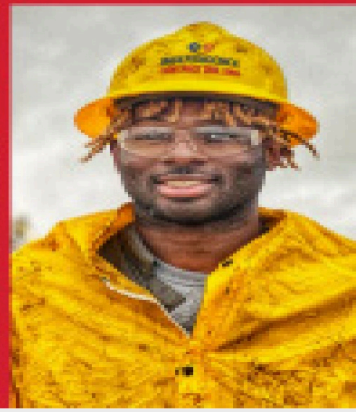
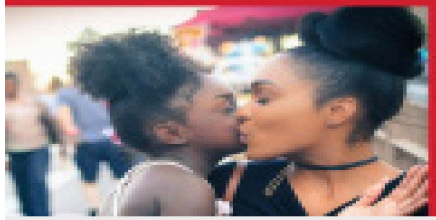












2021

SUSTAINABILITY REPORT

INDEPENDENCE®
CONTRACT DRILLING
NYSE: ICD

ENERGYPOINT RESEARCH INC
Rated 1st in Service & Professionalism
LAND DRILLERS
Customer Satisfaction
2018-19

ENERGYPOINT RESEARCH INC
Rated 1st in Service & Professionalism
LAND DRILLERS
Customer Satisfaction
2020

ENERGYPOINT RESEARCH INC
Rated 1st in Service & Professionalism
LAND DRILLERS
Customer Satisfaction
2021



ICD RIGS ARE

100%

DUAL-FUEL / Utility-grid POWER

CAPABLE

DISTRIBUTED

OVER 500

CHRISTMAS GIFTS TO CHILDREN'S CHARITIES IN THE COMMUNITIES IN WHICH WE OPERATE.



510

NUMBER OF EMPLOYEES

CREATING

DIVERSITY IN THE

WORKPLACE



8,000+

EMPLOYEE TRAINING

COURSES

COMPLETED

OPERATIONZERO

"OUR PEOPLE ARE OUR MOST IMPORTANT RESOURCE." ANTHONY GALLEGOS, PRESIDENT & CEO

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MESSAGE FROM THE CEO



PRESIDENT & CEO, ANTHONY GALLEGOS

FOCUSING ON CUSTOMER SATISFACTION

RECRUITING HIGHLY QUALIFIED, DIVERSE TEAM MEMBERS

BUILDING ESG INITIATIVES FOR THE FUTURE

For ICD, fiscal 2021 represented a year of significant and meaningful transition. ICD entered the year still in the depths of the COVID-19 pandemic with only eight rigs operating, but by the end of the year had sixteen rigs operating. To meet this unprecedented pace of growth, we relied heavily on our Core Values and our systems and processes supporting health and safety and employee training and development. Fiscal 2021 also created opportunities to reinforce our commitment to sustainability and community support. In this report, ICD updates readers on performance, health and safety, our commitment to the environment, employee training and development, our community involvement and corporate governance.

For 2021, we are exceptionally proud of all of our employees dedication and response to the unprecedented growth and pace of rig reactivations. In fact, for the fourth year in a row, ICD was ranked #1 for service and professionalism in EnergyPoint Research's Land Drilling Customer Survey for 2021, and were one of three land drilling contractors recognized for overall customer satisfaction in such survey.

Each day in 2021 we strived to implement the ICD Way not only on our well site locations but also in our everyday lives. Our Core Values also pushed us to focus on continuous improvement to our people development processes and initiatives.

In the face of this unprecedented growth, we still decreased operational downtime in 2021 compared to 2020. We could not have achieved this success without intense operational focus and our dedication to people development and training. However, I am most pleased to report that we did not have any significant safety or asset incidents during the year, including no environmental incidents. In fact, incident severity fell 53% in 2021 compared to 2020.

During 2021, ICD continued to focus on our operations and sustainability, identifying ways to eliminate unnecessary GHG emissions. As we transitioned back to a more normal work environment during 2021, we maintained many of the lessons learned during the pandemic that maximize employee well-being and reduce our environmental footprint.

Overall, 2021 reinforced that each ICD Family member is responsible not only to our company, customers, stakeholders, and investors, but to themselves to ensure our Core Values are always upheld. We are committed to operating at the highest standards, ensuring inclusivity and diversity among our workforce, and establishing a promise to protect the environment and the communities in which we operate.

ABOUT US

AT ICD WE PRIDE OURSELVES ON BEING A COMPANY THAT STAYS TRUE TO OUR CORE VALUES IN ALL OF OUR DEALINGS WITH BOTH OUR EMPLOYEES AND OUR STAKEHOLDERS. WE WANT TO SET THE STANDARD FOR OUR INDUSTRY AND OUR CORE VALUES ALLOW US TO BE PROACTIVE AND ACT PROGRESSIVELY TO AFFECT CHANGE ONE DRILLING LOCATION AT A TIME.



THE SECRET OF CHANGE IS TO FOCUS ALL OF YOUR ENERGY NOT ON FIGHTING THE OLD, BUT ON BUILDING THE NEW. SOCRATES

ICD has established ourselves as an agile company that is prepared to not only adapt to industry change but environmental change as well.



FOCUS ON OPERATION ZERO



LOCKED INTO EFFECTING CHANGE

WHAT WE DO

1. DRILL OIL & NATURAL GAS WELLS AT THE DIRECTION OF OUR E&P CUSTOMERS
2. PRIORITIZE HEALTH, SAFETY & ENVIRONMENTAL STEWARDSHIP WHILE PROVIDING OPERATIONAL EXCELLENCE
3. DEVELOP & UTILIZE RIG TECHNOLOGY TO IMPROVE PERFORMANCE, SAFETY & REDUCE OUR CARBON FOOTPRINT
4. PROVIDE COMPREHENSIVE TRAINING & DEVELOPMENT TO ALL PERSONNEL TO ENSURE COMPLIANCE & CAREER DEVELOPMENT
5. PROVIDE A FULL RANGE OF HEALTH, DISABILITY & FINANCIAL BENEFITS TO OUR EMPLOYEES



"Our clients choose ICD because we provide best-in-class drilling performance, alongside offering industry leading customer service and support at all levels of the organization." Scott Keller, SVP Business Development

WHAT WE DON'T DO

1. TRANSPORT, STORE OR REFINE NATURAL GAS OR OIL
2. HYDRAULIC FRACTURING
3. OWN, LEASE OR MANAGE THE LAND ON WHICH OUR RIGS OPERATE
4. PARTICIPATE IN DOWNSTREAM OPERATIONS
5. TREAT OR DISPOSE OF WASTEWATER FROM DRILLING SITES

OUR PHILOSOPHY



OPERATION ZERO

STRIVING TO PROVIDE ZERO EMISSIONS, ZERO INCIDENTS, & ZERO DOWNTIME

RIGHT EQUIPMENT, RIGHT PEOPLE, RIGHT TIME... EMPOWERING CHANGE THE ICD WAY

At ICD empowering change has become a way of life. We are working each day to review processes and procedures in order to make changes in a multitude of different ways.

From transitioning to paperless onboarding/ invoice/expense systems and installing LED and crown lighting, to reducing truck loads and providing dual fuel and utility-grid power options for operators, we are committed to doing our part to ensure a better tomorrow for our families and yours.

We believe every little bit helps and our team is working each day to continue to identify and address areas in which we can improve.

- ENVIRONMENT
- SOCIAL
- GOVERNANCE

FOCUSING ON THE FUTURE

OUR VISION

Be the leader in Health, Safety & Environment and Operational Excellence while providing services to support North American energy development.



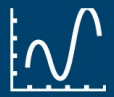
SAFETY

ICD's commitment to Safety puts the focus where it needs to be...on our ICD Family. Ensuring their safety at all times is always #1.



ENVIRONMENT

Striving to ensure we are not harming the environment in any way while focusing on improvements to provide a more eco-friendly workplace.



OPERATIONAL EXCELLENCE

Striving to continuously exceed our customers expectations and those of our other stakeholders.



PEOPLE

Our employees are our family. Ensuring their safety, providing them with industry leading healthcare, training and equal opportunities for advancement is not optional...it is required.



COMMUNITY

Giving back to the communities we work in is something that ICD is passionate about with a focus on child welfare in 2021.

OPERATION ZERO



Safety

Focus on zero safety incidents throughout the fleet.



Environment

Focus on zero spills while reducing our carbon footprint.



Performance

Focus on zero non-productive time and increased customer satisfaction.



People

Focus on providing an equal opportunity workplace for our employees.



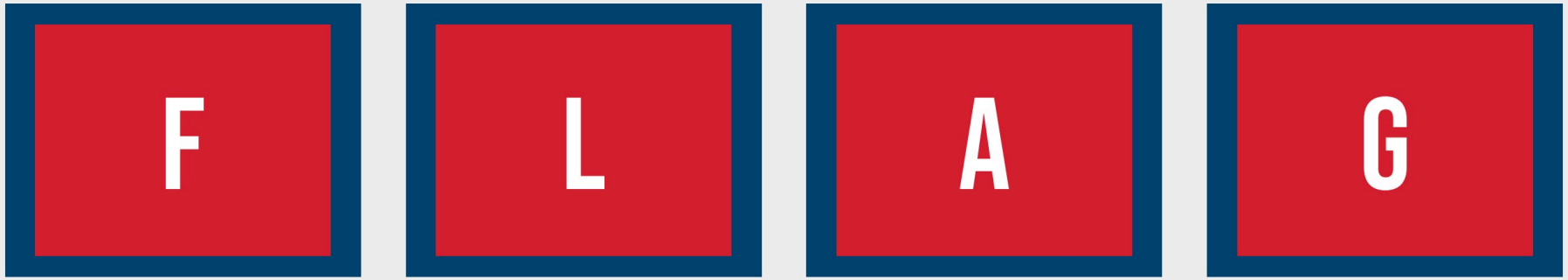
Community

Focus on increasing community outreach by organizing volunteer opportunities in the areas in which we work.

OUR CORE VALUES

- PEOPLE FIRST.
- CUSTOMER SERVICE FOCUSED.
- PERFORMANCE DRIVEN.

24/7 PROVIDING THE SAFEST AND MOST EFFICIENT CONTRACT DRILLING SERVICES IN OUR INDUSTRY



FOCUS
on safety, people and the environment.

LEAD
our industry with integrity and pursuit of performance.

ACCOUNTABLE
to all stakeholders including employees, customers, vendors, investors and the environment.

GREATEST
resource is our people.

INDUSTRY LEADERSHIP

ICD Core Values require us to not only lead from within, but also lead our industry with integrity and pursuit of performance. At ICD, we encourage all of our managers and leaders to actively participate in industry trade associations and groups that lead our industry and set overall industry objectives, in particular with respect to health, safety and environmental objectives.

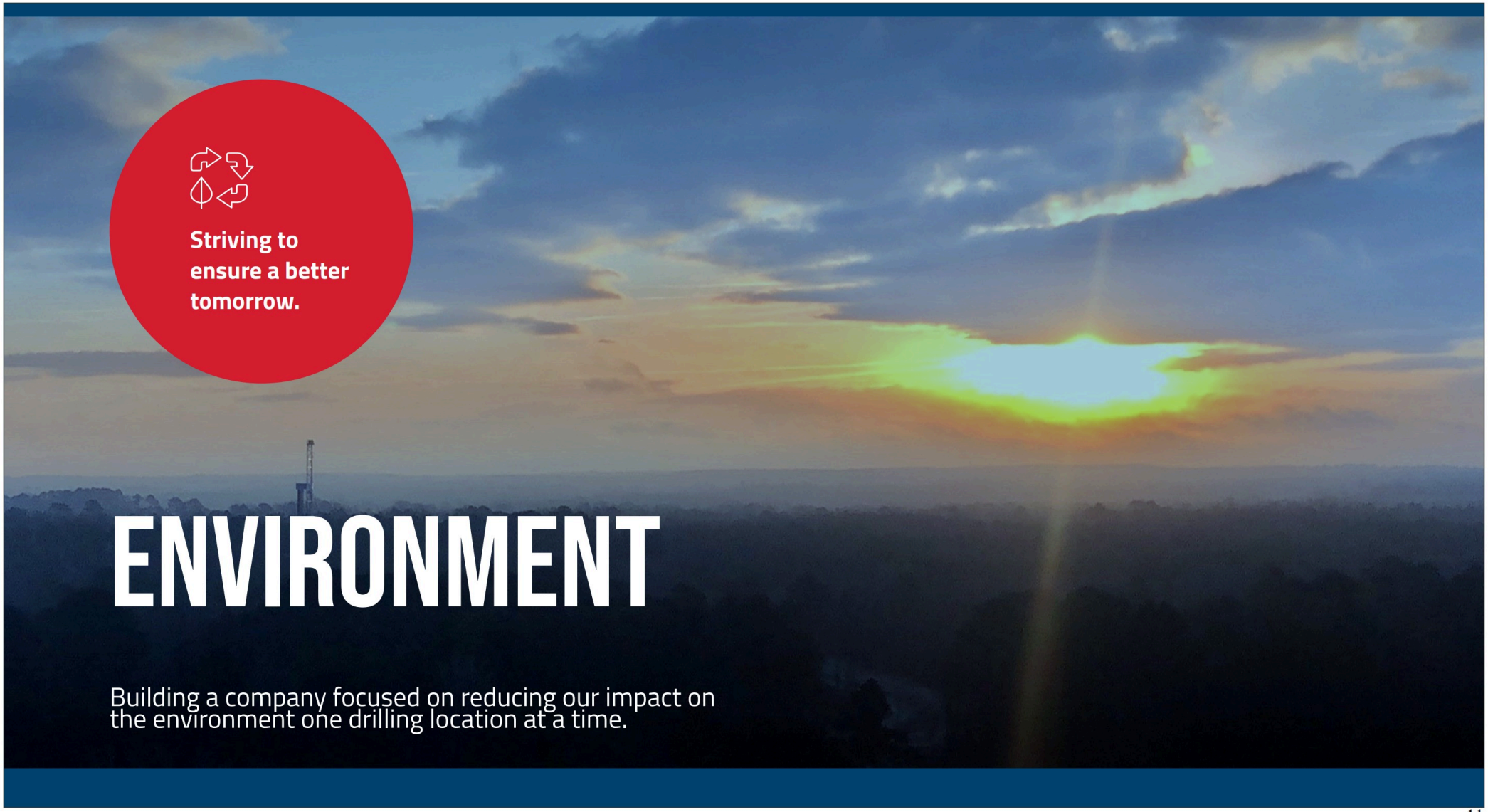
Today, ICD employees are members of the following institutions:

IADC MEMBER

API American Petroleum Institute

SPE International

More importantly, we encourage our employees to prioritize leadership participation in the industry organizations we chose as partners. We are very proud of the fact that members of ICD's management team participate on the Executive Committee of the IADC as well as the IADC's Accounting Issues, Health, Safety & Environment, Cybersecurity, Supply Chain and Young Professional Committees.


Striving to ensure a better tomorrow.
ENVIRONMENT
Building a company focused on reducing our impact on the environment one drilling location at a time.



OPERATIONZERO

REVIEWING EXISTING OPERATIONS TO LOCATE AREAS FOR IMPROVEMENT.

ENVIRONMENT

At ICD we work each day to reduce our impact on the environment. It starts by making the smallest of changes, such as going paperless in our corporate office, to upping our game by converting our generators to dual-fuel capable and adding utility-grid power to our drilling rigs.

At a glance these don't seem like major changes for a company to make until you take into consideration the trickle down effect of each of these changes. For example, utility-grid power reduces not only emissions from the rig itself but reduces the amount of traffic on roadways, therefore reducing GHG emissions across numerous locations.

We also continued our efforts to reduce and eliminate environmental spills. For 2021, we had zero spill incidents. We coordinate our approach through our Environmental Management Systems (EMS), which guides our conduct and responses with respect to environmental management.

The COVID-19 pandemic forced us to adapt to a remote work environment, which reduces the number of commuting vehicles on roadways in and around Houston. We learned that we can be just as effective in a remote environment as a traditional office environment.

As we transitioned back to a more normal work environment during 2021, we reduced the total number of employees required to return to the office, permanently reducing the number of office days required by our corporate staff by over 20%.

DUAL-FUEL USAGE

Each ICD rig is fully capable to support dual-fuel operations should it be elected by our customer.

UTILITY-GRID POWER

Each ICD rig is fully capable of utilizing utility-grid power should it be elected by our customer.

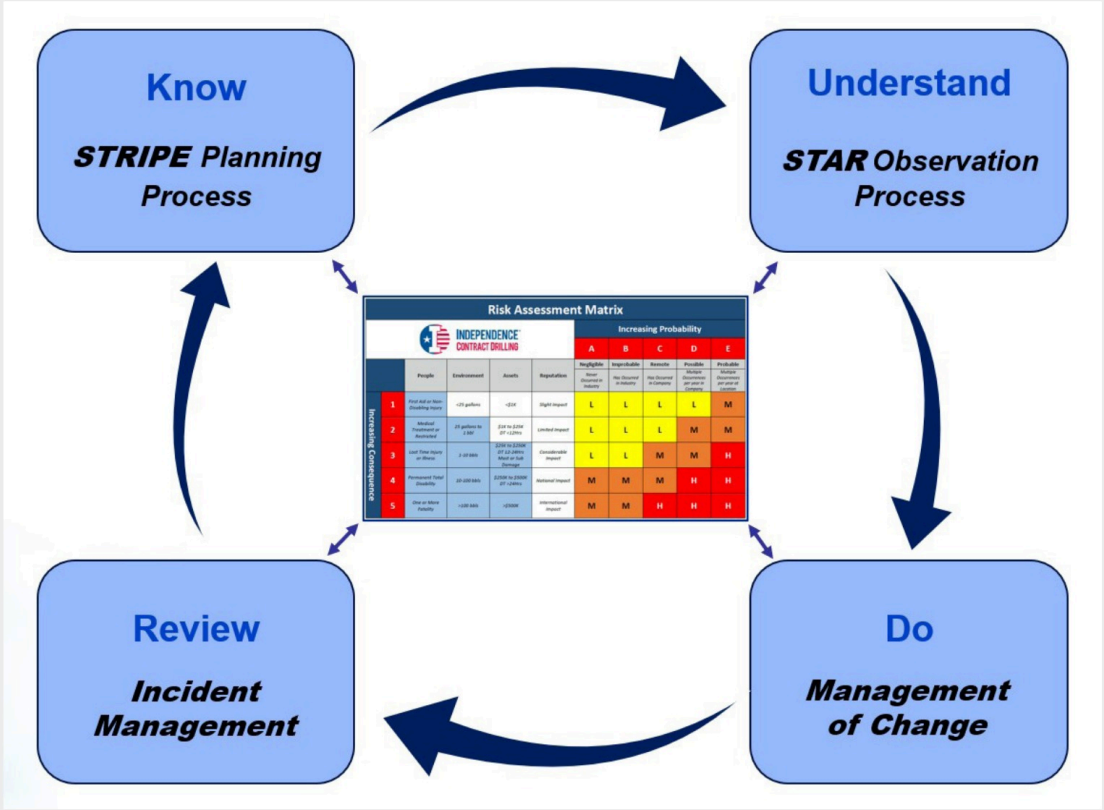
LED LIGHTING

Incandescent & halogen lights were replaced in all offices & on all ICD rigs.

REMOTE WORK

In response to COVID-19, ICD office employees moved to a remote work environment through June 2021. Today, over 20% of our office employees' work is completed remotely.

THE ICD WAY



The safety of our people and minimizing environmental impacts of our operations are primary ICD Core Values. In committing to living up to our Core Values, ICD has developed a comprehensive safety and environmental management system that provides for continuous learning and improvement and promotes employee feedback and engagement.

The foundation of our Safety and Environmental Management System is our Risk Assessment Matrix which provides us the ability to assess the risk associated with each activity performed. We utilize our STRIPE planning process to review each task we perform, our STAR observation process to enable employee input and feedback, our management of change process to implement improvements and changes to our processes and operations, and our incident management process to continuously review and improve our operations.

We are committed to reaching operational excellence in everything we do by living our Core Values and implementing them through our Safety and Environmental Management System which is reevaluated annually. We hold ourselves accountable for achieving our goals and mitigating and eliminating workplace and environmental hazards by completing regular audits and making achieving these goals a material component of our annual incentive compensation plans.

View ICD's full policy statements on Health, Safety & Environment at www.icdrilling.com.

2021 SAFETY STATISTICS

0
LOST TIME INCIDENTS

⇩ 53%
INCIDENT SEVERITY

0
SIGNIFICANT SPILLS



OPERATIONZERO STRIVING TOWARD ZERO INCIDENTS DURING ALL OPERATIONS



979,737
MAN HOURS

⇧ 18%
MAN HOURS

2.04
TRIR

GHG REDUCTION STRATEGIES

FOCUSED ON ESTABLISHING MEASURABLE GHG EMISSIONS

Starting with the most recognizable & measurable emissions first

SETTING GOALS & ANALYTICS TO CONTINUE TO MONITOR GHG

Identifying benchmarks & setting goals to ensure reductions



Utilizing natural gas rather than diesel fuel not only reduces GHG emissions but the number of trucks on roadways

DUAL-FUEL ENGINES



Tapping into electrical grid power, eliminates emissions at the well site and decreases the need for more trucks on roadways

UTILITY-GRID POWER



Utilizing LED lighting instead of traditional fluorescent lighting on all ICD rigs reduces energy use by 75%

LED LIGHTING



Working to improve customer communications ensures we are gathering the data needed to create change for generations to come

COMMUNICATION WITH CUSTOMERS



GHG SOURCES ARE DIFFICULT TO IDENTIFY & UTILIZING MEASURABLE FACTUAL STATISTICS IS CRUCIAL

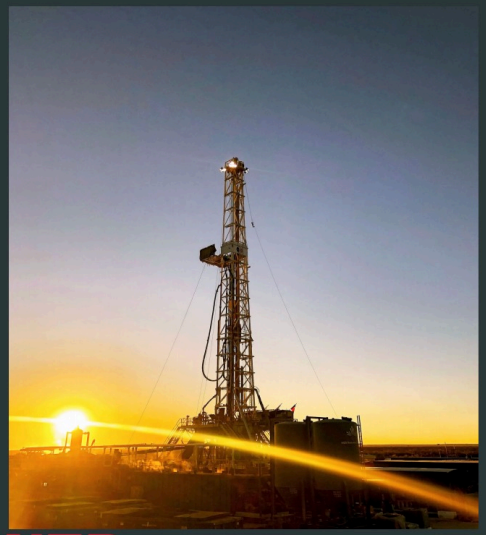
"YOU CAN ONLY IMPROVE WHAT YOU CAN MEASURE."

EVP & CFO PHILIP CHOYCE



By tapping into utility-grid power, ICD is reducing our onsite carbon footprint at the wellsite.

Absent utility-grid power drilling rigs generate their own electricity utilizing either diesel or dual-fuel power generation resulting in an increase of 10-20 metric tons of GHG gas emissions each day. Utilizing utility-grid electrical power not only reduces GHG emissions at the wellsite but also GHG emissions on roadways as well, due to a reduced number of trucks needed to transport diesel fuel to the wellsite.



ICD is focused on working with our customers on identifying and improving opportunities to reduce our GHG gas emissions at the wellsite and beyond.

Our management believes that working together with our customers to identify, define and collaborate on data collection and emission calculations will allow us to reduce our carbon footprint drastically in the years to come.

UTILITY-GRID POWER

LED CROWN LIGHTING

Installing LED crown lighting on all ICD rigs has decreased the number of rented, diesel-powered light towers on wellsite locations. These crown lighting systems are added at the top of the mast and provide light for rig operations.





The downward illumination of our crown lighting reduces light pollution to surrounding areas and eliminates noise pollution from additional generators that would have been ultilized to power the diesel-fueled light towers.

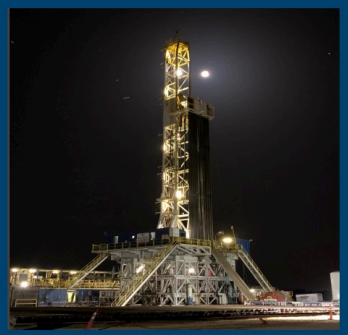
CONSERVING ENERGY

⇩ 85%
TOTAL WATTAGE ACROSS ALL RIGS

LED BULBS CONSUME 25% OF THE ENERGY OF A TRADITIONAL FLUORESCENT LIGHT BULB WHILE PROVIDING A 10% INCREASE IN BRIGHTNESS

⇩

DECREASE IN PRODUCT WASTE



FOCUS ON PROJECTED LIGHT

SINCE 2019, ICD HAS REPLACED ALL CONVENTIONAL HALOGEN LIGHTS WITH LED LIGHTS ON ALL RIGS & IN ALL OFFICE LOCATIONS HAS ADDED CROWN LIGHTING TO ALL RIGS.

A SIMPLE FIX TO LOWERING GHG EMISSIONS

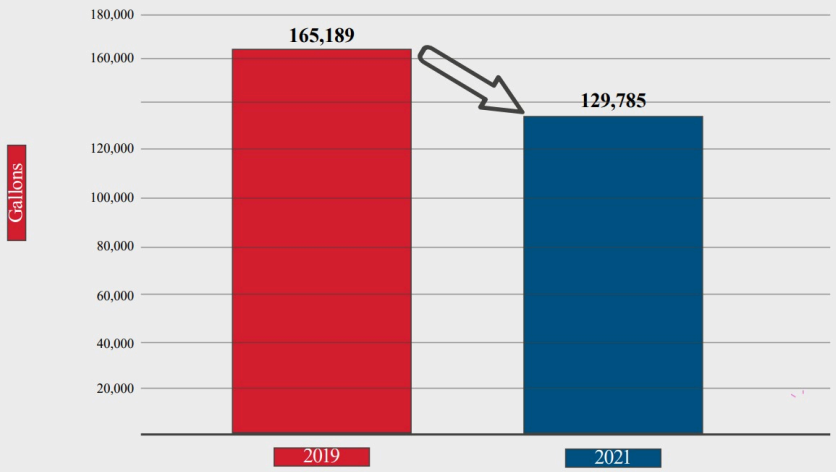
SUPPORTING DARK SKY INITIATIVES REDUCING LIGHT POLLUTION FOR THE BENEFIT OF NATIVE WILDLIFE AND NEARBY CITIES AND NEIGHBORHOODS

⇩21.43%

REDUCTION IN AUTO FUEL USAGE BETWEEN 2019 & 2021 FOR ICD COMPANY VEHICLES

SETTING BENCHMARK GOALS FOR 2021 TO REDUCE FUEL USAGE ON A PER RIG BASIS

2021 FUEL USAGE





INSTITUTIONALIZING PANDEMIC-RELATED FUEL REDUCTIONS ACROSS DEPARTMENTS

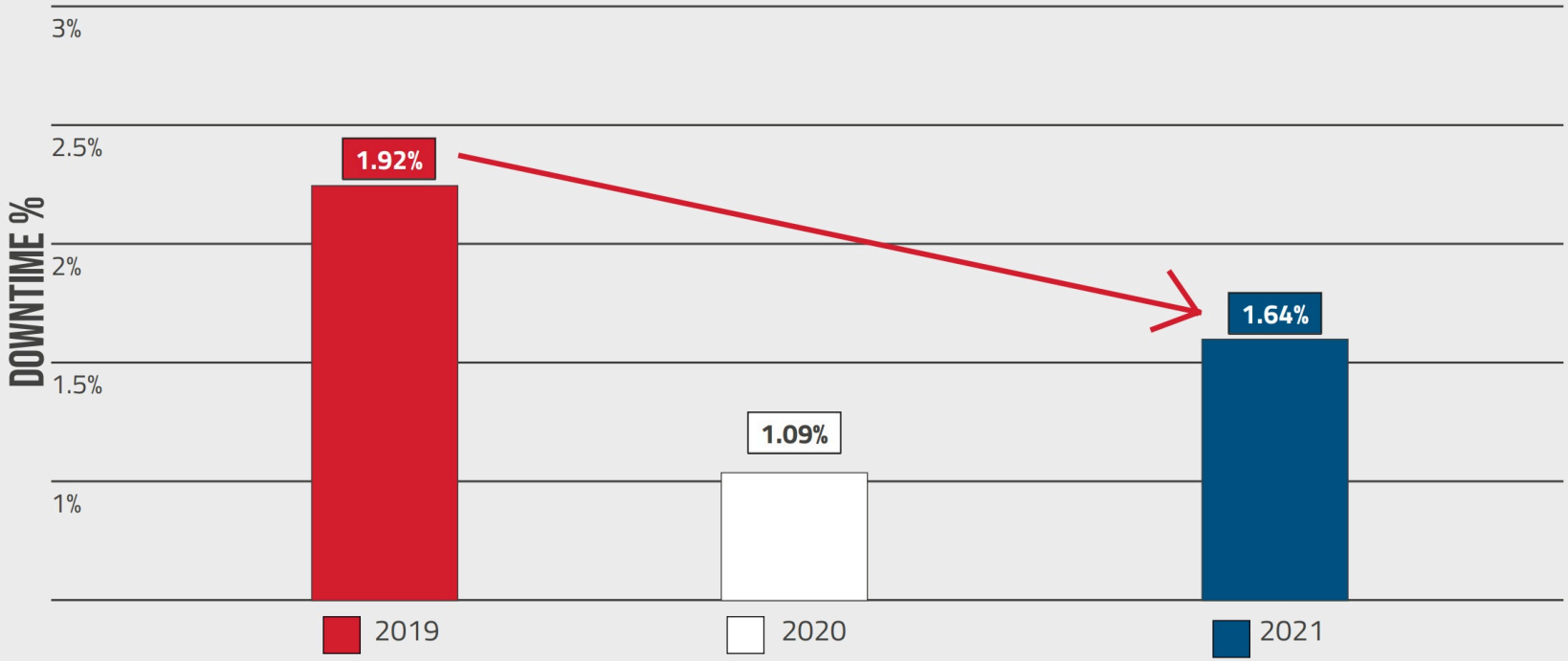
During 2021, as we returned from a remote work environment and reactivated rigs, we replaced aging fleet vehicles with new, more fuel-efficient vehicles. As a result, vehicle fuel utilized went down even as man hours increased by almost 18%.

LEARNING TO PERMANENTLY REDUCE FUEL USAGE AS CONDITIONS RETURN TO NORMAL.

2021 DOWNTIME RESULTS

OPERATION ZERO

2021 DOWNTIME 1.64% | REDUCTION OF 14.6% FROM 2019



AS OPERATIONS RECOVERED FROM THE COVID PANDEMIC, DOWNTIME FELL 14.6% FROM PRE-COVID LEVELS


Striving to provide a positive impact for our families and our communities.
SOCIAL
Creating platforms and programs to ensure our ICD Family and the communities we work in are provided for to the best of our ability.



PROVIDING WELLNESS BENEFITS AT AFFORDABLE PRICING

HEALTH & WELLNESS

At ICD we understand the importance of family and have created a benefits package that provides our employees and their dependents access to the best medical, dental and vision care, as well as opportunities to save money by utilizing company discounts for common services.

MEDICAL, DENTAL & VISION INSURANCE

Comprehensive PPO and HMO Plans with affordable annual deductibles, In-and-Out of Network Dental Plans for both basic and major services, and a Quality Vision Plan that provides discounts on services when using in network providers.

INCOME PROTECTION PLANS

Company-provided and Supplemental Life and AD&D Plans, Short-Term and Long-Term Disability Plans, and Hospital Indemnity, Group Accident and Group Critical Care Insurance provides our employees with financial assistance when it is needed the most.

401(K) PLAN & FLEX SPENDING ACCOUNT

Contributing to 401(k) and Flex Spending Accounts on a pre-tax basis allows our employees to pay less income tax while saving for retirement and future medical expenses.

EMPLOYEE DISCOUNTS FOR PHONE, CAR RENTALS, ETC.

ICD employees have access to multiple discounts through companies such as AT&T, Verizon, and Enterprise along with other valuable programs such as Travel Assistance when away from home.

MENTAL & PHYSICAL HEALTH



1 IN 5 PEOPLE IN THE US HAVE MENTAL HEALTH ISSUES

In 2021, we continued to see mental health issues in the US move to the forefront of health-related issues due to the COVID-19 pandemic that forced the world into isolation.

ICD's Employee Assistance Program provides employees confidential support for emotional, family and work issues 24/7.



DISCOUNTS ON PHYSICAL FITNESS IN PERSON GYM/ONLINE CLASSES

Starting at just $10 per month, ICD's comprehensive physical fitness benefits plan offers a mix of in-person and online classes to promote physical fitness.

By registering & tracking their workouts, employees are able to earn points to spend in the online store.



TELE-MEDICINE IS THE WAY OF THE FUTURE

Doctor office waiting rooms are more empty than ever these days due to telemedicine. Telemedicine allows employees to call or video chat with a physician regarding common issues.

ICD continued to see an increase in telemedicine usage in 2021.



CRITICAL CARE COVERAGE

ICD's Hospital, Accident & Critical Care Coverage provides additional coverage in those instances when our employees need it the most.

In 2021, ICD saw this benefit utilized more than ever.

STRIVING TO BUILD MENTALLY & PHYSICALLY HEALTHY EMPLOYEES

OUR PEOPLE...OUR RESPONSIBILITY

At ICD we are committed to educating and protecting each and every member of our ICD Family's fundamental social rights. Each year our human resources team along with select members of our management team meet to review our current policies to ensure that we are staying up to date on current state and federal policies and that we are providing the best training to our employees on these policies.

What began several years ago as a simple overview course on social rights has developed into a nine-course program that provides a comprehensive look into how people should be treated and what they should expect from their employers. This program also takes a look into the requirements of ICD leadership and the expectations our management team has for our leaders to be proactive in situations that require intervention. It also creates an atmosphere of inclusivity among their team.

"ICD's Social Responsibility Training is important to maintaining our family culture along with creating a safe working environment where employees can develop their talent and grow within the company."

Delores Jones, Recruiting & People Development Manager

2021
SOCIAL RESPONSIBILITY TRAINING

100%
PARTICIPATION & COMPLETION

PEOPLE DEVELOPMENT



At ICD People Development is one of our most important processes. Our People Development process combines online training, on-the-job training and succession planning. We want to ensure that we are preparing our employees to perform their jobs to the best of their ability, and identify individuals who are ready and able to assume a new position when an opportunity arises.

1 NEW HIRE ORIENTATION / ONBOARDING

Our four day New Hire Orientation/Onboarding serves as an introduction to ICD & provides new employees an opportunity to ask any & all questions they may have regarding the company.

2 ONLINE TRAINING

ICD's comprehensive online training program EHS Insight allows us to provide both individualized training and compliance-based training for each employee.

3 ON-THE-JOB TRAINING

To ensure our employees are trained in their positions, we have created an extensive program to review and assess employees on their competency in their current position and readiness for promotion positions.

4 LEADERSHIP TRAINING

Leadership roles are extremely important at ICD. We invest the time to ensure that our people are trained to be qualified to advance and move into supervisory roles when the opportunity arises.

5 SOCIAL RESPONSBILITY TRAINING

ICD is committed to ensuring all of our employees work in an environment free from discrimination and harassment. We work diligently to monitor our social climate and review our policies as required.

6 SUCCESSION PLANNING

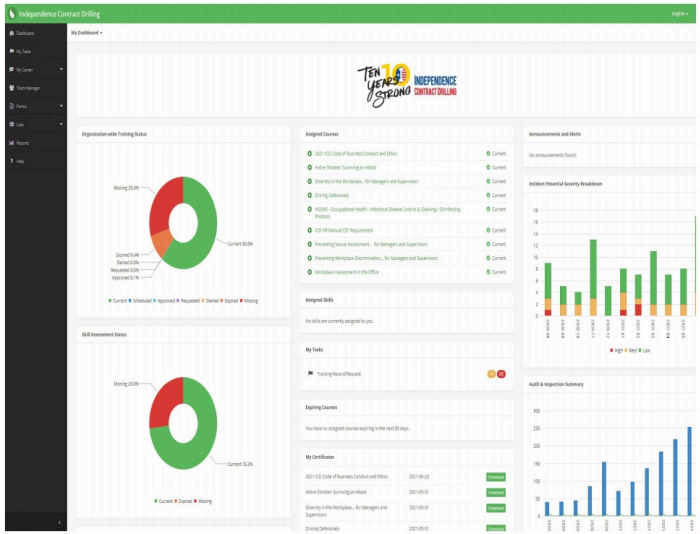
Succession planning helps ICD identify areas of strength within the organization along with recognizing gaps where a successor needs further development.

TRAINING & DEVELOPMENT



ENSURING WE ARE PROVIDING TRAINED & COMPETENT EMPLOYEES TO OUR CUSTOMERS

In our industry training is essential and remaining up to date on certifications and education on our processes and equipment is required. The pandemic forced us to reevaluate how we provide training to our employees and led us to the rollout of our EHS Insight online training program and the launch of virtual training classes with third-party compliance instructors.





STRIVING TO CREATE LEADERS IN ALL POSITIONS & DEPARTMENTS

ICD's Leadership Training focuses on teaching our employees how to identify members of their team who are performing at a high level and those who are not performing as expected. It also provides tools to assist them in challenging their team to perform at the highest level.

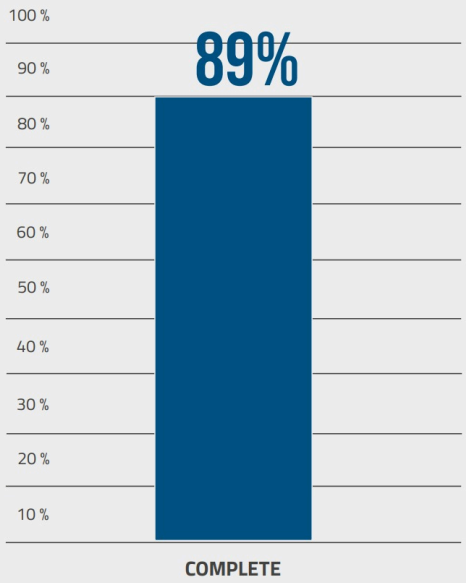
"THE TRAINING AND DEVELOPMENT OF OUR RIG TEAM MEMBERS AND SUPPORT STAFF IS AN INVESTMENT IN THE FUTURE OF OUR COMPANY." ANTHONY GALLEGOS, PRESIDENT & CEO

OVER 25,000 TRAINING COURSES COMPLETED IN 2021. 74% OF ALL 2021 NEW HIRES COMPLETED REQUIRED POSITION TRAINING BY YEAR END.

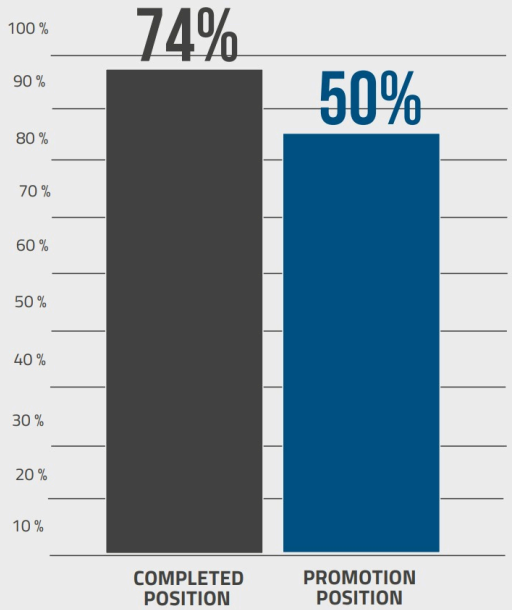
2021 TRAINING ANALYSIS



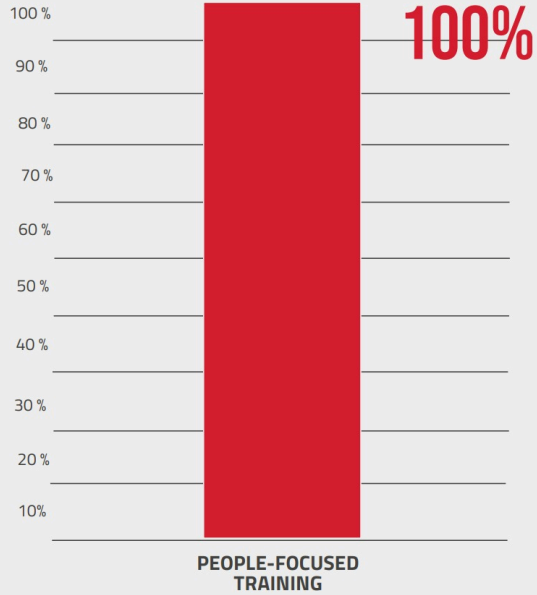
COMPLIANCE TRAINING



ON-THE-JOB TRAINING



PEOPLE-FOCUSED TRAINING



SANTA'S ROUGHNECKS







ICD implemented Santa's Roughnecks to give back to the communities in which we work as our way of saying "Thank You" for the support we receive each day.

Each office and rig designates a children's charity in their area of operation and stages a location-based toy drive...and they have a lot of fun putting this together for the kids!

Supported charities for 2021 were: BEAR Houston, Shriners Children's Hospital in Shreveport, LA, Dimmit County Child Services in Carrizo Springs, TX and Department of Texas Children's Services - Permian Basin.

PROVIDING OVER 1000 GIFTS TO 500 CHILDREN IN TX/LA IN 2021





GOVERNANCE

By following our Core Values and staying true to our Vision and Values, we are determined to uphold our commitments to our employees, investors and stakeholders.

CORPORATE GOVERNANCE

BOARD COMPOSITION

ICD's Board of Directors provides oversight of the Company's sustainability goals and activities. Our Directors possess diverse skill sets and qualifications and years of experience in a variety of fields.

The Board provides oversight through three standing committees: Audit, Compensation and Nominating and Corporate Governance. Continuing engagement throughout 2021 between investors, the Board and members of our executive management team focused on ICD's recovery from the COVID-19 pandemic, safety, operations, and finances.

BUSINESS ETHICS

Leading our industry with integrity and operational excellence is key to our Core Values.

We believe Business Ethics starts at the very top of our organization. That is why our business ethics policies begin with our Board of Directors and Executive Management and are reinforced throughout our organization.

We believe we all must conduct ourselves with the highest level of integrity and ethics, complying with not only the letter, but also the spirit of all applicable laws and regulations. We will always deal fairly and honestly with our vendors, customers, competitors, and each other and with the environment.

Our third-party ethics hotline provides employees and non-employees the opportunity to communicate directly with our Board of Directors and Executive Management by reporting ethical concerns or complaints in a confidential and anonymous manner. ICD carefully tracks, monitors and investigates any allegations of violations of our Code of Ethics and compliance policies.

DATA PRIVACY / CYBER SECURITY

Assessing the vulnerabilities of a company from a cyber perspective requires a detailed eye that constantly watches for the evolving digital threats companies face daily.

By conducting cyber security testing, analyzing trends in cyber attacks and threats, and ensuring our employees are armed with the knowledge and tools to deal with current and impending digital threats to our company, ICD's IT team works constantly to protect the integrity of our information systems.

View ICD's full policy statements on Corporate Governance at www.icdrilling.com.

CORPORATE GOVERNANCE

EQUAL EMPLOYMENT, ANTI-DISCRIMINATION, ANTI-HARASSMENT

At ICD we are committed to providing equal employment to all qualified employees and applicants without regard to race, color, ancestry, nationality, religion, sex, marital status, age, sexual orientation, legally protected disability, status in the U.S. uniformed services, status as a disabled veteran, or on any other basis protected under applicable law.

We are also committed to providing a work environment that is free from discrimination, harassment and intimidation for all ICD employees, applicants, vendors, contractors, visitors or guests.

ICD investigates any and all claims and takes corrective action when appropriate.

CONFLICTS OF INTEREST

Conflicts of interest arise when there is an opportunity for personal gain beyond the usual rewards of employment or when an employee's interests conflict with ICD's interests.

ICD is committed to monitoring our internal organizational structure to eliminate areas where a conflict of interest could occur or the appearance of a conflict could be perceived.

Any reports of conflicts of interest will be investigated and corrective action will be taken where appropriate.

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PERFORMANCE DATA

Water	2021
Total Water Use (gallons)*	N/A

Emissions[1]	2021
Total Global Direct (Scope 1) GHG Emissions $(CO_2e)_2$ (metric tons)	60,775
Total Fuel Consumed (Scope 1) (gigajoules)**	1,060,627
Renewable (Scope 1)	0%
% Tier 4 Engines	0%

Spills	2021
Total Number of Significant Spills	0

Economic	2021
Total Amount of Drilling Performed (feet)	3,195,377
Number of Active Rig Sites	243

PERFORMANCE DATA

Workforce Health and Safety	2021
Total Recordable Incident Rate (TRIR)	2.04
Total Lost Time Incident Rate (LTRIR)	0.00
Fatality Rate	0.00
Total Vehicle Incident Rate (TVIR)***	N/A
Average Hours Health, Safety and Emergency Training	28.5
Full Time Employees****	510
Contract Employees****	0
Short Service Employees****	0

1 We follow the procedures established in the Greenhouse Gas Protocol Standard (Revised Edition) to calculate our annual GHG emissions. As part of the process, we apply conversion factors to determine GHG emission values utilizing the United States Environmental Protection Agency's (EPA) Emissions Factors for GHG inventories published in March 2020 for fuel consumption.

2 Scope 1 includes all main engines and company owned trucks.

*Not Applicable. Refer to page 6 for further information.

**ICD rig engines and ICD on-road vehicles.

***Not Applicable. ICD is not regulated by Department of Transportation (DOT).

****As of December 31, 2021.

APPENDIX A

SASB

Category	Metric	Indicator	Relevant ICD Discloser(s)
Managment of the Legal and Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	EM-SV-110a.3	Industry Leadership, p. 10
Water Management Services	Total volume of fresh water handled in operations	EM-SV-140a.2	What We Do, Don't Do, p. 6
Ecological Impact Management	Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	EM-SV-160a.1	Environment, p.12-13
Emissions Reduction Services and Fuels Management	Total fuel consumption, percentage renewable, percentage used in (1) on-road equipment and vehicles and (2) off-road equipment*	EM-SV-160a.2	Performance Data, p. 31
	Discussion of strategy or plans to address air emissions-related risks, opportunities and impacts	EM-SV-320a.1	GHG Reduction Strategies, p. 15
	Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions*	EM-SV-320a.2	Performance Data, p. 31
Workforce Health and Safety	(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	EM-SV-530a.2	Performance Data, p. 31

APPENDIX A

SASB

Activity Metric	Indicator	Relevant ICD Disclosure(s)
Number of Active Rig Sites	EM-SV-000.A	Performance Data, p. 31
Total Amount of Drilling Performed	EM-SV-000.B	Performance Data, p. 31
Total Number of Hours Worked by All Employees	EM-SV-000.D	Performance Data, p. 31

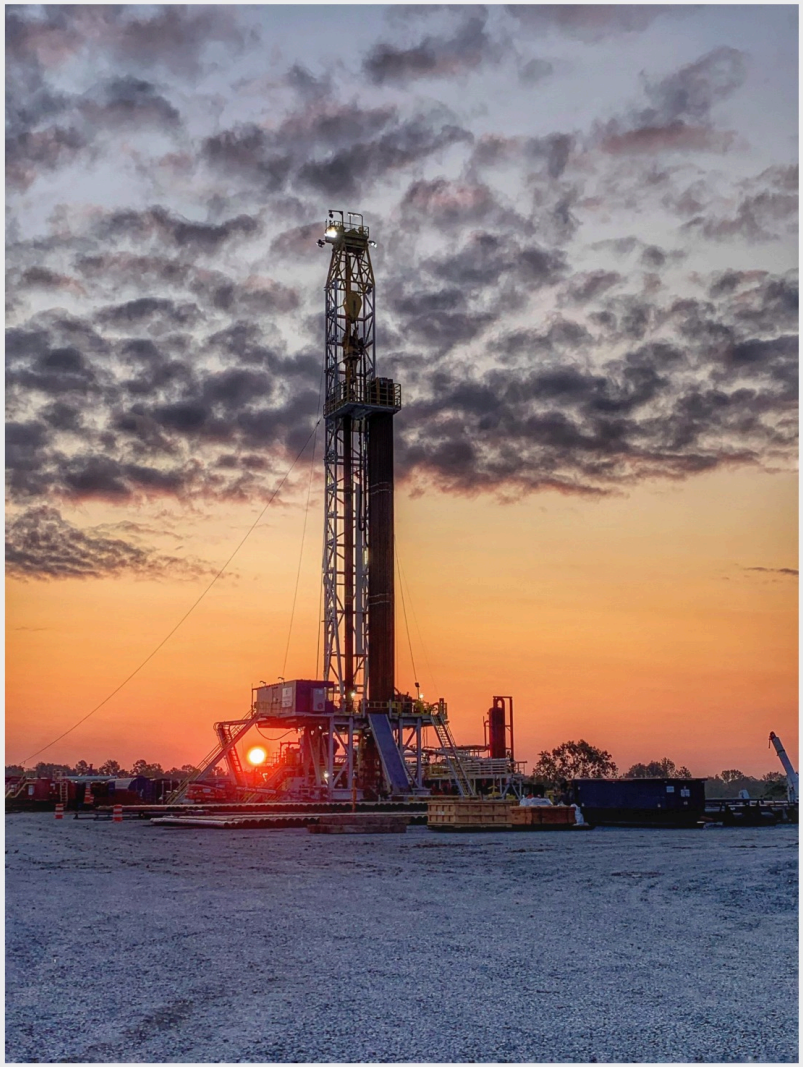
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