



SUSTAINABLE PERFORMANCE

	2016 Performance	2017 Performance	2018 Performance	2019 Goals	2019 Performance
<b>Energy Use &amp; Emissions</b> Reduce our energy footprint	47 MWh Electricity Used / Million USD.	46.4 MWh Electricity Used / Million USD.	44 MWh Electricity Used / Million USD. 7% reduction*.	6% Reduction in Total Electricity Use*.	43 MWh Electricity Used / Million USD. 2% reduction*.
<b>Water Use &amp; Quality</b> Minimize water use across the organization	0.16 M Liters Used / Million USD.	0.15 M Liters Used / Million USD.	0.13 M Liters Used / Million USD 13% reduction*.	5% Reduction in Total Water Use*.	0.15 M Liters Used / Million USD 14% increase however the target is over the 3 year period 2018-2020*.
<b>Spills / Uncontrolled Releases</b> Reduce our uncontrolled releases	44 Spills (Total) > 1 BBL.	22 Spills (Total) > 1 BBL.	9% increase in Total Number of Spills (24 spills > 1BBL) No change*.	5-15% Reduction depending on 2018 spill incident rate.	13% reduction in Total Number of Spills (21 spills > 1 BBL) 4% reduction*.
	17 Spills (Hydrocarbon) > 1 BBL.	12 Spills (Hydrocarbon) > 1 BBL.	25% increase in Spills of Hydrocarbon > 1BBL (15 spills > 1BBL Hydrocarbon) 50% reduction*.		13% increase in Spills of Hydrocarbon > 1BBL (17 spills > 1BBL Hydrocarbon) 25% increase*.
<b>Waste Management</b> Reduce hazardous waste produced and minimize non-hazardous waste produced	28 M Tons Hazardous Waste / Million USD.	69 M Tons Hazardous Waste / Million USD.+	21 M Tons Hazardous Waste / Million USD. 30% reduction*.	3% Reduction in Hazardous Waste Produced*.	13 M Tons Hazardous Waste / Million USD 38% reduction*.
	32 M Tons Non-Hazardous Waste / Million USD.	45 M Tons Non-Hazardous Waste / Million USD.+	21 M Tons Non-Hazardous Waste / Million USD. 44% reduction*.	3% Reduction in Non-Hazardous Waste Produced*.	33 M Tons Non-Hazardous Waste / Million USD. 57% increase*. * Increase assessed to be linked to high number of facility closures
<b>Health &amp; Safety</b> Continuously improve our health and safety statistics, with the ultimate goal of no injured employees	Total Recordable Incident Rate (TRIR) per 200k operating hours: 0.35	TRIR: 0.37	TRIR: 0.33 11% decrease, despite working more man hours	If 2018 target met: -5% If 2018 target not met: 2018 target; 2019 Target: 0.33	TRIR: 0.28 Target met, 15% decrease.
	Lost Time Incident Rate (LTIR) per 200K operating hours: 0.07	LTIR: 0.08	LTIR: 0.06 25% decrease, despite working more man hours	If 2018 target met: -5% If 2018 target not met: 2018 target; 2019 Target: 0.06	LTIR: 0.05 Target met, 17% decrease.
	Preventable Vehicle Incident Rate (PVIR) per 1M miles driven: 0.24	PVIR: 0.25	PVIR: 0.38	If 2018 target met: -5% If 2018 target not met: 2018 target; 2019 Target: 0.29	PVIR: 0.37 3% decrease in PVIR but Target NOT met * Beginning in 2020 the KPI being monitored and tracked is PVIR (High Severity). This KPI was applied retroactively; the 2019 result for PVIR (HS): 0.09
<b>Quality</b> Improve our processes to reduce the number of nonproductive time (NPT) incidents	21% reduction in NPT YoY (per 1K operating hours).	23% reduction in NPT YoY.	22.22% decrease, despite working more man hours	If 2018 target met: -5% If 2018 target not met: 2018 target 0.41 NPT % Target Globally	23.26% increase.

+ Significant volumes of hazardous and non-hazardous waste were generated during the closure of the PPS business in the US and closure / consolidation of manufacturing, laboratories and service locations.

\*Normalized to Revenue

\*\*Volume of Spills > 1BBL Hydrocarbon

Thousand Gal	2016	2017	2018	2019	
Volume from all Spills > 1BBL	0.98	0.5	0.23	0.27	16% increase in volume released from 2018
Volume from releases of Hydrocarbon > 1BBL	0.44	0.65	0.27	0.32	17% increase in volume released from 2018

The increase in spill numbers and volume (>1BBL) can be attributed to increased operational activity. When normalized to revenue or man hours, the number of all spills >1BBL remains unchanged, and the number of spills of hydrocarbon bearing liquids >1BBL decreases by 50%.



RESPONSIBLE OPERATIONS

	2016 Performance	2017 Performance	2018 Goals	2018 Performance	2019 Goals	2019 Performance
<p><b>Ethics</b> Focus on continuously building a culture of ethics and integrity</p>	<p>We must ensure this permeates the organization from top executives to middle management to the frontline employee population.</p>					<p>Weatherford's Q1 2019 Weatherford Live event included an Ethics and Compliance session integrating the story of convicted Foreign Corrupt Practices Act conspirator Richard Bistrong into risks and lessons learned for our organization. The presentation was a combination of live delivery by Compliance leadership and a video interview by Compliance of Mr. Bistrong.</p> <p>Throughout the year, in addition to standard Ethics &amp; Compliance messaging and communications, Weatherford instituted a quarterly Compliance message highlighting a relevant and timely topic of Ethics and Compliance value, and delivered the messages to all employees in coordination with Operational leadership.</p>
<p><b>Supply Chain Management</b> Increase oversight and monitoring of supplier population</p>	<p>Launched anti-retaliation campaign to raise employees' awareness - with an emphasis on management - on our prohibition on retaliation of any form.</p>	<p>Launched organizational justice campaign to promote transparency into our goals of ensuring: effective reporting avenues; prompt resolution of concerns; fair discipline; no retaliation; and continuous monitoring of our program and risks.</p>	<p>Formally define elements of our Company's culture of integrity and launch employee messaging campaign regarding same.</p>	<p>Ethics and Integrity is a core value of Weatherford and has been communicated about consistently in our internal and external messaging. Weatherford also celebrated International Human Rights and Anti Corruption Days.</p>	<p>Continue to innovate organizational messaging regarding ethics and integrity to ensure communications are consistently delivered and relevant and engaging in substance.</p>	<p>We identified the use of outsourced labor as posing the highest risk to the company as it relates to modern slavery. Within our population of active contingent labor suppliers, we considered geographic and other risk factors, and identified among them those we deemed the highest risk. We plan to finalize and launch an audit process for this group of suppliers in 2020.</p>
<p><b>Human Rights / Labor</b> Document and develop our approach to ensuring our Company universally respects all aspects of human rights</p>	<p>Launched internal Data Privacy working group to focus on data privacy risks and best practices in developing a corporate framework regarding same.</p>	<p>Issued Human Rights Standard guided by international human rights principles found in the Universal Declaration of Human Rights, the Voluntary Principles on Security and Human Rights, and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Compliance.</p>	<p>Survey our operations and implement controls to ensure that proof of age and proof of payment are uniform requirements globally.</p>	<p>We developed a Human Trafficking Course that will launch in 2019 to provide supply chain employees and others guidance on ensuring proof of age, proof of payment, and other human rights factors and potential red flags are reviewed carefully before engaging in operations.</p>	<p>The company's goals were two-fold. First, to launch the Human Trafficking course developed in 2018. Second, to increase Human Resource's quality of execution in respect to managing labor relations, trade union engagement, and investigating employee concerns and grievances regarding their work experience at Weatherford.</p>	<p>First, Weatherford launched the online Human Trafficking course to a risk-based population of employees to raise awareness regarding human trafficking risk awareness.</p> <p>Second, Weatherford kicked off 2019 with a new Global Employee Relations organization, tasked with focusing on labor relations, trade union engagement, investigating workplace grievances, and anticipating and instituting actions to decrease the volume of issues that could manifest into grievances. The Global Director of Employee Relations and the Director's team work closely with our Human Resources and investigative professionals throughout our operations as appropriate. In addition, the Employee Relations Center of Excellence is directly involved with trade union and workers' council negotiations in the 20 Countries globally where Weatherford employees are members of unions or councils.</p>
<p><b>Security</b> Enhance Weatherford's preparedness to identify and manage the consequences of risk events that may befall the company</p>	<p>We aim to prevent any activity that may disrupt company operations to an unacceptable level.</p>					<p>To expand on the progress made in 2018 with the launch of a Disruptive Event Management Standard, in 2019, the company launched an enterprise-wide Crisis Management and Business Continuity (CMBC) program. The CMBC team began working with key sites to develop business continuity strategies, aligned existing standards and developed new ones to support the CMBC program, and created a framework for the Global Crisis Management Team, including plans for training and tabletop exercises.</p>
	<p>Identified security specific risk exposures that presented unacceptable consequences to Weatherford and developed Security Emergency Response Plans and Security Emergency Evacuation Plans for all "High" and "Medium" risk countries in which Weatherford operates.</p>	<p>Transitioned all Weatherford security risk management materials to a proprietary online platform allowing real-time vision of risk. Developed the Disruptive Events Management Standard to underpin an all-hazards approach to enterprise resilience management going forward.</p>	<p>Issue Disruptive Event Management Standard, triggering formation of Disruptive Event Management Teams in each of Weatherford's 14 geozones, responsible for identifying risks through workshops, preparing responses to scenarios or incidents that could befall the company.</p>	<p>The Disruptive Event Management Standard addresses responsibility and accountability for identifying risks, including forming Disruptive Event Management Teams in each of Weatherford's Geozones, responsible for preparing responses to scenarios or incidents that could befall the company. All Geozone management teams have been trained on the Standard through a workshop style session.</p>	<p>Create a single organizational resilience governance structure to ensure Weatherford is prepared for, can respond to, and can recover from major events that may impact our employees and operations anywhere in the world.</p>	



GLOBAL CITIZENSHIP

	2016 Performance	2017 Performance	2018 Goals	2018 Performance	2019 Goals	2019 Performance
<p><b>Philanthropy</b> Promote a culture of giving that is aligned with Company values, makes a direct impact to the communities in which we operate, and is measureable</p>	No formal policy in place.	Company-wide Charitable Giving Standard drafted. Established Weatherford Foundation, Inc., a 501(c)(3) entity.		Formalized corporate charitable giving standard and established framework to track donations.	Expand Weatherford Walks giving program to include fourth charity and broaden impact in Houston community.	Spindletop Charities, Inc. was added to the Weatherford Walks program. This organization provides aid to programs targeting child abuse prevention, pediatric medical research, drug and alcohol abuse prevention and rehabilitation, education and scholarships, school safety, therapeutic services, after-school programs, and family health. In 2019, Weatherford Walks donated more than \$370,000 to be split equally amongst four Houston charities.



WORLD-CLASS PEOPLE

<p><b>Workforce Retention</b> Foster a culture of inclusion that celebrates our diverse workforce and enables employees to bring their true self to work</p>	No formal program in place.	Established Diversity and Inclusive (D&I) Leadership Committee which issued the Company's first enterprise engagement survey on D&I, approved a global minimum maternity and adoption leave policy, enacted a global real estate policy for nursing rooms, and established three employee network groups: Women of Weatherford, Weatherford Young Professionals, and Weatherford LGBTQ.	Drive support for our Networks and establish new ones desired by our employee base.	New Veterans Network established after interest from within the organization was raised. All Networks continue to expand their presence and reach across the company.	Expand networks, as desired globally. Foster inclusive culture through enhanced employee engagement.	<p>The company established women's network chapters within several Geozones, including those within the Eastern Hemisphere.</p> <p>Weatherford increased community service engagement by Network members.</p> <p>Weatherford mobilized a global culture champion network to foster inclusive behaviors and delivered Ally training and a handbook regarding how to best to support underrepresented LGBTQ employees.</p>
			Implement advancements to our recruitment process inclusive of blind resume review to tackle biases in hiring. Issue D&I training on bias - conscious and unconscious - so that we raise our enterprise culture bar to ensure respect and inclusivity always and for everyone.	Programs to support advancements to our recruitment process evaluated.	Increase number of female personnel in the company with a specific emphasis on increasing female representation in Operations. Drive unconscious bias awareness across the organization globally. Enhance retention and development programs.	