and remanufacture, and recycle.

Maintain and Prolong
Our TLM function focuses on moving assets through the maintenance process efficiently while continuing to service them to full operational readiness. To trigger these maintenance events, TLM is moving from traditional time-based maintenance, which can result in excessive transportation and servicing of assets, to condition-based maintenance, which optimizes the maintenance schedule based on the operational environment and measurable criteria. This capability is being further enhanced through new digital capabilities with intelligent health analyzers that advise on tool health and maintenance needs.

Through optimizing maintenance programs, we can reduce the number of assets required along with resources consumed to maintain them.

In addition to optimizing the maintenance events of our assets, the TLM function has a framework and structure to maximize the life of our assets. Our maintenance and operations personnel work collaboratively with the technology, sustaining, and engineering teams to identify asset and component life limiters and continually implement maintenance program and design changes to extend their lifetime use.

Reuse and Redistribute
To meet our clients’ needs across differing requirements, we aim to design our technologies in a modular manner. This enables assets to be reconfigured as required and avoids the manufacture of additional variants. This asset modularity is then combined with a strong focus on asset efficiency to maximize the global availability and redistribution of our fleet to avoid additional manufacture and distribution costs.

Refurbish and Remanufacture
Schlumberger continually optimizes our maintenance programs to minimize wasteful servicing of assets. However, due to the nature of the demands on our technology, when assets are disassembled to component level, some parts will be required to be replaced.

To further reduce the waste from this maintenance program, the TLM function has a network of trained repair resources who work with sustaining engineering and third-party experts to repair and recover components that would have historically been disposed of, returning them to as-new condition.

Recycle
When it is no longer possible to maintain, reuse, or remanufacture our assets or products, Schlumberger works with its suppliers to identify economically viable recycling opportunities.

At our Houston technology center, drilling bits that have reached their end of life are recycled. Most bits are made of tungsten-carbide matrix material that can be pulverized, decontaminated, and rezinkered to make new bits. Up to 30% of the consumed matrix powder can come from recycled materials, and this has enabled us to reclaim between 150 and 300 tons of scrap bits per year.

In the Well Construction Division, through our repair and recover process, we have been able to repair and extend the life of tool collars. Since 2018, this process has saved 330,000 metric tons of CO₂e as compared to the alternative of manufacturing a replacement.
Health, Safety, and Environment

Schlumberger has a long-standing HSE commitment to the highest standards for the health, safety, and wellbeing of our employees and contractors, as well as to the protection of the environment in the communities in which we live and work.

Keeping People Safe
A significant proportion of injuries in our industry involve personnel with less than one year of service within a company. As a result, all new Schlumberger employees, as well as applicable contractors, are included in our New Employee Safety Training (NEST) program, which provides critical safety training to manage new employees’ increased HSE risks. We also have specific NEST trainings for contracted employees.

In 2021, we assigned our first Global Health and Wellbeing Manager, recognizing the strategic need to support employees to live their best lives. The Live Well program was launched with the vision for Schlumberger employees to be the healthiest and happiest people in our industry, and our mission is to provide a positive environment for people to flourish and for business to thrive.

In 2021, we recorded more than 1,100 NEST classes, both virtual and in person, were held at Schlumberger in 2021.

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Stakeholder Engagement

Stakeholder engagement is critical to supporting our sustainability strategy. By actively listening to stakeholder feedback, we gain key insight that helps us to manage sustainability risks; align our business processes with local and national priorities, needs, and expectations; identify new business opportunities; maintain our social license to operate; and increase the productivity of our workforce.

We engage with our stakeholders in various ways, including as follows:

- **Customers:** Continuous engagement with our customers enables us to respond to and keep pace with their changing expectations around many issues in the energy industry. We strive to understand from our customers their unique energy transition journeys and inform them of our technological solutions that can enable their efforts as they strive to decarbonize. We collaborate with our customers to identify ways they can leverage our Transition Technologies portfolio of products and services to reduce their Scope 1 and 2 emissions.

- **Employees:** Our employees are highly professional people in the energy services industry, so we consider them to be the most credible ambassadors of Schlumberger and one of the company’s most important stakeholder groups. Therefore, engagement with our employees is used to develop internal policies, standards, and processes.
Stakeholder Engagement

• Communities:
  – Schlumberger focuses on understanding and managing the impacts of our operations, business relationships, and supply chain on people and society. Engaging with local authorities and community representatives provides us insights on local needs, resources, and systems and helps us focus on issues that matter locally. We are then able to leverage our experience and resources to establish partnerships, empower communities, and drive positive impact that meets the expectations of all our stakeholders.

  – Schlumberger’s long-established values have always included a commitment to invest in our people and local communities, and we continually look for opportunities to create positive impacts. We are involved in a variety of community programs worldwide, many of which are coordinated by employees who volunteer their time and expertise at the local level.

• Investors: Our investor relations, sustainability, legal, and human resources teams engage with shareholders throughout the year to seek their views on key matters and then inform our Board and management about the issues and emerging governance trends that our stockholders tell us matter most to them. These engagements routinely cover executive compensation, corporate governance, company strategy and performance, sustainability, human rights, and other current and emerging issues.

• Industry Trade Associations: Schlumberger has a long-standing commitment to sharing best practices and our HSE technical expertise through industry associations. We have active relationships in numerous industry organizations, through which we collaborate to make improvements in our own operations, while also moving the industry forward.

• Our University engagement initiatives play a key role in our recruiting and sustainability strategies. Through these collaborations, we support education and research in STEM subjects, and we attract talented diverse graduates of local universities from the countries in which we work. We also select certain institutions for our University Ambassador Program, through which we assign a senior-level Schlumberger manager as an “Ambassador” to an institution targeted for recruiting, research, community outreach, and technology transfer opportunities.

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  – Governments and Policymakers: Government and regulatory officials and other policy makers seek out Schlumberger experts for their knowledge of and experience in many aspects of the oil and gas industry. Although we are politically neutral and do not lobby, we often provide technical support to regulatory officials who are interested in gaining practical understanding of the technologies and processes that can reduce emissions and our industry’s carbon footprint. We have a policy prohibiting lobbying; expenditures for lobbying purposes in 2021 were zero. Additionally, we work with various think tanks and nongovernmental organizations—some of which influence policy—to collaboratively drive sustainability across our industry.

In 2021, we participated in 17 sell-side investor conferences and held more than 400 buy-side investor meetings (primarily virtual) across more than 250 investor firms.
CDP Supply Chain Program

Supplier disclosures are a first step in understanding our suppliers’ maturity on our carbon reduction journey to net zero and helps us better manage the environmental footprint of our supply chain while encouraging suppliers on their own journeys toward a low-carbon economy. In 2021, we engaged CDP Supply Chain to work with approximately 500 of our logistics and purchased goods and services suppliers on emissions disclosure. These suppliers represented 35% of our 2020 spend, and approximately 3.4 million metric tons of CO2e of our Scope 3 emissions. For this first year of participation, our supplier response rate was 43%.

As part of our CDP Supply Chain program, we engage with our suppliers through trainings and webinars to help them identify risks and opportunities for improvement around climate and emissions. They receive feedback on their performance through CDP scoring, which enables them to track progress year on year. This engagement allows our suppliers to build awareness on their climate disclosures while CDP team members provide additional expertise and education on climate change reporting, risks and opportunities, and strategy for improvement in climate and emissions.

Schlumberger supplier managers collaborate closely with our suppliers and provide feedback on their CDP disclosure as well as their emissions reduction targets and initiatives.

We intend to expand our CDP supply chain program in 2022.

WE EXPECT OUR SUPPLIERS TO

- promote and abide by our Code of Conduct and Human Rights Position Statement
- implement policies, procedures, or processes that meet or exceed the Working Conditions Requirements
- flow down equivalent principles and communicate similar requirements to their suppliers
- agree to be audited to ensure compliance with the above

Responsive Supply Chain

We want our suppliers to understand our sustainability focus so they can identify, assess, and respond appropriately to supply chain sustainability risks. Engagement on sustainability priorities is integrated into our supplier communication plans and often works most effectively through a blend of channels, including the tender process, kickoff meetings, quarterly business reviews, supplier forums, trainings, and written communications.

Our sustainability engagement efforts focus on continuously improving our suppliers’ performance in relation to worker welfare; conflict minerals; health, safety, and environmental performance and goals to reduce our GHG emissions and support GHG emissions reduction for our customers.

Supplier Audits

We conduct routine audits of our critical suppliers, which may incorporate supplier performance, finance, contract, HSE, quality, and ethics and compliance components, including human rights and labor questions. All suppliers, contractors, and agents must be approved and managed in accordance with internal requirements. Our program includes audits and business reviews as needed.
We have embedded environmental, social, and governance (ESG) management at all levels of our company.

Schlumberger’s management team is responsible for the development and implementation of our ESG strategies and programs, with the oversight of our Board of Directors (Board) and its committees. In 2021, we announced the addition of a Chief Strategy and Sustainability Officer (CSSO) on our executive leadership team—reinforcing that sustainability is at the core of our corporate strategy. The CSSO oversees our corporate strategy, sustainability, and marketing activities. The Vice President of Sustainability, who reports to the CSSO, is directly responsible for social and environmental sustainability in the company and engages with Schlumberger leadership, employees, investors, and customers on sustainability topics, including climate-related issues. Our line management is directly responsible for the management and mitigation of the environmental impact of our operations, with our environmental management systems and standards being the responsibility of our Vice President of HSE.

Board Oversight of Sustainability
The Board and its committees oversee the performance and management of various environmental, social, and other sustainability issues, including our energy transition strategy; emissions reduction targets; climate change; sustainability reporting; workforce health and safety; human rights; diversity, equity, and inclusion of our workforce; and ethics and compliance.

• The Board oversees the Company’s long- and short-term strategy, including the launch of our Transition Technology and emissions monitoring portfolios, which focus on decarbonizing our core businesses, as well as our new investments in low-carbon and carbon-neutral energy technologies. In addition, the full Board supported the decision to establish our comprehensive 2050 net zero commitment including Scope 3 emissions, together with interim Scope 1, 2, and 3 emissions reduction milestones.

• The Board also oversees the company’s enterprise risk management process and reviews major risks facing the company, including acute and chronic climate risks.

• The Nominating and Governance Committee oversees our sustainability programs, initiatives, and activities, and receives quarterly updates from senior management on the progress we are making toward a low-carbon future.

• The New Energy and Innovation Committee—newly formed in 2021—evaluates our Schlumberger New Energy and Transition Technology investments and the sustainability impacts of growth opportunities.

• The Board’s other committees oversee sustainability-related topics within their respective areas of responsibility, such as incorporation of sustainability and diversity metrics into our short-term incentive compensation programs (Compensation); the conduct of sustainability-related reviews by our internal audit team (Audit); the operational risks, such as cybersecurity (Audit); disclosure of ESG risks (Audit and Nominating and Governance, jointly); and the development of our sustainable finance strategy, including financial instruments with rates linked to climate commitments (Finance).
Ethics and Compliance

Our commitment to sound principles of corporate governance and ethics sets the foundation of our Sustainability program. Furthermore, our reputation for integrity and fair dealing is vitally important in winning and retaining the trust of our stakeholders. When we are clearly seen to behave in an ethical manner, we enhance our reputation for integrity, which helps us attract and retain customers, employees and investors.

The Blue Print in Action—Our Code of Conduct applies to all Schlumberger directors, officers, employees, security providers, suppliers, and contractors. It is designed to help every employee and contractor handle business situations professionally and fairly. Our Code of Conduct describes Schlumberger’s anti-bribery and anti-corruption policy, which prohibits offering, paying, soliciting, or accepting bribes in any form or under any circumstance, including facilitation payments, and prohibits making payments to government officials. Schlumberger’s anti-corruption program applies to all of our operating locations and geographies and to all our employees, contractors, suppliers, and agents.

Our Ethics and Compliance (E&C) function is led by our global Legal Director, Governance and Integrity, and staffed by a team of E&C professionals dedicated to specific subject matter and business units relevant to our global operations, facilitating a cohesive approach to mitigating corruption risks. Our E&C team uses training, communications, audits, and risk management tools to effectively implement our ethics programs (including anti-corruption programs) in the countries where we operate.

In 2021, we introduced our Leadership by Integrity model, through which all managers show and model integrity to further integrate E&C throughout the organization.

To effectively implement our ethics programs (including anti-corruption) in the countries where we operate, our E&C team uses:
- trainings
- communications
- audits
- risk management tools.

Schlumberger maintains a robust allegation and incident review program, which supports independent review of any report of a potential violation of our corporate policies, as outlined in our Code of Conduct and in our Human Rights Position Statement. Our Allegation Reporting and Management Standard sets out our detailed response procedures, including requirements for assessment, investigation and remediation, as well as a clear prohibition on retaliation for reporting concerns.

We have a range of reporting mechanisms, including an online portal and third-party managed 24-hour EthicsLine system, as described in our Code of Conduct. A confidential and anonymous report can be made by anyone inside or outside of the organization in 150+ languages.

E&C PROGRAM ELEMENTS

- **ANALYTICS**
- **ASSURANCE & ACCOUNTABILITY**
- **THIRD-PARTY MANAGEMENT**
- **RISK MANAGEMENT**

Schlumberger Limited | 2021 Sustainability Report

Schlumberger Limited | 2021 Sustainability Report
Managing Climate and Transition Risk—TCFD Alignment

Management Oversight of Climate Risk
Our senior management team is responsible for the day-to-day management and mitigation of climate and transition risk, including:

- identifying, assessing, monitoring, and managing the major risks to the company through our enterprise risk management process (described below in the “Risk Management” section of this report)
- implementing effective risk mitigation measures, response plans, and controls
- integrating risk analysis into business decisions and performance objectives.

Our Chief Strategy & Sustainability Officer (CSSO), who reports to the CEO, oversees our corporate strategy, sustainability, and marketing activities. This position demonstrates how sustainability is at the core of our corporate strategy. The CSSO was involved in the launch of Schlumberger’s net zero ambition in 2021—evaluates our Schlumberger New Energy and Transition Technology investments and the sustainability impacts of growth opportunities.

Our Chief Sustainability Officer (CSO) and our Chief Legal Officer jointly oversee the company’s Enterprise Risk Management (ERM) Program.

Governance
Our Board of Directors oversees the long-term health and viability of our business, including the company’s long- and short-term strategy, vision, and risk profile. The Board also oversees the company’s enterprise risk management process and reviews major risks facing the company, including acute and chronic climate risks and energy transition risks.

The Board’s Nominating and Governance Committee oversees our sustainability programs, initiatives, and activities, including acute and chronic climate risks. This committee also receives quarterly updates from our Vice President of Sustainability on the progress we are making toward a low-carbon future, including our progress toward achieving our carbon emission reduction and net zero emissions goals.

The Board’s New Energy and Innovation Committee—newly formed in 2021—evaluates our Schlumberger New Energy and Transition Technology investments and the sustainability impacts of growth opportunities.

Additional information regarding the Board’s role in climate risk oversight is included in the “Sustainability Governance” section of this report and in our 2022 Proxy Statement.

Strategy
Our corporate strategy around climate is described in the “Climate Action” section of this report. Our focus areas include reducing operational emissions, reducing customer emissions that occur while using our technology, and taking carbon-negative actions of sufficient scale to offset any residual operational and technology emissions we may have in 2050. We will reduce emissions from our operations through utility efficiency and use of renewable energy and hybrid vehicles. We will reduce customer emissions with our Transition Technologies portfolio. For emissions that cannot be reduced, rather than relying on traditional offsets, we will rely on our carbon-negative actions that are technology-centric, where we can play a role, such as through our Schlumberger New Energy portfolio described above under “Climate Action”—New Energy & Transition Opportunities.

Climate-Related Risks and Opportunities
A key aspect of our Climate Action strategy is managing physical climate and transition risks and opportunities. We take a data-centric, scenario-based approach, and we use both TCFD and SASB as disclosure frameworks and methodology guides. Because we realize that climate change and energy transition will impact our business, understanding and managing these risks and opportunities provides a competitive advantage that will help us be more resilient to potential risks and stay ahead of the competition.

To deliver on our strategy, we assess, monitor, and manage risks and opportunities based on the following time horizons:

- **Short term:** Assess geopolitical risks and risks related to unpredictable weather patterns—including cyclones, hurricanes, and tropical storms that have the potential to negatively or positively affect our business over the medium term (three to ten years) and long term (ten to 20 years). Included in long-term risks are energy transition and climate change.

- **Medium term:** Consider capital expenditures and operational planning, including development of new technologies that have the potential to reduce our customers’ GHG emissions, over a three- to ten-year timeframe.

- **Long term:** The Board and senior management take a longer view in considering strategic planning, including climate-related risks and opportunities that have the potential to negatively or positively affect our business over the medium term (three to ten years) and long term (ten to 20 years). Included in long-term risks are energy transition and climate change.
Managing Climate and Transition Risk—TCFD Alignment continued

Some of the key risk types that we assess, monitor, and manage as part of our climate-related risk assessments are as follows:

- **Current regulatory risks:** We are committed to complying with and exceeding existing regulations in every country in which we work. Schlumberger management has implemented strategies to reduce fuel consumption for our largest sources of emissions, such as pumps, fleet vehicles, and marine vessels. Additionally, we continue to monitor GHG emission reporting requirements in the countries where we operate.

- **Emerging regulatory risks:** Emerging regulation spans all three time horizons discussed above. Various international, federal, and state agencies are currently developing climate-related legislation and regulations intended to reduce GHG emissions and regulations related to emissions disclosure. As an example, the US Environmental Protection Agency has taken steps to regulate GHGs via the Clean Air Act as well as proposing additional reporting rules focused on oil and gas industry operations. The US Securities and Exchange Commission has also proposed detailed climate risk and GHG emissions disclosure rules. We believe that increasing customer focus on emerging legislation and sustainability priorities could lead to a shift in customer behavior and a decrease in demand for certain products and services and increased demand for others. We engage with customers to anticipate these shifts, which generally occur in the medium- to long-term time horizons. In parallel, we work with our customers to find new opportunities to mitigate potential negative environmental and social impacts of oil and gas operations. For example, Schlumberger offers a portfolio of more than 100 technologies with a reduced environmental impact based on the following attributes: emissions reduction, energy consumption reduction, electrification, surveillance and assessment, hazardous materials reduction, water stewardship, waste reduction, and size reduction. These attributes have been incorporated into new product development evaluation. Specifically, to address customer emissions, we recently launched our Transition Technologies portfolio, which is focused on reducing our customers’ emissions.

- **Legal risks:** Legal risks and liability across multiple lenses (including, but not limited to climate-related issues) are considered as part of the financial severity assessment of our enterprise risk management process. This is informed by both current and emerging regulation as well as a scheduled quarterly review, internally and with the Board’s Nominating and Governance Committee, of compliance incidents and incident trends.

- **Market risks:** As a business-to-business company providing services to industry operators, potential changes in a portion of our revenue are directly tied to the market outlook of oil and gas operators, and therefore indirectly tied to market demand for fuels and other petroleum products. We routinely monitor oil and gas industry operations and investment activity to determine the market outlook for the oil and gas services industry and how our business will be impacted. For example, a market risk we review regularly is the International Energy Agency’s (IEA) research outlining the energy mix and their market predictions between now and 2040.

- **Technology risks:** We believe that increasing customer focus on emerging legislation and sustainability priorities could lead to a shift in customer behavior and a decrease in demand for certain products and services and increased demand for others. We engage with customers to anticipate these shifts, which generally occur in the medium- to long-term time horizons. In parallel, we work with our customers to find new opportunities to mitigate potential negative environmental and social impacts of oil and gas operations. For example, Schlumberger offers a portfolio of more than 100 technologies with a reduced environmental impact based on the following attributes: emissions reduction, energy consumption reduction, electrification, surveillance and assessment, hazardous materials reduction, water stewardship, waste reduction, and size reduction. These attributes have been incorporated into new product development evaluation. Specifically, to address customer emissions, we recently launched our Transition Technologies portfolio, which is focused on reducing our customers’ emissions.

- **Reputational risks:** In the context of climate, reputational risk exists across all three time horizons discussed in this section. It presents itself in various ways, including but not limited to the following:

  - **Workforce motivation and engagement risk:** Because corporate sustainability efforts, including the management of climate-related issues, increasingly affect workforce engagement, we incorporate into our annual employee engagement survey a question to measure workforce perception of our corporate sustainability efforts. Employee respondents to the survey in 2021 scored our corporate sustainability efforts higher than at other companies, based on similar questions asked in other companies’ internal surveys. We also include content related to our climate action strategy in both recruiting and onboarding materials.

  - **Media coverage and public perception risk:** Stakeholder engagement, monitoring and reporting trends, and comprehensive governance are the primary vehicles for managing this risk. Transparency through our nonfinancial disclosures, guided by frameworks like TCFD and SASB, are another way to mitigate this risk.

  - **Well integrity risk:** Extreme weather can potentially introduce well integrity risk, which in turn is a risk to reputation. We have addressed well integrity risk, regardless of the root cause, by developing a Well Integrity Barrier Standard containing ten critical requirements that must be followed by all employees and contractors of Schlumberger. Development of this standard was a company-wide initiative to raise awareness and to impose mandatory rules defining the minimum requirements in training, certification, and knowledge of the barriers we provide.
Managing Climate and Transition Risk—TCFD Alignment

Risk Management
Our senior management team has developed a comprehensive strategic planning and enterprise risk management process for identifying, assessing, and managing risk. Through this process, we identify key risks through an annual corporate-level risk mapping exercise, which involves the CEO and other members of senior management, along with a bottom-up operational (field-level) risk assessment by the company’s various geographies, businesses, and functions. In 2021, the process also included a third-party assessment by an internationally recognized accounting firm, external risk surveys, and facilitated workshops with Schlumberger executives. The Executive Leadership Team has established an enterprise risk management committee to oversee the annual risk identification and mitigation process and updates the Board on the results of this process annually.

We believe that our comprehensive risk assessment program is reasonably designed to identify and manage climate change related enterprise-wide risks that have the potential to significantly affect our businesses over the short, medium, and longer terms. Our risk assessments cover exposures to both physical and transition climate-related risks and their respective financial impact.

The climate-related risks we routinely monitor as part of our enterprise risk management process include potential loss of containment and well control, country-specific legislation and regulations, environmental compliance, financial risk associated with climate change, perception of industry due to climate change dialogue, and extreme weather. At a corporate level, business risks related to climate change are identified based on input from a variety of internal and external sources, including local risk assessments, country-specific climate assessments aligned with TCFD recommendations, and feedback from customers, investors, the Board, and other stakeholders. Identified enterprise-level risks are then developed into various scenarios, guided by subject matter experts, and these scenarios are modeled to assess potential financial impacts. In the case of acute physical risks, crisis management scenarios are created and tested in desktop exercises at the local and corporate level by the respective management teams. Enterprise-level risks are also included in our operational risk maps, which help to identify and assess potential threats to the mid- to long-term strategic objectives. A risk owner is assigned from among senior management for each enterprise-level risk to manage the risk management and mitigation plans. Oversight of the management plan for each enterprise level risk is assigned to the Board or Board Committee as appropriate. As an example, certain potential impacts of a cybersecurity event have been determined to be an enterprise-level risk. The Chief Information Officer is the risk owner, and the Audit Committee oversees the Company’s comprehensive monitoring, prevention, and response capabilities. In addition, Board Committees with specific oversight responsibilities receive more frequent updates related to those specific risks. These risks are monitored and embedded into the business planning cycle. Risks are scored on likelihood, severity, time horizon, and financial impact. Where applicable, management objectives include management and mitigation of risk.

Climate Risk Assessments
Country-level climate risk assessments provide a practical way to understand climate-related risks and common issues across our organization. For these assessments, we work with a leading sustainability consultant to review the potential impact of climate issues on our direct operations. Climate-related risks (physical and financial, including transition risks) are assessed using scenario-based analysis. While there are country-specific concerns, some commonalities across geographies are:

- acute physical risks associated with extreme weather, such as storm surges, droughts, heat waves, flooding, rain, and snow
- chronic physical risks, such as the potential impact of sea-level rise on our global footprint, water availability, and protected marine life
- transition risks, such as policy and legal risks, the impact of a carbon tax on Schlumberger and our customers, the cost of electrifying our operations, and adapting our technology portfolio to changing customer preference.

We have also completed several global climate risk assessment projects, including projects relating to the risks of coastal flooding from sea level rise, physical risks from more severe and frequent storms, and the regulatory risks of carbon taxation.

We review acute physical risks associated with extreme weather in areas susceptible to increased severity and frequency of extreme weather related to water (e.g., hurricane, excessive rain, or flooding) or increased severity and frequency of extreme heat. Those variances may impact our business by causing extreme changes in precipitation patterns that may result in flooding, changes in road or wellsite conditions, or damage to facilities. This may result in increased operating costs or decreases in revenue through disruptions at our facilities, in our supply chain, or at wellsites; equipment damage and repair requirements; and increased insurance premiums.

To manage extreme weather risks, we work with a third-party loss prevention firm to conduct site visits, assess potential risks to our facilities, and propose mitigating actions. We also consider the potential impact of sea-level rise on our global footprint. Additionally, Schlumberger has business continuity and crisis management processes in place to mitigate potential disruptions caused by extreme weather events. Additionally, our insurance policies help mitigate the risk of material loss of assets at our facilities.

Transition Risk Management
Climate-related transition risks include policy and legal risks, such as the potential impact of a carbon tax on Schlumberger and our customers, and technology risks, such as equipment obsolescence driven by our customers’ increased focus on emissions reductions and the associated costs to develop new technologies with a reduced environmental impact.

Our Transition Technologies portfolio and Schlumberger New Energy business offer a strategic response to the management of energy transition risks, as discussed in the “Climate Action” section of this report.
Climate Resilience
Climate-related scenarios are an integral part of our scenarios-based portfolio strategy. We review different scenarios to evaluate our business resilience and confirm our portfolio’s alignment with our energy transition ambitions related to those scenarios. For example, both 2DS and IEA NZE were useful in understanding the role that CCS will play in the path to net zero. Although we have been in the carbon capture business for more than two decades, the scenarios gave us confidence that the potential addressable market in carbon capture warranted continued investment and integration of that business into our Schlumberger New Energy portfolio. IHS and Rystad both had scenarios that informed our view of regional and local distribution of the energy mix and therefore influenced our specific regional technology strategies. Reviewing scenarios with a 2040 time horizon against those with a 2050 time horizon helped inform certain of our long-term portfolio mix decisions.

We will continue to use scenarios to inform our strategy and financial planning, including those that offer a range of time horizons, ambition with respect to transition, and varied perspectives to help us better understand the risks and opportunities that climate change and the energy transition present. We also will continue to review the accuracy of our scenario predictions with the goal of working from best available predictive information regarding the coming decades. All of the scenarios we used in building our strategy allocate some share of the energy mix to oil and gas in the coming decades. Our strategy considers that there is a wide range of possibilities with respect to the future energy mix and the pace of energy transition and, as such, our strategy addresses opportunities across multiple time horizons. Regardless of the contribution of oil and gas to the energy mix, Schlumberger recognizes the need to reduce the carbon footprint of oil and gas operations, and therefore our strategy considers that as well.
### Sustainability Accounting Standards Board (SASB) Index

PricewaterhouseCoopers (PwC) auditors reviewed our processes and procedures for 2021 and verified a selected subset of our 2021 data. We partner with PwC to audit our GHG emissions data annually.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Accounting Metric</th>
<th>Code</th>
<th>Information Location</th>
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<tbody>
<tr>
<td><strong>Corporate Governance</strong></td>
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<td>Business Ethics &amp; Payments Transparency</td>
<td>Amount of net revenue in countries that have the 20 lowest rankings in Transparency International’s Corruption Perception Index</td>
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<td>&lt;5% of our consolidated 2021 revenue</td>
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<td>Description of the management system for prevention of corruption and bribery throughout the value chain</td>
<td>EM-SV-510a.2</td>
<td>Page 32 and see slb.com</td>
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<td>Management of the Legal &amp; Regulatory Environment</td>
<td>Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry</td>
<td>EM-SV-530a.1</td>
<td>Page 31–36 and our CDP response</td>
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<td>Critical Incident Risk Management</td>
<td>Description of management systems used to identify and mitigate catastrophic and tail-end risks</td>
<td>EM-SV-540a.1</td>
<td>Pages 21–25 and 33–38 and our CDP response</td>
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<td>Emissions Reduction Services &amp; Fuels Management</td>
<td>Total fuel consumed, percentage renewable, percentage used in: (1) on-road equipment and vehicles and (2) off-road equipment</td>
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<td>Pages 42–43 and our CDP response</td>
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<td>Discussion of strategy or plans to address air emissions-related risks, opportunities, and impacts</td>
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<td>Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions</td>
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<td>(1) Total volume of fresh water handled in operations, (2) percentage recycled</td>
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<td>Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities, and impacts</td>
<td>EM-SV-140a.2</td>
<td>Pages 23–24</td>
</tr>
<tr>
<td>Chemicals Management</td>
<td>Volume of hydraulic fracturing fluid used, percentage hazardous</td>
<td>EM-SV-150a.1</td>
<td>Page 45</td>
</tr>
<tr>
<td></td>
<td>Discussion of strategy or plans to address chemical-related risks, opportunities, and impacts</td>
<td>EM-SV-150a.2</td>
<td>Page 24</td>
</tr>
<tr>
<td>Ecological Impact Management</td>
<td>Average disturbed acreage per (1) oil and (2) gas well site</td>
<td>EM-SV-160a.1</td>
<td>Not Reported</td>
</tr>
<tr>
<td></td>
<td>Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities</td>
<td>EM-SV-160a.2</td>
<td>Page 23–25</td>
</tr>
<tr>
<td><strong>Social</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workforce Health and Safety</td>
<td>(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR), (4) total vehicle incident rate (TVIR), and (5) average hours of health, safety, and emergency response training for (a) full-time employees, (b) contract employees, and (c) short-service employees</td>
<td>EM-SV-320a.1</td>
<td>Pages 27 and 43–44</td>
</tr>
<tr>
<td></td>
<td>Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle</td>
<td>EM-SV-320a.2</td>
<td>Page 27 and see slb.com</td>
</tr>
<tr>
<td><strong>Activity Metric</strong></td>
<td></td>
<td>Code</td>
<td>Information Location</td>
</tr>
<tr>
<td>Number of active rig sites</td>
<td></td>
<td>EM-SV-000.A</td>
<td>Not Reported</td>
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<tr>
<td>Number of active well sites</td>
<td></td>
<td>EM-SV-000.B</td>
<td>Not Reported</td>
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<tr>
<td>Total amount of drilling performed</td>
<td></td>
<td>EM-SV-000.C</td>
<td>Not Reported</td>
</tr>
<tr>
<td>Total number of hours worked by all employees</td>
<td></td>
<td>EM-SV-000.D</td>
<td>Page 43</td>
</tr>
</tbody>
</table>
## Task Force on Climate-Related Disclosures (TCFD) Index

<table>
<thead>
<tr>
<th>Activity Metric</th>
<th>Information Location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governance</strong></td>
<td></td>
</tr>
<tr>
<td>a) Describe the board’s oversight of climate-related risks and opportunities</td>
<td>Pages 31 and 33–36</td>
</tr>
<tr>
<td>b) Describe management’s role in assessing and managing climate-related risks and opportunities</td>
<td>Pages 33–36</td>
</tr>
<tr>
<td><strong>Strategy</strong></td>
<td></td>
</tr>
<tr>
<td>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term</td>
<td>Pages 33–36</td>
</tr>
<tr>
<td>b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning</td>
<td>Pages 33–36</td>
</tr>
<tr>
<td>c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</td>
<td>Pages 33–36</td>
</tr>
<tr>
<td><strong>Risk Management</strong></td>
<td></td>
</tr>
<tr>
<td>a) Describe the organization’s processes for identifying and assessing climate-related risks</td>
<td>Pages 35–36</td>
</tr>
<tr>
<td>b) Describe the organization’s processes for managing climate-related risks</td>
<td>Pages 35–36</td>
</tr>
<tr>
<td>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management</td>
<td>Pages 35–36</td>
</tr>
<tr>
<td><strong>Metrics and Targets</strong></td>
<td></td>
</tr>
<tr>
<td>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</td>
<td>Pages 6–7</td>
</tr>
<tr>
<td>b) Disclose Scope 1, 2, and, if appropriate, Scope 3 GHG emissions, and the related risks</td>
<td>Pages 6–7 and 42–43</td>
</tr>
<tr>
<td>c) Describe targets used by the organization to manage climate-related risks and opportunities and performance against targets</td>
<td>Pages 6–7</td>
</tr>
<tr>
<td>Goal</td>
<td>Schlumberger Focus Areas</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Working Conditions Requirements</td>
<td>Employee Resource Groups</td>
</tr>
<tr>
<td>Local Investments</td>
<td>Gender Balance Goal</td>
</tr>
<tr>
<td>Community Outreach</td>
<td>Creating In-Country Value</td>
</tr>
<tr>
<td></td>
<td>Respecting Human Rights</td>
</tr>
<tr>
<td>COVID-19 Response</td>
<td>Promoting Talent, Diversity, Equity, and Inclusion</td>
</tr>
<tr>
<td>HSE Management System</td>
<td>Schlumberger Foundation</td>
</tr>
<tr>
<td>HSE Training</td>
<td>Faculty for the Future</td>
</tr>
<tr>
<td>ACTIVE Schlumberger Program</td>
<td>Equal Pay Gap Report</td>
</tr>
<tr>
<td>Contractor &amp; Supplier Management</td>
<td>Schlumberger Excellence in Education Development (SEED)</td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>Schlumberger Foundation–Faculty for the Future</td>
</tr>
<tr>
<td>Local Investments</td>
<td>Transition Technologies Portfolio</td>
</tr>
<tr>
<td>Employee Benefits &amp; Compensation</td>
<td>Schlumberger end-to-end Emissions Solutions (SEES)</td>
</tr>
<tr>
<td>Permian Strategic Partnership</td>
<td>Climate Action</td>
</tr>
<tr>
<td>Fatality-Free Mindset</td>
<td>Our Roadmap to Net Zero</td>
</tr>
<tr>
<td>Life-Saving Rules</td>
<td>Schlumberger New Energy</td>
</tr>
<tr>
<td>Global Driver training, Skill Assessment and Performance Monitoring Program</td>
<td>Transition Technologies Portfolio</td>
</tr>
<tr>
<td>HSE for Youth</td>
<td>Schlumberger end-to-end Emissions Solutions (SEES)</td>
</tr>
<tr>
<td>Wellbeing programs and training including Building Blocks for Positive Mental Health and Unlock Your Power</td>
<td>Climate Action</td>
</tr>
<tr>
<td>Malaria Management Program</td>
<td>Drilling Emissions Management</td>
</tr>
<tr>
<td>Global medical assistance for all international assignees, dependents, and travelers</td>
<td>Lean and Green Program</td>
</tr>
<tr>
<td>Medical screening and health screening programs</td>
<td>Schlumberger New Energy</td>
</tr>
<tr>
<td>Occupational health surveillance programs</td>
<td>Transition Technologies Portfolio</td>
</tr>
<tr>
<td>Health insurance programs (including dental) for employees and family members to supplement public health system in many countries</td>
<td>Schlumberger end-to-end Emissions Solutions (SEES)</td>
</tr>
<tr>
<td>Global team of medical professionals</td>
<td>Climate Action</td>
</tr>
<tr>
<td>Employee access to HSE special interest groups</td>
<td>Our Roadmap to Net Zero</td>
</tr>
<tr>
<td>Workforce representation within local HSE-focused empowerment teams</td>
<td>Schlumberger New Energy</td>
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<td>Appointed a Global Wellbeing Manager and Mental Health Lead and local mental health first aiders</td>
<td>Transition Technologies Portfolio</td>
</tr>
<tr>
<td>Schlumberger Excellence in Education Development (SEED)</td>
<td>Schlumberger end-to-end Emissions Solutions (SEES)</td>
</tr>
<tr>
<td>Schlumberger Foundation–Faculty for the Future</td>
<td>Impact Quantification Framework for our Products and Services</td>
</tr>
<tr>
<td>HSE for Youth</td>
<td>Decarbonizing Operations:</td>
</tr>
<tr>
<td>University Relations</td>
<td>Customer Avoided Emissions</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>Electrification of Infrastructure</td>
</tr>
<tr>
<td>Permian Strategic Partnership</td>
<td>Address Methane Emissions</td>
</tr>
<tr>
<td>In-Kind Giving</td>
<td>Reduce or Eliminate Flaring</td>
</tr>
<tr>
<td>Creating In-Country Value</td>
<td>Schlumberger end-to-end Emissions Solutions (SEES)</td>
</tr>
<tr>
<td>Promoting Talent, Diversity, Equity, and Inclusion</td>
<td>Regional Technical Capabilities</td>
</tr>
<tr>
<td>Regional Technical Capabilities</td>
<td>Transition Technologies Portfolio</td>
</tr>
<tr>
<td>Employee Development</td>
<td>Impact Quantification Framework for our Products and Services</td>
</tr>
<tr>
<td>Goal</td>
<td>Schlumberger Focus Areas</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>10</td>
<td>Code of Conduct</td>
</tr>
<tr>
<td></td>
<td>Human Rights Position Statement</td>
</tr>
<tr>
<td></td>
<td>Working Conditions Requirement</td>
</tr>
<tr>
<td></td>
<td>Creating In-Country Value</td>
</tr>
<tr>
<td></td>
<td>Respecting Human Rights</td>
</tr>
<tr>
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<td>Promoting Talent, Diversity, Equity, and Inclusion</td>
</tr>
<tr>
<td></td>
<td>Equal Pay Gap Report</td>
</tr>
<tr>
<td>11</td>
<td>Celsius Energy</td>
</tr>
<tr>
<td></td>
<td>Solar Impulse Foundation</td>
</tr>
<tr>
<td></td>
<td>Transition Technologies Portfolio</td>
</tr>
<tr>
<td></td>
<td>HSE Management System</td>
</tr>
<tr>
<td></td>
<td>Environmental Management System</td>
</tr>
<tr>
<td>12</td>
<td>Supply Chain Management</td>
</tr>
<tr>
<td></td>
<td>Lean &amp; Green Program</td>
</tr>
<tr>
<td></td>
<td>Research &amp; Innovation</td>
</tr>
<tr>
<td></td>
<td>Transition Technologies Portfolio</td>
</tr>
<tr>
<td></td>
<td>Solar Impulse Foundation</td>
</tr>
<tr>
<td></td>
<td>Safeguarding Biodiversity</td>
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<tr>
<td></td>
<td>Protecting Natural Resources</td>
</tr>
<tr>
<td></td>
<td>Enabling Circularity</td>
</tr>
<tr>
<td>13</td>
<td>Carbon Emissions Reduction Goal</td>
</tr>
<tr>
<td></td>
<td>TCFD Support</td>
</tr>
<tr>
<td></td>
<td>Country Climate Assessments</td>
</tr>
<tr>
<td></td>
<td>Third-Party Assurance Report</td>
</tr>
<tr>
<td></td>
<td>Schlumberger New Energy</td>
</tr>
<tr>
<td></td>
<td>Global Sea-Level Rise Risk Assessment</td>
</tr>
<tr>
<td></td>
<td>Solar Impulse Foundation</td>
</tr>
<tr>
<td></td>
<td>Climate Action</td>
</tr>
<tr>
<td></td>
<td>Our Roadmap to Net Zero</td>
</tr>
<tr>
<td></td>
<td>Transition Technologies Portfolio</td>
</tr>
<tr>
<td></td>
<td>Energy Efficiency</td>
</tr>
<tr>
<td></td>
<td>Footprint Rationalization Actions</td>
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<tr>
<td></td>
<td>Reduce or Eliminate Flaring</td>
</tr>
<tr>
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<td>Customer Avoided Emissions</td>
</tr>
<tr>
<td></td>
<td>Address Methane Emissions</td>
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<tr>
<td></td>
<td>Schlumberger end-to-end Emissions Solutions (SEES)</td>
</tr>
<tr>
<td></td>
<td>CDP Supply Chain Program</td>
</tr>
<tr>
<td></td>
<td>Drilling Emissions Management</td>
</tr>
<tr>
<td>14</td>
<td>Enabling Circularity</td>
</tr>
<tr>
<td></td>
<td>Environmental Management System</td>
</tr>
<tr>
<td></td>
<td>Transition Technologies Portfolio</td>
</tr>
<tr>
<td>15</td>
<td>HSE Management System</td>
</tr>
<tr>
<td></td>
<td>Chemicals Management</td>
</tr>
<tr>
<td></td>
<td>Safeguarding Biodiversity</td>
</tr>
<tr>
<td></td>
<td>Protecting Natural Resources</td>
</tr>
<tr>
<td>16</td>
<td>Board Oversight</td>
</tr>
<tr>
<td></td>
<td>Executive Compensation</td>
</tr>
<tr>
<td></td>
<td>Ethics, Integrity, Compliance, &amp; Transparency</td>
</tr>
<tr>
<td></td>
<td>Fiscal Responsibility</td>
</tr>
<tr>
<td></td>
<td>Investor ESG Engagement Program</td>
</tr>
<tr>
<td>17</td>
<td>IPIECA</td>
</tr>
<tr>
<td></td>
<td>Solar Impulse Foundation</td>
</tr>
<tr>
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<td>UK Carbon Capture &amp; Storage Association</td>
</tr>
<tr>
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<td>GHGSat</td>
</tr>
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<td>Global CCS Institute</td>
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<tr>
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<td>Energy Workforce and Technology Council</td>
</tr>
<tr>
<td></td>
<td>National Petroleum Council (NPC)</td>
</tr>
<tr>
<td>18</td>
<td>Stanford University Natural Gas Initiative</td>
</tr>
<tr>
<td></td>
<td>American Petroleum Institute (API)</td>
</tr>
<tr>
<td></td>
<td>International Oil and Gas Producers (IOGP)</td>
</tr>
<tr>
<td></td>
<td>French Alternative Energies and Atomic Energy Commission (CEA)</td>
</tr>
<tr>
<td></td>
<td>Worldwide Initiatives for Grantmaker Support (WINGS)</td>
</tr>
</tbody>
</table>
# 2021 Performance Data Table

PricewaterhouseCoopers (PwC) auditors reviewed our processes and procedures for 2021 and verified a selected subset of our 2021 data. We partner with PwC to audit our GHG emissions data annually.

## 2021 DATA AUDITED INCLUDES:

### Environmental
- Spill
- Water
- Waste

### Emissions
- Scope 1 and 2 from Schlumberger facilities
- Scope 1 and 2 from energy consumed by Schlumberger equipment during service delivery in the field
- Scope 1 use-phase
- Scope 3 downstream lease of Schlumberger products
- Scope 3 purchased goods and services

### Health and Safety
- Employee and contractor LTIFR
- LTIR (frequency) (OIFR)
- Fatalities
### Revenue

<table>
<thead>
<tr>
<th>Units</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>in US dollars</td>
<td>32,917</td>
<td>23,601</td>
<td>22,929</td>
</tr>
</tbody>
</table>

### Emissions

#### Scope 1 Categories:
- **Purchased goods and services**: thousands of metric tonnes of CO₂e
- **Capital goods**: thousands of metric tonnes of CO₂e
- **Fuel-and-energy-related activities (not included in Scopes 1 or 2)**: thousands of metric tonnes of CO₂e
- **Upstream transportation and distribution**: thousands of metric tonnes of CO₂e
- **Waste generated in operations**: thousands of metric tonnes of CO₂e
- **Business travel**: thousands of metric tonnes of CO₂e
- **Employee commuting**: thousands of metric tonnes of CO₂e
- **Upstream leased assets**: thousands of metric tonnes of CO₂e
- **Downstream transportation and distribution**: thousands of metric tonnes of CO₂e

#### Scope 2 Categories:
- **Use of sold products**: metric tonnes of CO₂e per US dollar of revenue
- **End-of-life treatment of sold products**: metric tonnes of CO₂e per US dollar of revenue
- **Downstream leased assets**: metric tonnes of CO₂e per US dollar of revenue

#### Scope 3 Categories:
- **Purchased goods and services**: thousands of metric tonnes of CO₂e
- **Capital goods**: thousands of metric tonnes of CO₂e
- **Fuel-and-energy-related activities (not included in Scopes 1 or 2)**: thousands of metric tonnes of CO₂e
- **Upstream transportation and distribution**: thousands of metric tonnes of CO₂e
- **Waste generated in operations**: thousands of metric tonnes of CO₂e
- **Business travel**: thousands of metric tonnes of CO₂e
- **Employee commuting**: thousands of metric tonnes of CO₂e
- **Upstream leased assets**: thousands of metric tonnes of CO₂e
- **Downstream transportation and distribution**: thousands of metric tonnes of CO₂e
- **Use of sold products**: metric tonnes of CO₂e per US dollar of revenue
- **End-of-life treatment of sold products**: metric tonnes of CO₂e per US dollar of revenue
- **Downstream leased assets**: metric tonnes of CO₂e per US dollar of revenue

#### GHG Emissions Intensity - Scopes 1 and 2
- **Scope 1 emissions**: metric tonnes of CO₂e per US dollar of revenue
- **Scope 2 emissions**: metric tonnes of CO₂e per US dollar of revenue
- **Total Scope 1 and 2 emissions**: metric tonnes of CO₂e per US dollar of revenue

### Climate Change Action

<table>
<thead>
<tr>
<th>Units</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂e Emitted</td>
<td>1,668</td>
<td>1,424</td>
<td>1,369</td>
</tr>
<tr>
<td>Scope 1</td>
<td>650</td>
<td>527</td>
<td>375</td>
</tr>
<tr>
<td>Scope 2</td>
<td>2,318</td>
<td>1,951</td>
<td>1,744</td>
</tr>
<tr>
<td>Total Emissions (Scopes 1, 2, and 3)</td>
<td>44,384</td>
<td>30,137</td>
<td>27,375</td>
</tr>
</tbody>
</table>

---

1. We use the procedures established in the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised 2004) to calculate our annual CO₂ emissions in Schlumberger. As part of that process, we apply conversion factors to energy consumption data to derive CO₂ values. These conversion factors are taken from the IPCC Fifth Assessment Report (AR5) and the UNFCCC. Schlumberger’s Scope 1 emissions of 2019 and 2020 have been restated after review of managed production facilities. 2019 Scope 1 and 2 greenhouse gas emissions have been restated to exclude emissions associated with our North American business, which is sold off at the end of 2020. In addition, a small portion of our 2020 Scope 3 greenhouse gas emissions related to that business were incorrectly included in our 2020 Sustainability Report, and were not restated. Schlumberger’s Scope 3 greenhouse gas estimates for 2019 and 2020 have also been restated to remove approximations 0.8 million metric tons of CO₂e in 2019 and 0.4 million metric tons of CO₂e in 2020. Following a determination in consultation with third-party climate consultants, that such emissions had been incorrectly included in Schlumberger’s previously disclosed Scope 3 emissions. This calculation method is consistent for years 2020, 2021 and 2022 in this report.

2. For 2021, we have established the use of standard weights for specific types of trucks, this allowed for a recalibration of prior years which included 2019 and 2020 in this report.
### Energy and Fuels

<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Energy Consumption</td>
<td>thousands of MWh</td>
<td>8,701</td>
<td>7,547</td>
<td>7,194</td>
</tr>
<tr>
<td>Purchased Energy (Electricity Use, Hot Water, Chilled Water)</td>
<td>thousands of MWh</td>
<td>1,352</td>
<td>1,119</td>
<td>1,081</td>
</tr>
<tr>
<td>Fuel Used - Natural Gas</td>
<td>thousands of MWh</td>
<td>2,905</td>
<td>3,026</td>
<td>2,677</td>
</tr>
<tr>
<td>Fuel Used - Oil and Diesel</td>
<td>thousands of MWh</td>
<td>4,444</td>
<td>3,401</td>
<td>3,435</td>
</tr>
</tbody>
</table>

We have established norms for consumption per person in North America, which are reviewed annually and updated when necessary. We use these norms to calculate estimated consumption of natural gas, electricity, and water at facilities that do not report this data directly, using applicable employee headcount. For Cameron and for engineering and manufacturing facilities in North America, consumption values are directly reported. The headcount-based estimates are used for other office and operational facilities in North America.

To convert from per million work hours to per 200,000 work hours, divide by 5.

### Community

<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
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<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Giving</td>
<td>In-Kind Commercial Initiatives</td>
<td>approximate number of software licenses donated</td>
<td>70,000</td>
<td>72,000</td>
</tr>
<tr>
<td>Community Initiatives</td>
<td>millions of dollars</td>
<td>9</td>
<td>9</td>
<td>7</td>
</tr>
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</table>

### Health and Safety

#### Employees trained on HAZWOPER during year

<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>approximate number of employees</td>
<td>—</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Contractor</td>
<td>—</td>
<td>—</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Company Total</td>
<td>—</td>
<td>3</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Third Party</td>
<td>—</td>
<td>3</td>
<td>3</td>
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#### Fatalities

<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
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<tbody>
<tr>
<td>Employee —</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor —</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company Total —</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Third Party —</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Fatal Accident Rate</td>
<td>per 100 million work hours</td>
<td>0.75</td>
<td>0.95</td>
<td>1.72</td>
</tr>
<tr>
<td>Automotive Accident Rate (Employees + Contractors)</td>
<td>per million miles</td>
<td>0.30</td>
<td>0.23</td>
<td>0.21</td>
</tr>
<tr>
<td>% data coverage as % of employee work hours for injury and illness</td>
<td>percentage</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>% data coverage as % of contractor work hours for injury and illness</td>
<td>percentage</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Third-party (PwC) verification for injury and illness data</td>
<td>—</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

#### Total Hours Worked

<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>—</td>
<td>281,135,730</td>
<td>230,078,830</td>
<td>230,271,210</td>
</tr>
<tr>
<td>Workforce (Employees + Contractors)</td>
<td>—</td>
<td>438</td>
<td>232</td>
<td>219</td>
</tr>
</tbody>
</table>

#### Total Recordable Incidents

<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce (Employees + Contractors)</td>
<td>per million work hours</td>
<td>1.10</td>
<td>0.73</td>
<td>0.75</td>
</tr>
<tr>
<td>Employees</td>
<td>per million work hours</td>
<td>1.12</td>
<td>0.73</td>
<td>0.75</td>
</tr>
</tbody>
</table>

#### Last Time Incident Rate (Frequency)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce (Employees + Contractors)</td>
<td>per million work hours</td>
<td>0.52</td>
<td>0.37</td>
<td>0.46</td>
</tr>
</tbody>
</table>

#### Total Recordable Injury Rate (Frequency)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce (Employees + Contractors)</td>
<td>per million work hours</td>
<td>1.07</td>
<td>0.71</td>
<td>0.75</td>
</tr>
</tbody>
</table>

---

1. We have established norms for consumption per person in North America, which are reviewed annually and updated when necessary. We use these norms to calculate estimated consumption of natural gas, electricity, and water at facilities that do not report this data directly, using applicable employee headcount. For Cameron and for engineering and manufacturing facilities in North America, consumption values are directly reported. The headcount-based estimates are used for other office and operational facilities in North America.

2. To convert from per million work hours to per 200,000 work hours, divide by 5.

3. Final audit TWR (Total Recordable Injury frequency) rate for 2021 reflects a 0.01 increase to correct the 2021 data published in Schlumberger’s Annual Report.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Health and Safety</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lost Time Injury Rate (Frequency) (LTIFR)</td>
<td>Employees</td>
<td>per million work hours</td>
<td>0.52</td>
<td>0.36</td>
</tr>
<tr>
<td>Lost Time Injury Rate (Frequency) (LTIFR)</td>
<td>Contractors</td>
<td>per million work hours</td>
<td>0.50</td>
<td>0.37</td>
</tr>
<tr>
<td>Lost Time Injury Events (Lost Work Day Cases + Fatalities)</td>
<td>Employees</td>
<td>number of events</td>
<td>145</td>
<td>83</td>
</tr>
<tr>
<td>Lost Time Illness Rate (Frequency) (OIFR)</td>
<td>Employees</td>
<td>per million work hours</td>
<td>0.007</td>
<td>0.013</td>
</tr>
<tr>
<td><strong>PEOPLE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training Investment for Operations Engineers, Petrotechnical Experts, and Specialists</td>
<td>Training Days</td>
<td>days</td>
<td>277,100</td>
<td>187,350</td>
</tr>
<tr>
<td>NEAT Training Professionals Trained</td>
<td>—</td>
<td>—</td>
<td>19,000+</td>
<td>13,000+</td>
</tr>
<tr>
<td>Classes Held Worldwide</td>
<td>—</td>
<td>—</td>
<td>1,500+</td>
<td>1,250+</td>
</tr>
<tr>
<td>Practical Courses &amp; Programs</td>
<td>—</td>
<td>—</td>
<td>700+</td>
<td>700+</td>
</tr>
<tr>
<td><strong>Diversity, Equity, and Inclusion</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Schlumberger Global Workforce</td>
<td>approximate number of persons</td>
<td>105,000</td>
<td>86,000</td>
<td>92,000</td>
</tr>
<tr>
<td>Nationality Mix Latin America</td>
<td>percentage</td>
<td>9</td>
<td>9</td>
<td>15</td>
</tr>
<tr>
<td>North America</td>
<td>percentage</td>
<td>24</td>
<td>23</td>
<td>13</td>
</tr>
<tr>
<td>Middle East, Asia</td>
<td>percentage</td>
<td>33</td>
<td>36</td>
<td>39</td>
</tr>
<tr>
<td>Europe, CIS, Africa</td>
<td>percentage</td>
<td>34</td>
<td>32</td>
<td>33</td>
</tr>
<tr>
<td>Percentage of Revenue by Region Latin America</td>
<td>percentage</td>
<td>13</td>
<td>15</td>
<td>19</td>
</tr>
<tr>
<td>North America</td>
<td>percentage</td>
<td>33</td>
<td>23</td>
<td>19</td>
</tr>
<tr>
<td>Middle East, Asia</td>
<td>percentage</td>
<td>30</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>Europe, CIS, Africa</td>
<td>percentage</td>
<td>23</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Other</td>
<td>percentage</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Women in Company (total)</td>
<td>percentage</td>
<td>16.9</td>
<td>18.5</td>
<td>18.7</td>
</tr>
<tr>
<td>Women in Salaried Positions</td>
<td>percentage</td>
<td>20.9</td>
<td>22.6</td>
<td>22.9</td>
</tr>
<tr>
<td>Overall Women in Management Positions</td>
<td>percentage</td>
<td>19.7</td>
<td>21.2</td>
<td>21.6</td>
</tr>
<tr>
<td>Women in Senior Management Positions</td>
<td>percentage</td>
<td>21.1</td>
<td>23.4</td>
<td>23.8</td>
</tr>
<tr>
<td>Women in Middle Management Positions</td>
<td>percentage</td>
<td>16.3</td>
<td>17.2</td>
<td>17.9</td>
</tr>
<tr>
<td>Women in Senior Management Positions</td>
<td>percentage</td>
<td>13.2</td>
<td>17.3</td>
<td>18.0</td>
</tr>
<tr>
<td>New Hires with a STEM Background, % Women</td>
<td>percentage</td>
<td>40</td>
<td>45</td>
<td>49</td>
</tr>
</tbody>
</table>

1. To convert from per million work hours to per 200,000 work hours, divide by 5.
2. Includes salaried and nonsalaried positions. Nonsalaried positions refer to hourly-based.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Water</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Use</td>
<td>thousands of cubic meters</td>
<td>5,602</td>
</tr>
<tr>
<td>Total Water Recycled</td>
<td>thousands of cubic meters</td>
<td>131</td>
</tr>
<tr>
<td>% Water Recycled</td>
<td>percentage</td>
<td>28</td>
</tr>
<tr>
<td>Total Water</td>
<td>thousands of cubic meters</td>
<td>464</td>
</tr>
<tr>
<td><strong>Waste</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Waste Generated</td>
<td>thousands of metric tonnes</td>
<td>639</td>
</tr>
<tr>
<td>Total Waste Recycled</td>
<td>thousands of metric tonnes</td>
<td>185</td>
</tr>
<tr>
<td><strong>Site Activity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ISO 14001 Certified Sites</td>
<td>number of sites</td>
<td>53</td>
</tr>
<tr>
<td>Volume of Hydraulic Fracturing Fluid Used</td>
<td>thousands of cubic meters</td>
<td>77,549</td>
</tr>
<tr>
<td>Number of Industry-Recognized Incidents &gt;1 bbl of Oil</td>
<td>—</td>
<td>28</td>
</tr>
<tr>
<td>Hydrocarbon Bulk Fluids Spilled</td>
<td>number of barrels</td>
<td>536</td>
</tr>
<tr>
<td>Sites Subject to Environmental Audit Requirement</td>
<td>number of sites</td>
<td>739</td>
</tr>
<tr>
<td></td>
<td>percentage</td>
<td>7</td>
</tr>
</tbody>
</table>

1 Starting with 2020 data, we have expressed recycled wastewater as a percentage of total wastewater.
2 Includes water and chemical additives.
3 Hydrocarbon Bulk Fluids Spilled has been restated from liters to barrels. Where available, volumes of hydrocarbon spills are reported using information provided by customers or by third-party spill response contractors. Additionally, when applicable, known volumes of stored liquids may be used to determine spill quantities. Finally, in situations where none of the above procedures are applicable, estimates of spilled volume may be made from measurements in impacted areas.
### General Supply Chain Metrics

<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Suppliers with Spend</td>
<td>number of suppliers</td>
<td>2,712</td>
<td>759</td>
<td>983</td>
</tr>
<tr>
<td>% of Total Spend on Critical Suppliers</td>
<td>percentage</td>
<td>Not available</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
<td>SM Level 1 Suppliers with Spend</td>
<td>number of suppliers</td>
<td>Not available</td>
<td>1,555</td>
<td>643</td>
</tr>
<tr>
<td>% of Total Spend on SM Level 1 Suppliers</td>
<td>percentage</td>
<td>Not available</td>
<td>36</td>
<td>20</td>
</tr>
<tr>
<td>Total Suppliers with Spend</td>
<td>number of suppliers</td>
<td>44,389</td>
<td>40,200</td>
<td>38,025</td>
</tr>
<tr>
<td>Critical Suppliers for which More than 40% of their Revenue Comes from SLB</td>
<td>percentage</td>
<td>5</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Spend Analysis covers 100% of Suppliers with Spend</td>
<td>percentage</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>% of Spend Covered in Supplier Risk Analysis</td>
<td>percentage</td>
<td>88</td>
<td>90</td>
<td>71</td>
</tr>
<tr>
<td>% of Suppliers Considered High Risk</td>
<td>percentage</td>
<td>&lt;1</td>
<td>&lt;1</td>
<td>&lt;1</td>
</tr>
<tr>
<td>Critical Supplier Audits Conducted</td>
<td>number of audits</td>
<td>387</td>
<td>383</td>
<td>1,489</td>
</tr>
<tr>
<td>% of Audited Suppliers with a Documented Development Plan</td>
<td>percentage</td>
<td>37</td>
<td>54</td>
<td>80</td>
</tr>
</tbody>
</table>

### US Supplier Diversity Program

<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diverse Suppliers Used</td>
<td>Certified Diverse</td>
<td>number of suppliers</td>
<td>Not available</td>
<td>250</td>
</tr>
<tr>
<td></td>
<td>Classified/Self-Reported Diverse</td>
<td>number of suppliers</td>
<td>Not available</td>
<td>1,454</td>
</tr>
<tr>
<td>Total</td>
<td>number of suppliers</td>
<td>Not available</td>
<td>1,704</td>
<td>2,156</td>
</tr>
<tr>
<td>Spend on Diverse Suppliers</td>
<td>Certified Diverse</td>
<td>thousands of US dollars</td>
<td>97</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>Classified/Self-Reported Diverse</td>
<td>thousands of US dollars</td>
<td>582</td>
<td>351</td>
</tr>
<tr>
<td>Total</td>
<td>thousands of US dollars</td>
<td>679</td>
<td>419</td>
<td>331</td>
</tr>
</tbody>
</table>

### CDP Supply Chain Engagements

<table>
<thead>
<tr>
<th>Topic</th>
<th>Units</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Suppliers Engaged in CDP Supply Chain Program</td>
<td>number of suppliers</td>
<td>—</td>
<td>—</td>
<td>496</td>
</tr>
<tr>
<td>Total Responsive Suppliers</td>
<td>number of suppliers</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>215</td>
</tr>
<tr>
<td>Supplier Participation Rate</td>
<td>percentage</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>43</td>
</tr>
<tr>
<td>% of Prior Year’s Spend that Engaged Suppliers Represent</td>
<td>percentage</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>35</td>
</tr>
<tr>
<td>Total Scope 3 Emissions Covered by Engaged Suppliers</td>
<td>millions of metric tons of CO₂e</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>3.4</td>
</tr>
</tbody>
</table>
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Aligned with our environmental efforts, this report is available in PDF format only.