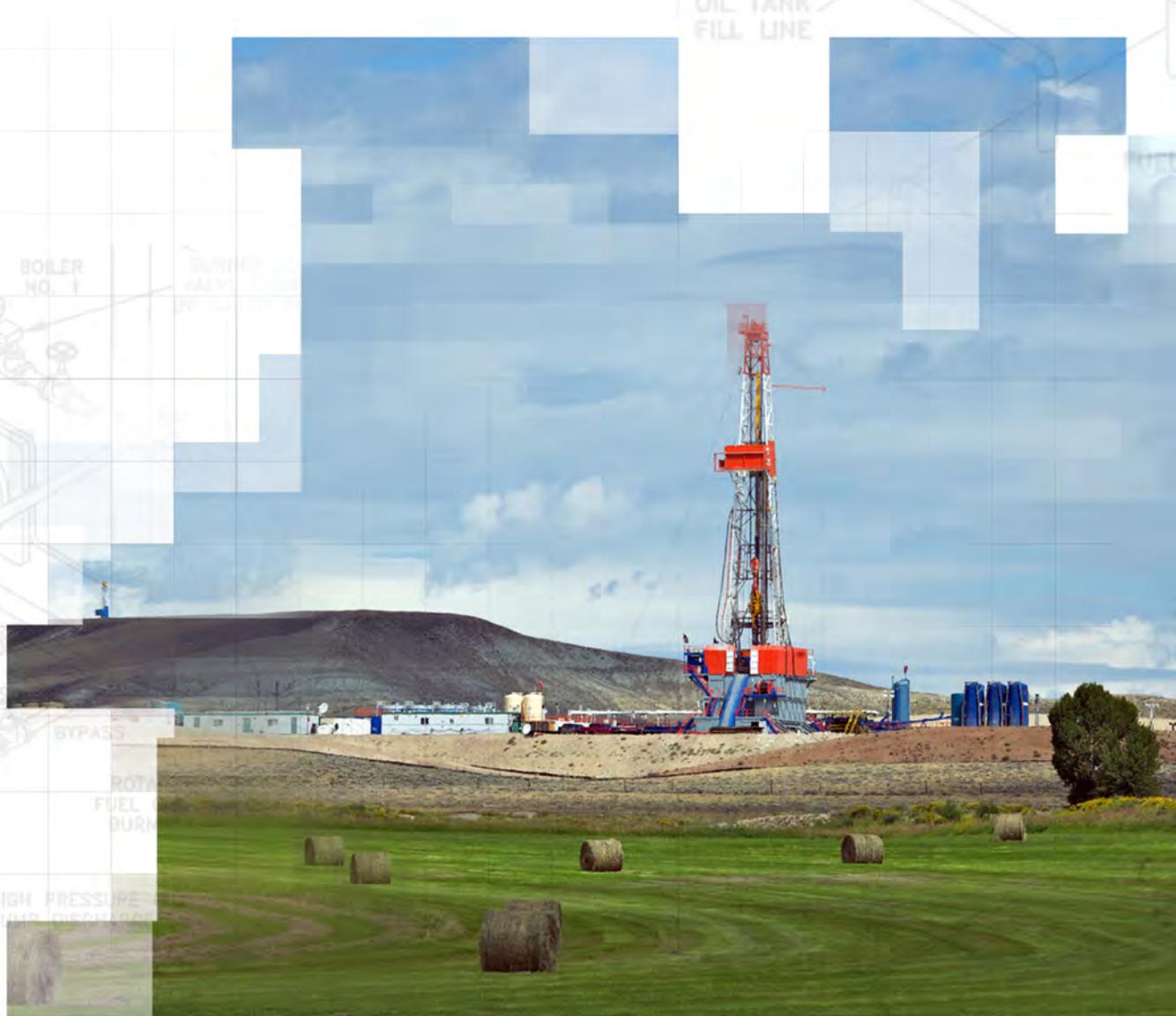


HALLIBURTON

# CHARTING A NEW COURSE

Annual & Sustainability Report 2020



# COMPANY AT A GLANCE

In 2020, our workforce included:

NATIONALITIES **130**

In 2020, Halliburton employed:

EMPLOYEES **40,938**

## GLOBAL LOCATIONS

### North America

**2**

Number  
of Countries

**12,414**

2020  
Headcount



**33**

Number  
of Countries

**7,484**

2020  
Headcount



### Latin America

**12**

Number  
of Countries

**5,412**

2020  
Headcount



**1**  
Major Technology  
Center

### Middle East / North Africa / Asia Pacific

**28**

Number  
of Countries

**15,628**

2020  
Headcount



**4**  
Major Technology  
Centers

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# FINANCIAL HIGHLIGHTS

Topic (Millions of U.S. dollars (USD) and shares, except per share data)	2018 <sup>1</sup>	2019 <sup>1</sup>	2020 <sup>1</sup>
Revenue	\$ 23,995	\$ 22,408	\$ 14,445
Total Operating Expenses	\$ (21,528)	\$ (22,856)	\$ (16,881)
Operating Income (Loss)	\$ 2,467	\$ (448)	\$ (2,436)
Income (Loss) Before Taxes	\$ 1,814	\$ (1,122)	\$ (3,220)
Amounts Attributable to Company Shareholders:			
Net Income (Loss) from Continuing Operations	\$ 1,656	\$ (1,131)	\$ (2,945)
Diluted Income (Loss) Per Share from Continuing Operations	\$ 1.89	\$ (1.29)	\$ (3.34)
Cash Dividends Per Share	\$ 0.72	\$ 0.72	\$ 0.315
Diluted Common Shares Outstanding	877	875	881
Net Working Capital <sup>2</sup>	\$ 6,349	\$ 6,334	\$ 5,054
Total Assets	\$ 25,982	\$ 25,377	\$ 20,680
Total Debt	\$ 10,344	\$ 10,327	\$ 9,827
Total Shareholders' Equity	\$ 9,544	\$ 8,025	\$ 4,983
Cash Flows from Operating Activities	\$ 3,157	\$ 2,445	\$ 1,881
Capital Expenditures	\$ 2,026	\$ 1,530	\$ 728
Depreciation, Depletion and Amortization	\$ 1,606	\$ 1,625	\$ 1,058
Total Capitalization <sup>3</sup>	\$ 19,888	\$ 18,352	\$ 14,810
Debt to Total Capitalization <sup>4</sup>	52%	56%	66%

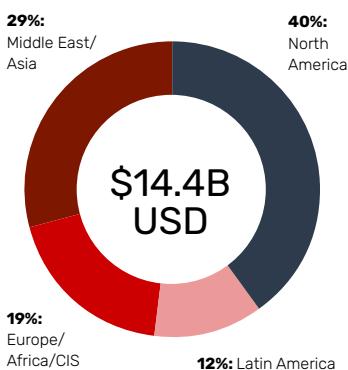
1. Reported results during these periods include impairments and other charges of USD 3.8 billion for the year ended December 31, 2020; USD 2.5 billion for the year ended December 31, 2019; and USD 265 million for the year ended December 31, 2018.

2. Working capital is defined as total current assets less total current liabilities.

3. Total capitalization is defined as total debt plus total shareholders' equity.

4. Debt to total capitalization is defined as the total debt divided by the sum of total debt plus total shareholders' equity.

## Geographic Diversity



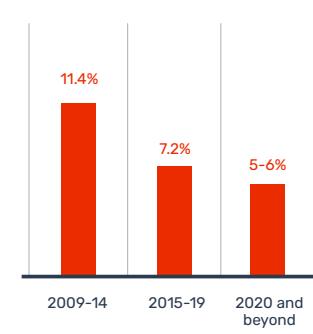
In 2020, Halliburton earned the majority of our revenue internationally. We reset our earnings power and improved margins in several key end markets, despite the activity slowdowns.

## Stable Free Cash Flow



Halliburton generated over \$1.1 billion of free cash flow\* in 2020, demonstrating our ability to generate consistent free cash flow in different business environments.

## Capital Efficiency



Leveraging new materials and design approaches, as well as digital innovation, Halliburton has significantly reduced our CAPEX requirements and extended the life of our equipment.

\* Management believes that free cash flow, defined as "operating cash flows" less "capital expenditures," is an important liquidity measure that is useful to investors and management for assessing the Company's ability to generate cash.

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE HIGHLIGHTS

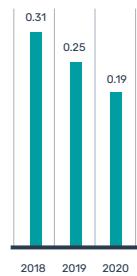
## ENVIRONMENTAL

Recordable Environmental Incident Rate

per 200,000 hours worked

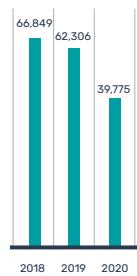


GHG Emissions Intensity Scope 1 &amp; 2

TCO<sub>2</sub>e/operating hours

Total Energy Consumption GJ

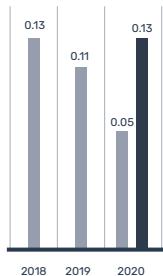
thousand gigajoule (GJ)



## SAFETY

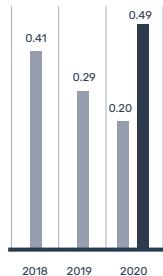
Lost-Time Incident Rate

incidents per 200,000 hours worked



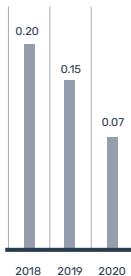
Total Recordable Incident Rate

incidents per 200,000 hours worked



Preventable Recordable Vehicle Incident Rate

incidents per million miles traveled

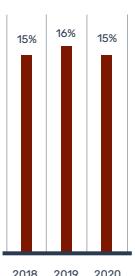


## GOVERNANCE

### SOCIAL

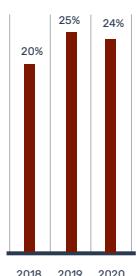
Gender Diversity in STEM Fields

percentage of all STEM employees

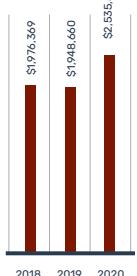


Racial Diversity in All Management

U.S. employees only (positions include junior, middle and senior management)

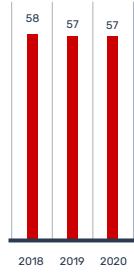


Charitable Giving thousand USD



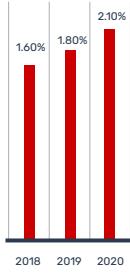
Local Ethics Officer Program

number of local ethics officers



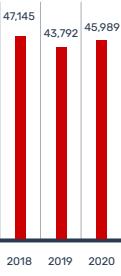
Research and Development Spend

percentage of revenue



Code of Business Conduct Training

participants



**Percent of spend with local suppliers increased to**

**84%**

**GHG emissions intensity based on operating hours reduced by**

**24%**

**Solar power purchase agreement (PPA) increased from 2019 by**

**44%**

**Lost-time incident rate improved by**

**55%**

# A LETTER TO OUR STAKEHOLDERS

**At Halliburton, we look to the future with optimism and focused on innovation. Throughout this Annual & Sustainability Report, you will read about how we are “Charting a New Course.” Despite the global pandemic and an unprecedented energy market downturn in 2020, our execution culture and core values turned what were once-in-a-lifetime challenges into extraordinary opportunities that reset Halliburton’s earnings power.**

Our dedicated employees embraced change as we fulfilled our value proposition to collaborate and engineer solutions to maximize asset value for our customers. We remained committed to helping our customers satisfy the world’s need for affordable and reliable energy provided by oil and gas – in a more effective, efficient, safe, and ethical manner – while minimizing environmental impact. We also used these opportunities to redesign and refocus our business to successfully navigate the downturn and position us for future success. As we look ahead, we are optimistic about the unfolding economic and demand recovery and are prepared to thrive by executing on five key Strategic Priorities.

## Our Strategic Priorities

### Drive Profitable Growth Internationally

This past year demonstrated that Halliburton has a strong international business that is deeper technically, geographically, and organizationally than ever before and it generated more than half of our 2020 revenue and income. Against a tough activity backdrop, we remained focused on increasing profitability and our actions resulted in overall international margin improvement. We also saw increasing international adoption and expansion of our newest drilling and digital technologies. We have a strong portfolio of mature fields completions and interventions work, a solid base of resilient integrated contracts, leverage to unconventional developments in Latin America and the Middle East, and a leading position in key active offshore areas. Adding to our existing



**Jeffrey A. Miller**  
Chairman of the Board,  
President and Chief Executive Officer

business lines, Halliburton has unique growth opportunities through the international expansion of our artificial lift and production chemicals businesses, especially in mature fields around the world. As we deliver existing products and services with new technologically advanced digital offerings, our current international strength combined with future opportunities will allow Halliburton to deliver profitable, returns-driven growth in the international markets.

### Maximize Value in North America

North America today is a different market than ever before. Even as customers shift their priorities from growth to returns, a structurally smaller North America remains a critical part of the global energy supply stack. As the market evolves, Halliburton

has responded. In 2020, we redesigned our service delivery platform and reset our earnings power in North America, where we remain the leading integrated services provider. We implemented digital technologies and process innovations to complete the most aggressive set of structural cost reductions in our history, which gave us meaningful operating leverage and cash flow generation ability. Our margins significantly outperformed expectations in the downturn and are poised to move higher as the recovery unfolds. These changes are sustainable, and, as the market recovers, are expected to improve margins and free cash flows. Our actions contributed to a leaner and more valuable North American business and, by resetting our earnings power, we have best positioned Halliburton to lead in the market's recovery.

### **Accelerate and Integrate Digital Technologies**

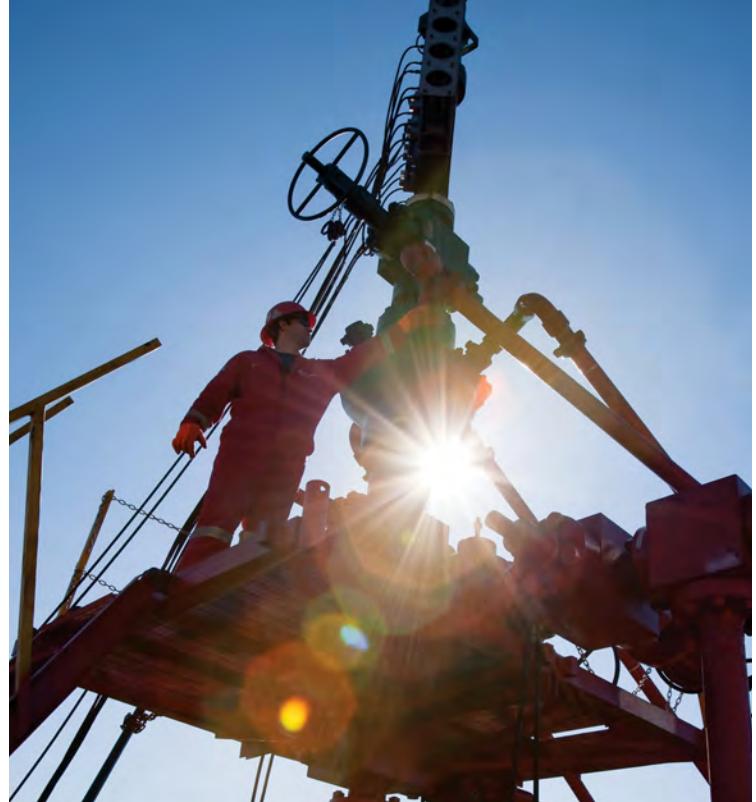
This is the decade of delivering on the promises of a digital and technologically advanced energy supply, and, at Halliburton, we've been investing for years for this moment. Halliburton 4.0 – our digital framework – permeates everything we do and is gaining traction every day. We are accelerating the deployment and integration of digital technologies both internally and with our customers. In 2020, we increased the breadth and depth of our digital offerings and delivered best-in-class performance across a spectrum of digital technologies. By deploying Halliburton 4.0, our customers improve productivity and efficiency, and Halliburton creates new revenue opportunities, even as it redefines our cost profile. These digital capabilities and customer offerings deliver future returns, increase business agility, and reduce capital expenditures.

### **Improve Capital Efficiency**

Halliburton is focused on future growth that requires lower capital expenditures than in the past decade. This is consistent with our goal to deliver strong and sustainable free cash flow to shareholders. As the market recovery unfolds, our investment in the digitalization of our tools and processes – together with materials science and design advancements – will improve our capital efficiency. At the same time, we will exercise continued thoughtful capital allocation to the best returns opportunities.

### **Advance Cleaner, Affordable Energy**

Halliburton actively participates in advancing a sustainable energy future for our customers, our Company, and all our stakeholders. This report details our commitment to the Science Based Targets initiative (SBTi), which will help us reduce our carbon footprint and environmental impact. This commitment and our other environmental goals align with the latest climate science and contribute to sustainable energy advancement. You will also see many examples of innovative solutions we have developed to help customers produce oil and gas more efficiently while reducing their emissions. We have created a Sustainability Label, much like a Nutrition Label, that allows our customers to make choices based on the emissions profiles of our offerings. And to advance sustainable energy solutions, we successfully launched Halliburton Labs – an accelerator, where entrepreneurs, academics, investors, and industrial labs come together to develop solutions that enable cleaner, affordable energy.



## In Closing

Halliburton has embraced change throughout our history, and our core values have guided our actions in response to a century of change. In 2020, those core values – **Integrity, Safety, Collaboration, Competition, Creativity, Reliability and Respect** – strengthened our response to a global pandemic and commodity supply-demand imbalance.

Those Halliburton core values empowered change as we navigated each of 2020's many and varied challenges. We reset our earnings power. We deployed digital solutions that set records for autonomous, efficient operations. We focused on safety and service quality and delivered Company-best results. We renewed our core value of "respect" to further embrace our commitment to diversity and inclusion, and to strengthen our culture and workplace, so everyone can be their authentic self and do their best work. We delivered on our customer commitment to collaborate and

engineer solutions to maximize their asset value. And we remained committed to delivering industry-leading returns and strong free cash flows for our shareholders.

In closing, we thank our employees around the world for their dedication, determination, and collaboration. They make Halliburton's service to our customers and stakeholders possible. In 2020, they did so under remarkably challenging conditions and extraordinary times. When faced with a global pandemic and supply-demand challenges, they responded with better service quality and safety performance, and, because of their and our customers' efforts, the essential service of providing energy to the world continued uninterrupted.

We are all in this together, and we optimistically look to a future filled with confidence, innovation, and expectations for a brighter tomorrow.

**Jeffrey A. Miller**

Chairman of the Board,  
President and  
Chief Executive Officer

**Lance T. Loeffler**

Executive Vice President  
and Chief Financial Officer

**Lawrence J. Pope**

Executive Vice President  
of Administration and  
Chief Human  
Resources Officer

**Van H. Beckwith**

Executive Vice President,  
Secretary and Chief Legal Officer

**Eric J. Carre**

Executive Vice President  
of Global Business Lines,  
and Chief Health,  
Safety and Environment Officer

**Mark J. Richard**

President,  
Western Hemisphere

**Joe D. Rainey**

President,  
Eastern Hemisphere

# STRATEGIC PRIORITIES AT A GLANCE

**Deliver industry-leading returns and strong free cash flow**



## INTERNATIONAL STRENGTH

- Substantial global footprint
- Competitive technology portfolio
- Grow production businesses
- Profitable growth



## LEAN NORTH AMERICA

- The leading position
- Integrated premium provider
- Efficient service delivery
- Maximize free cash flow



## HALLIBURTON 4.0

- Leading software provider
- Digitalizing the value chain
- Enhance business opportunities
- Drive internal efficiencies



## CAPITAL EFFICIENCY

- Structurally lower capital intensity
- Driven by advances in technology
- Support stronger free cash flow generation



## SUSTAINABLE ENERGY FUTURE

- Lower emission solutions
- Commitment to TCFD framework and Science Based Targets initiative (SBTi) targets
- Advance clean energy solutions through Halliburton Labs

# COVID-19 RESPONSE

## Business Continuity and Crisis Management

In response to the emergence of the COVID-19 pandemic in early 2020, we deployed our established tiered crisis response model. Under our Global Crisis Management Plan, our corporate crisis team monitored the evolving situation across our global operations and provided guidance to support our core functions' local response plans (including health and safety, IT infrastructure and supply chain). These plans set out global and local procedures that ensured effective command and control of our responses to the wide variety of scenarios caused by the pandemic.

As a result of our strong response model, our employees were able to provide essential services to support the global energy infrastructure, while taking appropriate steps to protect themselves and others. Our robust business continuity planning resulted in minimal impact to our activities, negligible supply chain disruption, and seamless performance of our IT infrastructure.

## Health and Safety

To ensure the health and safety of all workers, we provided specific direction on new safety protocols that included adjusting shifts to maximize social distancing and the quarantining of crews traveling to and from field sites where necessary. We implemented various levels of medical screening as appropriate, and substantially elevated the cleaning protocols for our facilities and equipment. Where possible, we shifted employees to remote work-from-home status, and encouraged our employees and customers to collaborate virtually by using online tools.

Despite the disruptions caused by the pandemic, our **safety performance improved in 2020** as we remained focused on controlling risks and maintaining safe work practices across all critical business operations.

## Supply Chain

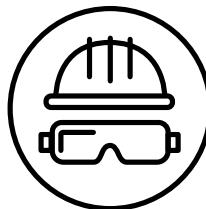
We have always recognized the importance of a strong local supply chain in each of the locations in which we operate, with 84 percent of our spend being with local suppliers. This extensive local supply base has resulted in resilience to supply chain disruptions in the face of countries shutting borders and workforce restrictions due to the COVID-19 pandemic.

## Cybersecurity

We protected our IT environment through various cybersecurity capabilities that are deployed proportionate to cybersecurity risks. User access to Company data and applications is already protected by using multifactor authentication, which provides a high level of remote work security. Our IT investments and execution created a smooth transition to the work-from-home requirements put in place as part of our COVID-19 response.

## Training and Education

We accelerated plans to increase virtual training to ensure that competency levels remained high to meet our health, safety, environmental (HSE) and service quality (SQ) needs. We utilized a best-in-class third-party online learning platform to enhance our digital capabilities, and shifted training from formal classroom settings to video-based training. The further evolution of video-based training also allowed us to cover a wider range of topics, and to enable skill development to expand the flexibility of our workforce.



**Despite the disruptions caused by the pandemic, our safety performance improved in 2020.**

## Local Communities

While COVID-19 impacted many of our face-to-face community interactions, it provided us with the opportunity to engage with different organizations and to offer different forms of assistance. For example, the Halliburton Charitable Foundation made a financial gift to Medical Bridges, a Houston-based non-profit organization that provides lifesaving medical equipment to impoverished communities around the globe.

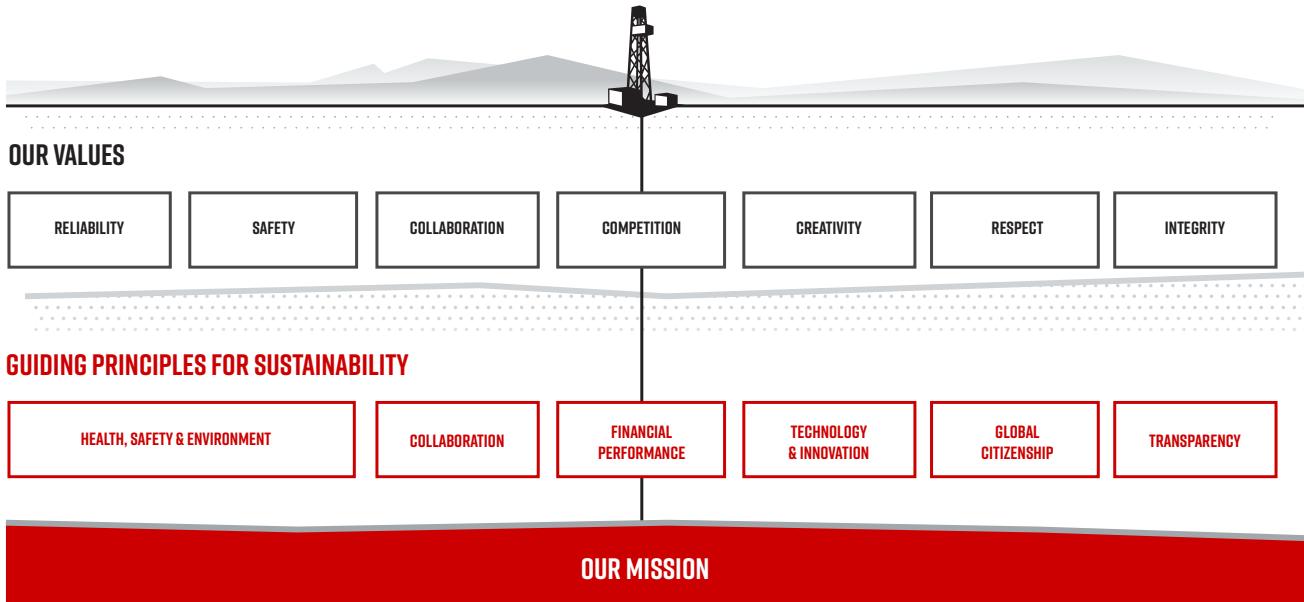
**Our support helped Medical Bridges distribute 50,000 masks and other personal protective equipment (PPE) to 80 locations in 35 counties in Texas in response to the COVID-19 pandemic.**

The Halliburton Charitable Foundation also supported non-profit organizations that were meeting increased demand for services due to the COVID-19 pandemic. Among those organizations were Kids' Meals Inc. in Houston (which provides meals to children living in food-insecure homes), along with a wide variety of food banks and child advocacy programs in Houston and San Antonio, and other communities. From a corporate perspective, and in direct response to COVID-19, Halliburton donated more than 1,000 laptops to schools in Houston, and in the countries of India and Nigeria.

Our employees also volunteered in response to the impacts of the pandemic. For example, in Asia, members of Women Sharing Excellence, a Halliburton Employee Resource Group, collected donations from Halliburton employees in Singapore to assemble ration packs of food for local families in need. As well, our Houston-area employees helped combat food insecurity by volunteering to distribute meals for the Houston Food Bank. Also in Houston, our employees participated in the 2020 Juice Box Challenge to support the Kids' Meals Summer Meal Program, donating over 19,000 juice boxes and volunteering to help with meal distribution.



# MISSION, VALUES & GUIDING PRINCIPLES FOR SUSTAINABILITY



## MISSION

Our mission is to achieve superior growth and returns for our shareholders by delivering technology and services that improve efficiency, increase recovery and maximize production for our customers. Additional information on our Company can be found on our [website](#), including detailed statements on our mission, vision and values, as well as on our sustainability guiding principles.

## VALUES

Our values are our corporate DNA, the foundation for how we treat each other and every individual and entity with whom we interact. Every Halliburton employee is expected to use, live by and demonstrate these principles on a daily basis.

## SUSTAINABILITY GUIDING PRINCIPLES

Built on a solid foundation of ethics and integrity, the Halliburton Guiding Principles for Sustainability provide the framework for our operations and our future.



# MATERIALITY-BASED APPROACH TO ESG

**In alignment with our approach to ensuring that our sustainability strategy continues to reflect our – and our stakeholders’ – environmental, social and governance (ESG) priorities, we updated our ESG materiality matrix.**

## Introduction

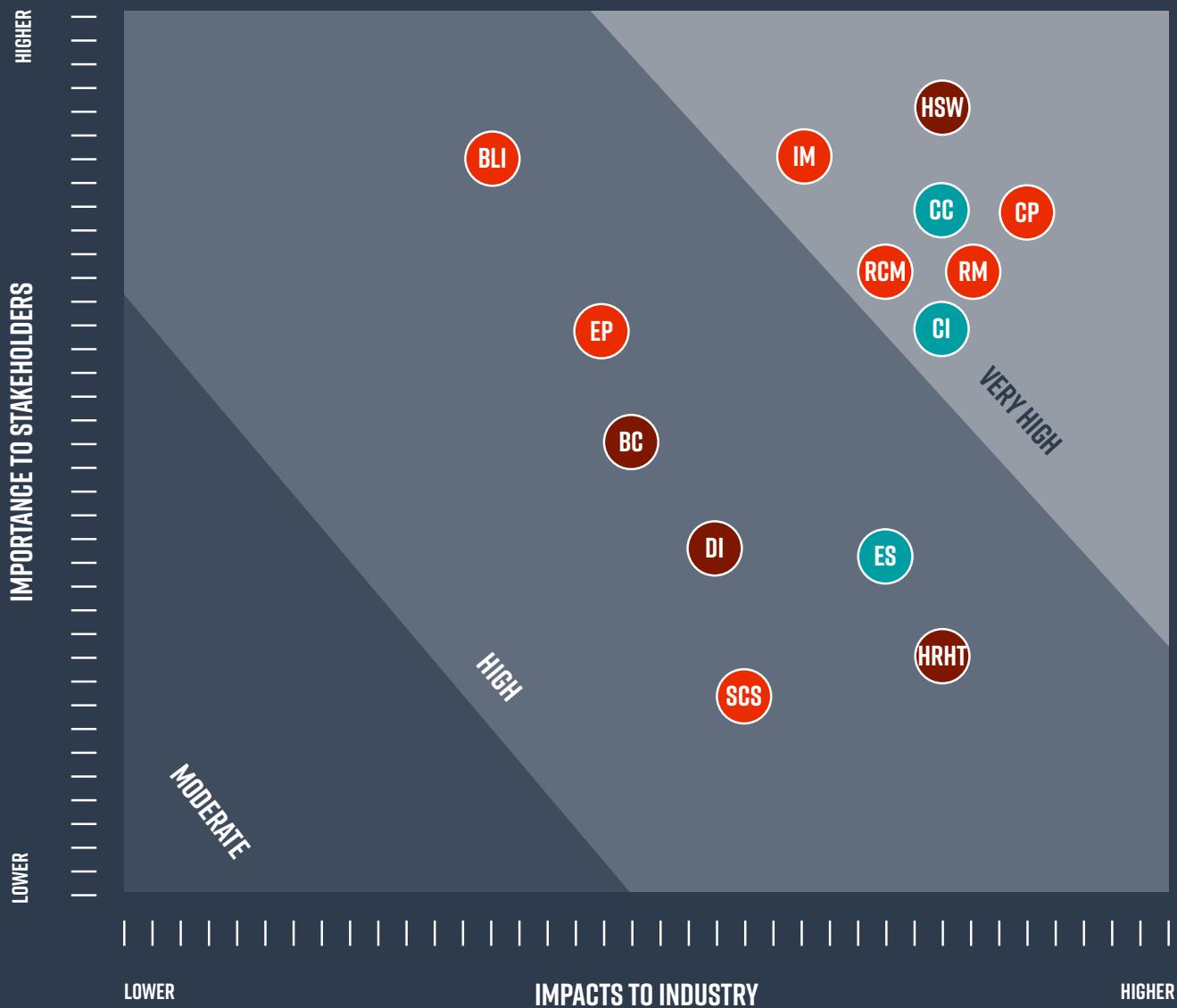
Through ongoing involvement and dialogue with our customers, investors, workforce and trade associations, any changes in the priority of ESG issues by our stakeholders were carefully recorded. In addition, an independent third-party review was performed that examined a range of ESG priorities for key stakeholders (including shareholders, customers, peers, suppliers and ESG rating organizations).

Despite the occurrence of the COVID-19 pandemic, the oil sector downturn and the increased focus on diversity and inclusion due to the focus brought by the Black Lives Matter social movement, we learned that the significance of each of these types of events was already captured and then reassessed as appropriately weighted in our materiality matrix. As you will read throughout this report, we also took active steps in 2020 to address each issue.



# Overview of Material ESG Topics

● GOVERNANCE   ● SOCIAL   ● ENVIRONMENT



<b>HSW</b>	Health, Safety and Wellness	<b>CC</b>	Climate Change: Greenhouse Gas Emission Reduction, Energy Efficiency, Alternative Energy	<b>ES</b>	Environmental Stewardship: Water, Waste, Responsible Resource Use, Biodiversity	<b>BLI</b>	Board Leadership and Inclusion
<b>CP</b>	Corporate Governance, Business Ethics and Transparency	<b>IM</b>	Information Security / Data Management	<b>HRHT</b>	Human Rights / Human Trafficking	<b>EP</b>	Economic Performance
<b>RM</b>	Regulatory Management	<b>CI</b>	Continuous Improvement	<b>DI</b>	Diversity and Inclusion	<b>SCS</b>	Supply Chain Sustainability
<b>RCM</b>	Risk and Crisis Management			<b>BC</b>	Benefits and Compensation		

The materiality matrix shows the relative weight of different topics from two perspectives. The X-axis shows how important an issue is considered by the industry, while the Y-axis shows the topic's importance to external stakeholders.

We have also established supporting sustainability commitments to each material topic, as seen in the next table and highlighted throughout the report.

# Sustainability Commitments

Topics	Commitment	Material Issue	Metrics
 <b>Climate Change</b>	<ul style="list-style-type: none"> <li>40% Scope 1 &amp; 2 reduction by 2035 from 2018 baseline</li> <li>Partner with Tier 1 suppliers to track and reduce Scope 3 GHG emissions</li> </ul>	<ul style="list-style-type: none"> <li>Climate change, GHG Emission reduction, Energy Efficiency, Alternative Energy</li> </ul>	<ul style="list-style-type: none"> <li>GHG emissions</li> </ul>
 <b>Environmental Improvements</b>	<ul style="list-style-type: none"> <li>Establish and achieve waste reduction targets in our major facilities</li> <li>Create water use improvement plans in our major facilities located in water-stressed areas</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Stewardship: Water, Waste, Responsible resource use, biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Waste disposal</li> <li>Water consumption</li> <li>Spill volume &amp; rate</li> </ul>
 <b>Value Creation Technologies and Solutions / Continuous Improvement</b>	<ul style="list-style-type: none"> <li>Lead the industry in innovation and conscientious stewardship of global resources</li> <li>Provide solutions that support decarbonizing our customers' legacy production base</li> </ul>	<ul style="list-style-type: none"> <li>Economic Performance</li> <li>Continuous Improvement</li> </ul>	<ul style="list-style-type: none"> <li>R&amp;D (patents and spend)</li> <li>Financial performance</li> </ul>
 <b>Human Rights</b>	<ul style="list-style-type: none"> <li>Support universal human rights as defined by the United Nations Universal Declaration of Human Rights through fair and ethical employment practices and our Code of Business Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>Supply chain assessments</li> </ul>
 <b>Occupational Safety – Journey to ZERO</b>	<ul style="list-style-type: none"> <li>Improve our TRIR, LTIR, PRVIR and REIR by ≥ 5% year on year compared to prior year's performance and target outperforming TRIR and LTIR in the International Association of Drilling Contractors sector benchmarking</li> <li>Achieve HSE training compliance ≥ 95%, driver competency ≥ 95% and 100% completion of our annual Journey to ZERO strategic objectives</li> </ul>	<ul style="list-style-type: none"> <li>Health, Safety, Wellness</li> </ul>	<ul style="list-style-type: none"> <li>Fatalities, injuries, high potential incidents and rates</li> <li>HSE training hours</li> <li>HSE training compliance</li> <li>Driver competency</li> </ul>
 <b>Skilled and Committed Workforce</b>	<ul style="list-style-type: none"> <li>Listen and respond to employee feedback, and commit to an engaged workforce that feels valued with the right support and resources to be successful</li> </ul>	<ul style="list-style-type: none"> <li>Benefits and Compensation</li> </ul>	<ul style="list-style-type: none"> <li>Training hours</li> <li>Business Leadership Development Program and President's Leadership Excellence Program attendees</li> <li>New hires (#, %)</li> <li>Turnover rates</li> <li>Engagement indices</li> </ul>
 <b>Diversity and Inclusion</b>	<ul style="list-style-type: none"> <li>Provide a diverse, equitable and inclusive environment that upholds our core values of collaboration and respect, and provides all employees opportunities for growth and development</li> </ul>	<ul style="list-style-type: none"> <li>Diversity and Inclusion</li> <li>Board leadership and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Female % new hire by region</li> <li>Local nationals % by region</li> <li>Female diversity</li> <li>Board diversity</li> <li>% female in STEM job roles</li> <li>% of minorities in STEM job roles (U.S. only)</li> </ul>
 <b>Risk Management</b>	<ul style="list-style-type: none"> <li>Continue with a leading governance model to ensure enhanced collaboration among and between critical functions within the Company in order to best assess risk, identify opportunities for risk mitigation, and improve visibility to key stakeholders across the organization</li> <li>Streamline risk categories, risk identification, and risk management to ensure best alignment with Halliburton strategy and that critical focus is placed on what matters most</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Business Ethics and Transparency</li> <li>HSE</li> <li>Information Security, Data Management</li> </ul>	<ul style="list-style-type: none"> <li>Board independence</li> <li>Board meeting attendance</li> <li>Risk Matrix</li> <li>Security assessments</li> </ul>
 <b>Ethical Operations</b>	<ul style="list-style-type: none"> <li>Conduct business with integrity, choosing the ethical course of action when confronted with challenging circumstances, promoting a speak-up culture free of retaliation, and treating our employees and stakeholders honestly and fairly</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Business Ethics and Transparency</li> </ul>	<ul style="list-style-type: none"> <li>Local Ethics Officers and engagements/trainings</li> <li>Ethics training</li> <li>Code of Business Conduct (COBC) statistics</li> </ul>
 <b>Supplier Conduct and Responsible Procurement</b>	<ul style="list-style-type: none"> <li>Cultivate a sustainable supply chain through the continuous improvement of internal processes, by performing proactive risk assessments and by working collaboratively with our diverse mix of local and global suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Supply Chain Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Tier 1 count and spend</li> <li>Spend with small and diverse suppliers</li> <li>Local region spend %</li> </ul>
 <b>Community Relationships</b>	<ul style="list-style-type: none"> <li>Enhance the social value of communities in which we live and work through effective engagement and social investment</li> </ul>	<ul style="list-style-type: none"> <li>Local Communities</li> </ul>	<ul style="list-style-type: none"> <li>Charitable giving</li> </ul>

# STAKEHOLDER ENGAGEMENT

**Halliburton maintains an ongoing outreach effort with a wide range of stakeholders to ensure that our Board of Directors and management receive valuable input and feedback about our business, sustainability priorities and programs.**

Our key stakeholders are our shareholders, customers, employees, suppliers, regulators, industry associations, local communities and non-governmental organizations (NGOs).

**Shareholders:** Halliburton maintains regular and open communication with our shareholders to exchange information and gather feedback on the Company's strategy and performance, corporate governance, compensation and sustainability topics. We provide information on key ESG issues through our annual reporting, shareholder meetings and quarterly earnings conference calls, as well as through one-on-one meetings. Our senior management and Investor Relations team also hold regular meetings and conference calls with analysts, institutional investors, ESG rating firms and others. A high level of engagement from shareholders and a shift to virtual formats due to the COVID-19 pandemic have enabled more shareholder interaction in 2020. Last year, Halliburton participated in 20 sell-side conferences and three roadshows, and held over 380 investor meetings. During proxy season engagement, we contacted shareholders who collectively hold almost 50 percent of our outstanding common stock. We also met with many of those shareholders who collectively represented 28 percent of our outstanding shares.

## TRADE ASSOCIATIONS AND COMMITTEES

In 2020, Halliburton memberships and committee participation included:

- American Petroleum Institute – Members of numerous committees, including the Climate Change Working Group and CEO member of the Executive Committee of the Board of Directors
- Society of Petroleum Engineers (SPE) – Technical committees and HSE-SR committees, including memberships in the environmental and social responsibility sub-committees
- International Petroleum Industry Environmental Conservation Association (IPIECA) – Reporting, Carbon Capture and Storage, Fuel, Human Rights, Supply Chain and Sustainable Development Goal (SDG) working groups
- Greater Houston Partnership – Board member
- National Ocean Industries Association
- National Petroleum Council – Supporting member and sponsor of the Carbon Capture, Use and Storage (CCUS) Feasibility Report
- Petroleum Equipment and Services Association – Board member, Chair of the Government Affairs Committee, and an ESG Committee member
- World Affairs Council of Houston
- International Association of Drilling Contractors
- Independent Petroleum Association of America
- National Association of Manufacturers
- World Petroleum Council



## EMPLOYEE PULSE SURVEY



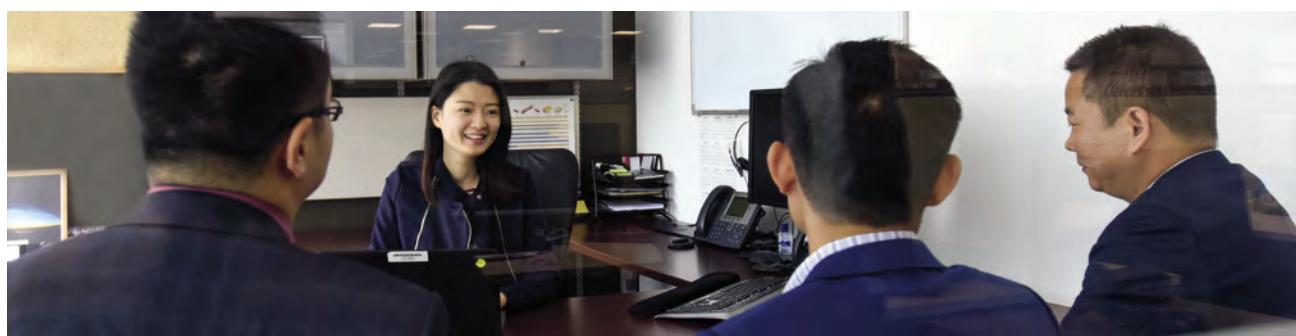
**Employees:** Our employees are the Company's most important asset, and we work to increase employee engagement through a broad range of initiatives. We gather input through personal check-ins, workshops, performance feedback, Employee Resource Groups (ERGs), our semi-annual Talent Identification Survey and Employee Pulse Surveys. In the second half of 2020, we achieved our highest response rate to our Employee Pulse Survey, which provides important data and direct feedback for management that are used to enhance our workplace. Leaders are responsible for reviewing aggregated survey results and communicating with direct reports as part of ongoing coaching and development. In addition, our Human Resources team collaborates with managers to help interpret and advise on these results and to create positive change.

**Suppliers:** As a global provider of oil and gas services, we engage with a multitude of global suppliers to cultivate and maintain beneficial long-term relationships. We interact with our suppliers on a continuous basis to obtain feedback and ensure collaboration on key issues, including worker health and safety procedures, human rights compliance, and reduction of environmental impact. We engage, on an ongoing basis, with our suppliers through regular communication, meetings, workshops and training sessions.

**Regulators:** We engage with governmental agencies and regulators that are responsible for developing regulatory standards to protect the environmental, social and economic fabric of the countries in which we live and work. Halliburton Government Affairs works with government officials and policy makers to provide in-depth information on our business, educate them on our technologies and products, and collaborate on issues that are important to our customers, employees and other stakeholders.

**Industry Associations:** Halliburton is an active member of industry trade associations and organizations that focus on developing industry best practices, providing education, and improving understanding of what the oil and gas industry is doing to reduce sustainability impacts. We engage by participating in committees and forums to collaborate on ESG issues that address common challenges and create industry-wide standards with our customers and our peers.

**Local Communities and NGOs:** We engage on a continuous basis with the local communities in which we live and work, including regular meetings with community groups and NGOs in countries across the globe to better understand their needs and concerns. We work directly with NGOs and non-profit organizations, and volunteer for programs on environmental cleanup and awareness, education, disease research and social services. We also support community organizations through corporate donations and from our charitable foundation. By engaging with these stakeholders, we enhance the economic and social well-being of our communities.



# GOVERNANCE

Our commitment to sustainability starts at the top, with the Halliburton Board of Directors providing comprehensive oversight of the management and governance of the Company, including environmental, social and governance (ESG) issues. We have implemented governance structures, policies and practices to foster accountability, including our Code of Business Conduct (COBC), Enterprise Risk Management (ERM) program, employment practices and Internal Assurance group. These governance practices help ensure that we are meeting the highest standards of ethics and integrity in all parts of our business. As a sign of our commitment to our sustainability guiding principle of transparency, our Board and management team encourage regular, open communication with our shareholders, employees, customers, suppliers and other stakeholders.

## **G1      CORPORATE GOVERNANCE**

## **G2      RISK MANAGEMENT**

## **G3      ETHICS AND COMPLIANCE**

## **G4      ANTI-BRIBERY, ANTI-CORRUPTION AND FAIR COMPETITION**

## **G5      SUPPLY CHAIN GOVERNANCE**

## **G6      PUBLIC POLICY**

GI

# CORPORATE GOVERNANCE



## Board of Directors Oversight

**The Halliburton Board of Directors has established Corporate Governance Guidelines to ensure effective governance in all areas of its responsibilities.**

The Board's governance guidelines and practices include the annual election of directors, majority voting for director elections, the appointment of a Lead Independent Director, and a mandatory retirement age, as well as proxy access and stock ownership guidelines for all directors and officers.

Our Board is diverse, with six of our 11 directors being female or ethnically diverse. The members of our Board also bring a diversity of thought and experience to their roles, based on their extensive backgrounds in the energy industry and in finance, technology and international businesses.

The Board develops and enhances its knowledge of governance and sustainability topics. For example, at each quarterly meeting, the Board's Health, Safety and Environment (HSE) Committee includes a learning module agenda item. This covers a learning topic that is typically HSE related, such as corporate crisis management, emissions reductions and science-based targets.

More information about our Board's composition and qualifications is available in our [2020 Proxy Statement](#) and on the [Corporate Governance](#) page of our website.

## BOARD OF DIRECTORS

### Board of Directors' Committees:

**1 - Audit Committee,**

**2 - Compensation Committee**

**3 - Health, Safety and Environment (HSE) Committee**

**4 - Nominating and Corporate Governance Committee**



**Abdulaziz F.  
Al Khayyal** <sup>3, 4</sup>

Retired Senior Vice President of Industrial Relations, Saudi Aramco



**William E.  
Albrecht** <sup>2, 3</sup>

Retired Non-Executive Chairman of the Board of California Resources Corp.



**M. Katherine  
Banks** <sup>1, 3</sup>

Vice Chancellor of Engineering and National Laboratories, The Texas A&M University System



**Alan M.  
Bennett** <sup>1, 4</sup>

Retired President and Chief Executive Officer, H&R Block, Inc.



**Milton  
Carroll** <sup>2, 4</sup>

Executive Chairman of the Board, CenterPoint Energy, Inc.



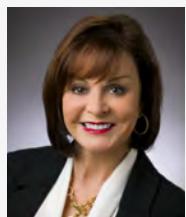
**Nance K.  
Diccianni** <sup>1, 3</sup>

Non-Executive Chair of the Board of AgroFresh Solutions, Inc.



**Murry S.  
Gerber** <sup>1, 2</sup>

Retired Executive Chairman of the Board, EQT Corporation



**Patricia  
Hemingway Hall** <sup>2, 4</sup>

Retired President and Chief Executive Officer of Health Care Service Corporation



**Robert A.  
Malone** <sup>2, 4</sup>

Executive Chairman, President and Chief Executive Officer, First Sonora Bancshares, Inc.



**Jeffrey A. Miller**

Chairman of the Board, President and Chief Executive Officer, Halliburton Company



**Bhavesh V. Patel**

Chief Executive Officer of LyondellBasell Industries

## Board Committee Oversight

Our Board of Directors has direct supervision and responsibility for sustainability issues through its oversight of the enterprise risk management (ERM) process and risk register. The Board reviews sustainability topics and their impacts, risks and opportunities at its quarterly meetings. The Board's standing committees also address those elements of sustainability that fall under the jurisdiction of their committees, and report on the implementation of strategies and pertinent issues to the full Board as part of their regular reports. The Board discusses one or more elements of sustainability at every Board meeting.

The Halliburton Board has four standing committees: Audit, Compensation, HSE, and Nominating and Corporate Governance. The membership of these four standing committees is composed entirely of independent directors.

The Audit Committee oversees the integrity of the Company's financial statements, along with our compliance with legal and regulatory requirements. The Chief Ethics and Compliance Officer (CECO) reports to the Audit Committee on COBC audits, investigations and other related topics each quarter, and provides the Audit Committee with a comprehensive annual report that includes a review of the ERM program.

The Compensation Committee provides oversight of the Halliburton executive compensation program to ensure that it supports the Company's long-term strategy and generates value for our shareholders while maintaining consistency and compliance with good governance practices.

The HSE Committee provides oversight of the implementation and effectiveness of our HSE and sustainable development risk management procedures, policies and programs. The committee reviews key performance indicators, personnel and process safety risk statistics and audit results each quarter, and reviews risks, mitigation strategies and third-party evaluation results at different quarterly sessions throughout the year. The HSE Committee also provides oversight to the corporate-level HSE and Sustainable Development Committee, which includes Company executives appointed by the Chief HSE Officer.

The Nominating and Corporate Governance Committee performs the annual evaluation of Halliburton director criteria, Board diversity, skills and experience profiles. This committee is responsible for identifying and proposing directors for service on the Board, and for periodically reviewing the Company's director compensation practices and recommending changes to the Board. The full Board of Directors performs an annual succession review. In addition, the Nominating and Corporate Governance Committee oversees and reports to the Board on corporate governance issues.

More information on our Board committees is available in our [2020 Proxy Statement](#) and on the [Corporate Governance](#) page of our website.

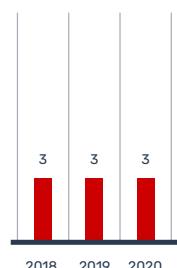
## Compensation Approach

Our compensation programs are integrated with our overall business strategy and management processes to incentivize performance, maximize returns and build shareholder value. We work with consultants to benchmark our compensation and benefits programs to ensure that we offer competitive remuneration packages to attract and retain high-performing executives. Our executive compensation program features market-driven compensation within a total-compensation framework, with flexibility to adjust for different business drivers and objectives throughout our operating units. The Compensation Committee has ultimate discretion on compensation decisions regarding our executive officers, and considers other business performance factors that are important to our investors, including HSE and SQ, in determining total compensation.

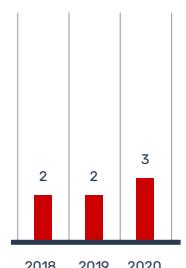
In response to shareholder feedback, we made meaningful modifications to the structure of our long-term incentive (LTI) program for 2020, including the introduction of performance shares and a rebalancing of our LTI mix so that more of the total

## BOARD STATISTICS

**Board Gender Diversity:**  
women on BOD



**Board Ethnic Diversity:**  
ethnic diversity on BOD



award is delivered in equity. We also changed the Performance Unit Program (PUP) to issue awards that are 50 percent in stock and 50 percent in cash (instead of completely in cash). Our shareholders are strongly supportive of this shift in design as evidenced by our strong say on pay support of 91 percent. For additional information, please see the compensation section of the [2020 Proxy Statement](#).

Halliburton maintains regular and open communication with our shareholders to seek feedback on the Company's corporate governance, strategy and performance, sustainability and executive compensation. We continue to hear from our shareholders that they support our overall compensation program design and are appreciative of our ongoing efforts to consider their feedback as our program evolves. Additional details on our compensation approach are available in our [2020 Proxy Statement](#).

### Oversight of Climate-Related Risks

The Halliburton Board of Directors has direct oversight and responsibility for climate-related risks. The Audit Committee advises the Board, which has oversight of key enterprise risks, including climate-related risks and opportunities. In addition, the HSE Committee provides the Board with recommendations on climate-related management strategies and reporting on implementations of improvement activities.

Senior management is responsible for identifying climate-related risks and opportunities, assessing their potential level of impact to the business, and presenting recommendations to the full Board and relevant committees for their consideration. In 2020, these topics included energy transition and the establishment of science-based targets.

For several years, Halliburton has been reviewing climate-related risks as part of our operations development and business strategies. We are committed to regularly evaluating climate-related risks and opportunities as an ongoing business function, and our discussions with customers and our analyses of their existing and planned climate-related strategies are key to shaping our own business strategy. In 2020, we initiated a formal "2-degree scenario" analysis, as recommended by the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD). This analysis, which examines business resilience under different climate scenarios up to an increase of 2 degrees Celsius, will be finalized in 2021 and reported on in our 2021 Annual and Sustainability Report.

For further information on our approach to climate change, please refer to our [Climate Change Statement](#) on our website and [Chapter E1 on Climate Change Change and Emissions Reduction](#).

## MANAGEMENT AND EXECUTION OF CLIMATE-RELATED RISKS



G2

# RISK MANAGEMENT



## Enterprise Risk Management Program

**The Halliburton Enterprise Risk Management (ERM) program identifies enterprise-level risks, analyzes their potential impact on our business, and ensures that these risks are being effectively mitigated.**

The ERM program uses its annual risk assessment process to evaluate strategic risks facing the Company. In 2020, we conducted a detailed, refreshed review of our risk assessment process, and enhanced the process to focus on what matters most. Senior managers across geographies and businesses responded to an enhanced survey, and strategic leaders were interviewed so we would gain their input, thoughts and suggestions on the survey results. These enhancements allowed for targeted discussions on core strategic risks, improved the identification and categorization process, and afforded opportunities for ongoing feedback and the incorporation of ERM findings into strategic development planning for 2021 and beyond.

Following the risk assessment process, the ERM group prepares an annual ERM report on risk assessment and risk management that is presented to the Board's Audit Committee. The ERM report includes a risk register that identifies risk categories and assigns a significance rating based on the likelihood of occurrence and the potential impacts.

Our Chief Executive Officer (CEO) is responsible to the Board for reporting and leadership on risk categories, while executive officers and senior leadership members address specific risk

items and risk mitigation in their core areas of responsibility. The Board's standing committees monitor critical risks and receive regular updates from management on those risks.

### Business Continuity and Crisis Management

Halliburton has robust plans and procedures in place to guarantee the continuity of our business operations in the event of a crisis or an emergency. We have an established tiered crisis response model, including our Global Crisis Management Plan, that sets out procedures to execute strong command and control of emergency response activities for a variety of scenarios, including site-specific incidents and pandemics. Following the emergence of the COVID-19 pandemic in early 2020, we utilized our tiered response model, with our corporate crisis team monitoring the evolving situation across all core departments, including health and safety, IT infrastructure and supply chain, and providing guidance to support local response plans and ensure the health and safety of our employees and contractors.

In alignment with our tiered crisis response model, every Halliburton facility has a local emergency response plan that encompasses detailed requirements for emergency response, including evacuation plans and medical response. Halliburton provides access to medical care for all employees, no matter where they are working around the world. All employees involved in emergency response receive mandatory training on their responsibilities during these events and on procedures that include annual drills.

### Our Risk Management Sustainability Commitments:

Continue with a leading governance model to ensure enhanced collaboration among and between critical units within the Company to best assess risk, identify opportunities for risk mitigation, and improve visibility to key stakeholders across the organization.

Streamline risk categories, risk identification, and risk management to ensure best alignment with Halliburton strategy and critical focus is placed on what matters most.





## Global IT Infrastructure

Halliburton has made substantial investments in our global Information Technology (IT) infrastructure to advance our digital capabilities, drive additional business agility and reduce capital expenditures. In 2020, we announced a new five-year strategic agreement with Microsoft and Accenture to advance the Company's digital capabilities in Microsoft Azure, including migrating all Halliburton physical data centers to Azure's cloud-based digital platform, which is enterprise-grade and offers global scale. This migration will provide sustainability benefits through the expected closing of all data centers in 2022, resulting in reduced energy use and removal of environmental impacts associated with the use of refrigerants.

The move to a cloud-based platform will enable us to provide additional digital capabilities to customers, using machine learning and artificial intelligence tools. These investments will also further leverage our open architecture approach to software delivery, and accelerate the deployment of new technology and applications, including System and Organization Controls (SOC) 2 compliance, for overall system reliability and enhanced security.

## Cybersecurity

Halliburton recognizes that global attacks on corporate IT systems have increased in frequency

and sophistication, and we have invested significant resources to protect our IT systems and our data. Our IT infrastructure and security practices generally align with industry security standards, such as the International Organization for Standardization (ISO) 27001 and the National Institute of Standards and Technology (NIST) 800-53 standards. We regularly assess our cybersecurity program against the NIST Cybersecurity Framework and provide annual updates to the Board of Directors.

Our comprehensive cybersecurity program includes robust endpoint protection, detection and response; network, cloud and mobile security; and 24-hour monitoring, threat detection and incident response. User access to Company data and applications is protected using multifactor authentication, which provides a high level of security when working remotely. We conduct regular external testing of Company systems and security protocols, and the Landmark Public Cloud Infrastructure successfully underwent a SOC 2 Type 1 audit for Security and Availability.

Halliburton subscribes to design philosophies such as "Defense in Depth" and "Zero Trust" to protect our computing assets, networks, data and users. Our approach helped enable a smooth transition to the work-from-home requirements put in place as part of the Company's COVID-19 response.

All Halliburton personnel with access to Company systems (including suppliers) receive mandatory annual training on cybersecurity and on data privacy policies and procedures. This training covers information security best practices and the Company's information handling policies. Phishing simulation campaigns are also conducted throughout the year. Depending on their specific job function, certain personnel may be required to take additional security awareness training.

Our data privacy practices comply with applicable data privacy regulations throughout our global operations, including the General Data Protection Regulation (GDPR) in the European Union, the California Consumer Privacy Act (CCPA) and the Nigeria Data Protection Regulation (NDPR). The Board's Audit Committee is responsible for monitoring the Company's compliance with these regulations. Halliburton actively monitors for emerging data security regulations to align with developing standards.

## Physical Security

The safety of our employees and contractors is paramount at Halliburton, and we have robust systems and procedures in place to mitigate and protect against workplace security risks. Our security team, through its Global Security Operations Centre and a broad network of security specialists, actively monitors global security conditions and geopolitical developments on a real-time basis. This approach allows us to swiftly respond and manage developing security risks and disruptive events that may pose a threat to our assets or to the continuity of our operations. In certain risk environments, additional security measures are implemented.

Halliburton invests significant time and effort to ensure that all security operations are conducted in a responsible manner and that security providers comply with our standards of ethics and integrity, including our commitment to human rights and the security of local communities. The small number of security providers who provide armed services are contractually obligated to comply with the Voluntary

Principles on Security and Human Rights (VPSHR) and the United Nations' Basic Principles on the Use of Force and Firearms by Law Enforcement Officials.

Halliburton abides by the VPSHR and expects all our vendors and service providers to comply with these principles. All third-party security providers with access to the Company's internal systems are required to have formal training on the Halliburton COBC every two years.

In 2020, as part of our commitment to workplace security, Halliburton began developing a new Security Management System (SMS). This new system is intended to further reduce risk to critical assets (such as personnel, facilities, sensitive equipment and proprietary information) by enhancing corporate security procedures and other internal measures to improve overall organizational resilience. The SMS is also expected to provide a more consistent evaluation and implementation of physical security standards and controls across the Company.



G3

# ETHICS AND COMPLIANCE



## Global Ethics and Compliance

**Halliburton is committed to maintaining the highest standards of respect and integrity – core values that serve as the foundation of our brand.**

The Global Ethics and Compliance practice group is responsible for the administration of our Global Compliance Program. This program reflects our core values of integrity and respect, and empowers our directors, officers and employees, as well as all third parties that conduct business with us or on our behalf, to conduct business ethically.

The Global Ethics and Compliance group is led by the Chief Ethics and Compliance Officer, who reports directly to the Board's Audit Committee. The group is structured into global and regional teams to provide advice on local issues and on global standards around the clock, wherever Halliburton conducts business.

### **Our Global Compliance Program is based on a robust compliance governance framework with the following essential elements:**

- Well-defined and clearly communicated standards of compliance
- Open lines of communication
- Robust due diligence processes
- Continuous compliance monitoring through internal assessments and audits
- An experienced and objective internal investigations team to ensure effective and timely investigations of violations of the COBC or the law, including implementing disciplinary and remedial actions when appropriate
- Ongoing training and education
- Proactive risk management
- Dedicated Regional Compliance Counsels and Local Ethics Officers responsible for answering questions and guiding Halliburton employees on all matters related to the Company's COBC

### **Our Ethical Operations Sustainability Commitment:**

Conduct business with integrity, choosing the ethical course of action when confronted with challenging circumstances, promoting a speak up culture free of retaliation, and treating our employees and stakeholders honestly and fairly.



### **COBC Training and Local Ethics Officers**

Our COBC requires employees, directors and officers, as well as all third parties that conduct business with us or on our behalf, to act with fairness, integrity, respect and high standards of personal and business ethics. All Halliburton employees and contract workers or consultants with access to our systems are required to complete COBC training every two years. Training courses cover areas of the COBC and the law, including anti-corruption and topics relevant to human rights. To ensure that the Company's commitment to ethics and integrity remained central to the execution of our business during the COVID-19 pandemic, the Global Ethics and Compliance group provided live virtual trainings in lieu of in-person trainings to ensure employee safety through social distancing. As conditions allow, we expect that our Global Ethics and Compliance group will return to in-person training sessions to supplement the online COBC training courses.

More than 50 Local Ethics Officers (LEOs) in 42 countries serve as key liaisons between local employees and the Global Ethics and Compliance group. LEOs embody and model ethical behavior, and are available to answer questions, provide



advice and take reports of suspected misconduct. LEOs also assist in providing regular ethics awareness to Halliburton employees, using tools such as quarterly Ethics Moments and biweekly Ethics Topics. In 2020, LEOs conducted 1,661 presentations with more than 49,916 attendees.

### Ethics Helpline and Whistleblower Protections

At Halliburton, our employees are the first line of defense against violations. The Company maintains a COBC Ethics Helpline, managed by an independent company, to encourage employees and external whistleblowers to report misconduct anywhere in the world. Reports can be submitted anonymously by phone, email or by mail, and translators are available. Each report is reviewed, analyzed, tracked and addressed.

Potential violations of the COBC or the law are investigated, and results are shared internally with executive management, the Internal Assurance Services (IAS) group, and, as appropriate, the Board's Audit Committee.

In the case of substantiated reports, disciplinary actions are taken in line with the principles of proportionality and fairness. Disciplinary actions can include termination, written reprimand, coaching, restitution, suspension without pay, loss of stock/bonus and demotion.

Halliburton makes every effort to maintain the confidentiality of whistleblower reports, and prohibits retaliation against anyone who raises issues in good faith or cooperates in an investigation. Any act of retaliation will be subject to disciplinary action, up to and including termination.

### Internal Assurance Services

Our Internal Assurance Services group conducts reviews on a global basis to assess the effectiveness of risk mitigation through compliance with the Company's policies, procedures and standards and/or the identification of new or emerging risk. IAS performs risk assessments that are designed to identify and evaluate key risks within the organization. IAS evaluates risks by analyzing known, perceived and anticipated threats to achieving organizational objectives. The risk assessment process is the basis of the group's Audit Plan. Audit outcomes are presented in a formal report, and actions are required to address reported observations. Audit findings, trends and insights are reported to the organization and to Board committees as applicable. In 2020, our IAS group performed approximately 80 audits, which was consistent with previous years.

## ETHICS AND COMPLIANCE STATISTICS

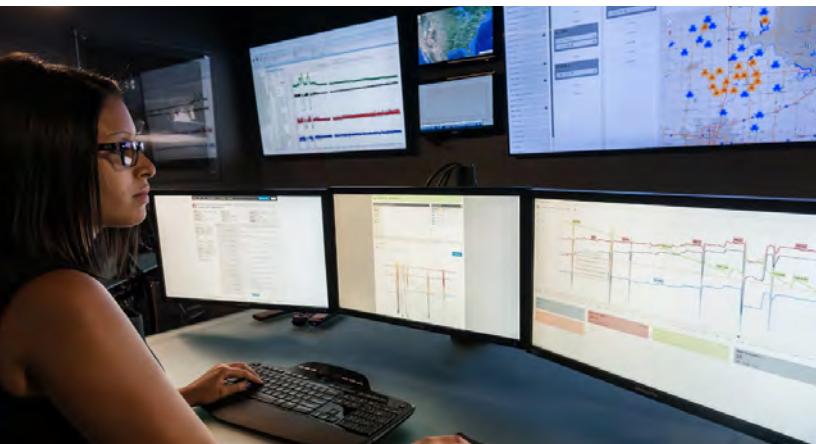
Number of Local Ethics Officers in 2020:

**57**

Halliburton anti-corruption policies and procedures communicated to:

**100%**

of members of the Board of Directors



### Code of Business Conduct Training

participants who completed training



### Enhanced Procurement Fraud Training in Countries Designated as High Risk for Procurement Fraud

participants who completed training



G4

# ANTI-BRIBERY, ANTI-CORRUPTION AND FAIR COMPETITION



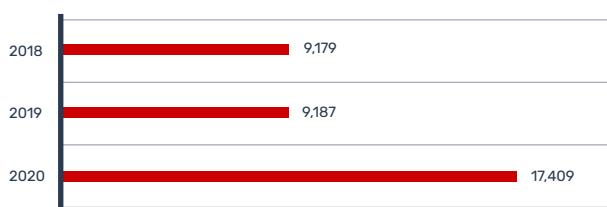
## Anti-Bribery and Anti-Corruption

### Halliburton is committed to ethical business practices wherever we conduct business.

We make integrity our highest priority, and expect the same behavior from our contractors, suppliers, agents, consultants and others acting on our behalf. We have comprehensive policies, procedures and training that empower our employees to conduct business consistent with our core ethical values of respect and integrity, and in compliance with the law, including anti-corruption laws like the U.S. Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act 2010.

#### Advanced Anti-Corruption Training

participants who completed training



All employees with relevant job functions and those working in high-risk countries complete additional anti-bribery and anti-corruption training. The training covers the U.S. Foreign Corrupt Practices Act and the U.K. Bribery Act, as well as other country-specific anti-corruption laws regarding hospitality, charitable contributions, donations, gifts and international business relationships. The Global Ethics and Compliance group conducts in-person training sessions to supplement the web-based anti-corruption training courses.

All employees with relevant job functions, along with employees working in countries that have been designated as high-risk, must complete anti-bribery and anti-corruption training. The High-Risk Country Evaluation Committee comprises senior leadership from Supply Chain, Finance, Operations, IAS and Legal. This mandatory training provides employees with general information about anti-bribery and anti-corruption laws, and offers practical guidance on topics such as determining who is a government official, business hospitality, charitable contributions, gifts, due diligence requirements for business relationships, maintaining accurate books and records, and internal controls in the procurement process.

The Global Ethics and Compliance group conducts in-person and video training sessions and interactive workshops to supplement online anti-corruption training courses. Additionally, regional compliance counsels are embedded in all geographies where the Company does business, focusing much of their efforts on anti-corruption training and awareness, and engaging those we do business with on anti-corruption initiatives.

In 2020, Halliburton revised procurement controls in high-risk countries to further protect against fraud and corruption, and reconfirmed the Company's ongoing commitment to prohibit facilitation payments via a corporate policy. To guarantee that employees were updated regarding changes to the Company's anti-bribery and anti-corruption policies and procedures, the Global Ethics and Compliance group provided live virtual trainings, in lieu of in-person trainings, to ensure employee safety through social distancing.

#### Fair Competition

The COBC includes our commitment to competing fairly and winning business ethically and legally, including refraining from making unfair or disparaging comments about our competitors and their offerings. Our business practices are regulated by various global competition laws and antitrust regulations.

The COBC requires all Halliburton employees to comply with the content and spirit of these laws and regulations, and forbids engaging in anti-competitive behavior. These requirements include respecting and protecting the intellectual property and confidential information of our competitors. The Company's ethical practices regarding anti-competitive behavior are reinforced through our mandatory COBC training.

G5

# SUPPLY CHAIN GOVERNANCE



## We conduct business with select suppliers who share our commitment to integrity and ethical business practices.

Our Supply Chain organization is responsible for procurement, manufacturing, materials and logistics, and manages a complex, global network of suppliers, warehouses, cross docks and manufacturing facilities. We require the same high standards of sustainability throughout our supply chain as in our global operations.

### **Supplier Management System**

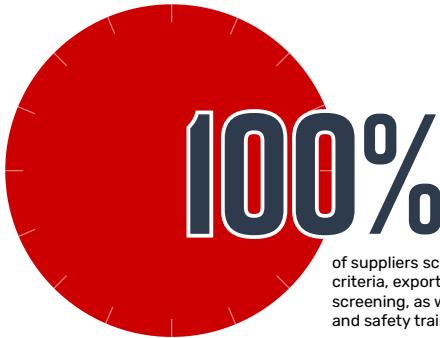
In 2020, Halliburton implemented a new supply chain management system – SAP Ariba Supplier Management – to improve overall automation in the procurement process, significantly increase our ability to assess ESG risks, and measure compliance within our supply chain.

The new system provides improved visibility on the performance of our suppliers in key areas, such as human rights, local content, environmental processes, carbon emissions and water sustainability. This system automatically enables more detailed assessments of suppliers based in countries designated as high risk for human rights issues, and enables us to capture information on supplier diversity on a global basis.

### **Evaluation, Training and Compliance**

Halliburton is committed to ensuring that our suppliers comply with all applicable employment, labor and human rights laws. Our supplier expectations are clearly stated in our Supplier Ethics Statement and Supplier Ethics Letter; both can be found on the [Supplier Relations](#) section of our website.

### **Supplier Onboarding Process**



of suppliers screened for sustainability criteria, export controls and sanctions screening, as well as insurance verifications and safety training for onsite vendors

During the onboarding process, Halliburton requires **100 percent of potential suppliers to undergo a risk evaluation process** that covers environmental and social criteria, export controls and sanctions screening, as well as insurance verifications and safety training for onsite vendors.

We perform due diligence checks on all international non-commercial agents, such as customs brokers, freight forwarders, and immigration and visa agents. We evaluate critical suppliers annually on risks related to human rights, safety, quality, environment, economics, governance and corporate citizenship. Noncompliance with Halliburton standards, such as poor performance, unethical business practices and acts of corruption can lead to appropriate response actions up to and including termination of the relationship.

All employees of companies in our supply chain with access to Halliburton systems must complete training related to our COBC every two years. Training is also provided on topics including HSE standards, human rights and conflict mineral compliance. All European employees of our Procurement team must complete Ethical Procurement and Supply training from the Chartered Institute of Procurement & Supply, a globally recognized not-for-profit organization. This training enhances our employees' ability to identify signs of

### **Our Supplier Conduct and Responsible Procurement Sustainability Commitment:**

Cultivate a sustainable supply chain through the continuous improvement of internal processes, performing proactive risk assessments and by working collaboratively with our diverse mix of local and global suppliers.



human trafficking and forced labor, and to prevent other issues related to human rights abuses.

Our IAS group works with the Supply Chain division and our Global Ethics and Compliance group to conduct regular audits of our global supply chain to ensure compliance with COBC training and other key metrics. Audit findings, trends and insights are reported within the organization and to the Board committees as applicable.

### **Local Content**

We establish and foster relationships with local suppliers who can provide Halliburton with strategic and competitive advantages for our operations, while expanding the capacity and competency of national and local industry suppliers. Halliburton shapes local sourcing efforts to the specific governmental, cultural and economic needs of each country.

We are committed to our local communities, which is illustrated in part by our high rate of local supplier procurement spend in the countries where we operate. In 2020, more than 84 percent of spend was with suppliers located within the region where we operate. Using local suppliers helped us achieve minimal disruption to our supply chain following the emergence of the COVID-19 pandemic.

### **Conflict Minerals**

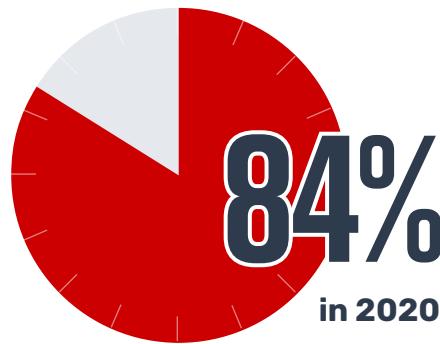
Halliburton is a member of the Responsible Minerals Initiative and complies with the conflict minerals provisions in Section 1502 of the U.S. Dodd-Frank Act. As part of our commitment to ensuring that minerals are sourced in an ethical manner, our suppliers must provide Democratic Republic of the Congo (DRC) conflict-free materials to Halliburton, furnish information to assist in determining that the materials are DRC conflict-free, and respond to requests for information on supply sources. In 2020, a total of 2,447 suppliers were identified as in-scope and contacted as part of the Conflict Minerals campaign. Halliburton terminated relationships with suppliers who did not cooperate with our Dodd-Frank compliance requirements.

### **Modern Slavery and Human Trafficking**

Halliburton performs due diligence on suppliers with respect to modern slavery and human trafficking. We require suppliers to contractually commit to protect and uphold the fundamental human rights of their employees as stated in the United Nations' Universal Declaration of Human Rights.

Our supplier evaluation process includes an assessment of our suppliers' policies and procedures regarding forced labor and human trafficking, wage deductions, and timely and accurate payment of wages for all workers. To ensure compliance, we conduct an evaluation of our highest-spend suppliers on an annual basis. We also perform an annual Slavery Risk Analysis that takes several different risk factors into consideration, including percentage of slavery in the country, vulnerability to slavery, and government response to slavery.

### **Commitment to Local Communities**



of the Company's procurement spend was with suppliers located within the region where our operational activity took place



As part of our compliance with the UK's Modern Slavery Act 2015, Halliburton previously issued questionnaires to over 1,100 existing suppliers and all new suppliers. This process assigns each supplier a risk level based on an evaluation of their questionnaire responses and other relevant data points.

In addition, over 90 percent of European Procurement employees have completed a training course that enhances their ability to identify signs of human trafficking and forced labor, and how to help prevent other issues related to human rights abuses. In the UK, our suppliers must complete a questionnaire to confirm their awareness of the UK's Modern Slavery Act 2015 and to describe the controls in place to comply with the Modern Slavery Act 2015 within their businesses and supply chains.

Halliburton is a member of the Oil & Gas Trafficking Awareness Group (OGTAG), with our Global Sustainability Manager on OGAG's advisory board, demonstrating our commitment to preventing human trafficking in our supply chain and in the communities in which we operate.

Our new Supply Chain management system provides Halliburton with enhanced capabilities to identify and address modern slavery risks.

## COMPLIANCE WITH UK'S MODERN SLAVERY ACT 2015

Halliburton previously issued questionnaires to

**1,100+**

**existing suppliers and all new subsequent suppliers**

**90%**

**of European Procurement employees have completed a training course that enhances their ability to identify signs of human trafficking and forced labor**



66

# PUBLIC POLICY

## The regulatory environment for the global energy industry is continually evolving, and Halliburton stays engaged on significant public policy issues that affect the Company and its global workforce.

The Company's corporate political participation (including contributions of funds or use of facilities and resources) complies with all applicable laws.

While Halliburton has contracts with some state-owned enterprises (SOEs), the Company does not receive any revenue from government contracts.

Halliburton does not make contributions to political candidates or political parties. The Company believes that employees should take an active interest in fostering principles of good government in the countries, states and communities in which they live.

While employees may spend their own time and funds as private citizens supporting political candidates, parties or committees, or for political advocacy, Halliburton does not reimburse employees in any way for their time, funds or any political contributions. Employees are prohibited from using the Company's name, time, funds or assets to personally support political candidates, parties or committees, or for political advocacy.

The Halliburton Company Political Action Committee (HALPAC) was established in the U.S. as a means for our employees, through their voluntary contributions, to support candidates whose views on matters affecting the industry represent the best interests of Halliburton and its employees.

HALPAC is a multi-candidate, non-partisan political action committee, and a candidate's eligibility for support is evaluated by the HALPAC Board based on a variety of criteria. Criteria includes the candidate's record on business-related issues, the leadership and committee assignments for which the candidate might be eligible, and the extent of Halliburton facilities and employees within the candidate's district and state.

Halliburton meets with public officials and policy makers on matters that are of importance to our business, customers, employees and other stakeholders. We also participate in public policy discussions through our membership in trade and business associations. These organizations engage in legislative activity regarding matters that affect our entire industry, but not on behalf of any individual member.

Employee training on compliance with the Company's policies on political activities and lobbying is covered as part of required COBC training every two years. Further information on the Company's public policy engagement and contributions, as well as a list of U.S. trade and business associations for which our 2020 membership dues were USD 50,000 or more annually, can be found on the [Public Policy](#) page of the Halliburton website.



# SOCIAL

One of our Guiding Principles is Global Citizenship, in which we strive to enhance the economic and social well-being of our employees and the communities in which we operate.

We are committed to providing a welcoming, inclusive environment for our diverse global workforce, with best-in-class training and career development opportunities to enable employees to thrive and achieve their career goals. Halliburton is also committed to protecting the health and safety of our employees, customers, suppliers and communities, which are at the heart of our Guiding Principles of HSE and Global Citizenship.

- S1    HEALTH AND SAFETY**
- S2    EMPLOYMENT**
- S3    TRAINING AND DEVELOPMENT**
- S4    DIVERSITY AND INCLUSION**
- S5    LOCAL COMMUNITIES**
- S6    HUMAN RIGHTS**

SI

# HEALTH AND SAFETY



## **Ensuring the health and safety of our employees is our top priority. This was never more apparent than during the COVID-19 pandemic.**

Halliburton provides essential services to support global energy needs, and rose to the challenge of supporting this vital infrastructure while taking appropriate steps to protect ourselves and others.

To ensure the safety of all field workers, we provided specific direction using training and continuous communication about how to meet new safety protocols, including adjusting shifts to maximize social distancing, supporting medical screenings, and quarantining crews traveling to and from field sites where necessary.

For personnel assigned to facility activities, as appropriate, we implemented various levels of medical screening, and elevated the cleaning protocols for our facilities and equipment. Where possible, we shifted employees to remote work-from-home status, and encouraged our employees and customers to collaborate virtually by using online tools.

Despite the disruptions caused by the pandemic, our safety performance improved in 2020.

As shown in our HSE and SQ metrics in this chapter, we remained focused on controlling risks and maintaining safe work practices across all our critical business operations.

### **Journey to ZERO**

Journey to ZERO is our vision to achieve ZERO safety incidents, ZERO environmental incidents and ZERO non-productive time. This vision expresses our dedication to setting the highest standards, embracing all challenges, and making

no compromises in fulfilling our commitment to our employees, customers and communities. Every year, we set strategic Journey to ZERO objectives, and in 2020, we achieved 100 percent of the goals we set for ourselves.

### **The key elements of our Journey to ZERO vision include:**

- Leadership and oversight provided by our management and Board of Directors
- Robust capabilities of our Halliburton Management System
- Training and education to ensure necessary competencies
- Programs to identify and communicate personal and process safety risks
- Our commitment to continuous process improvement
- Constant verification of our health, safety and service quality performance

### **Percent Improvement Year Over Year**

<b>Recordable Incident Rate 2020</b>	<b>Lost-Time Incident Rate 2020</b>
<b>31% ▾</b>	<b>55% ▾</b>
<b>Preventable Recordable Vehicle Rate 2020</b>	<b>Environmental Recordable Incident Rate 2020</b>
<b>53% ▾</b>	<b>33% ▾</b>

Our progress in achieving ZERO safety incidents, ZERO environmental incidents and ZERO non-productive time continues to improve year over year.

### **Our Occupational Safety – Journey to ZERO Sustainability Commitments:**

Improve our TRIR, LTIR, PRVIR and REIR by ≥ 5% year on year compared to prior year's performance and target outperforming TRIR and LTIR in International Association of Drilling Contractors sector benchmarking.

Achieve HSE training compliance ≥ 95%, driver competency ≥ 95% and 100% completion of our annual Journey to Zero strategic objectives performance.



## Leadership and Oversight

The Board of Director's HSE Committee oversees the HSE and Sustainable Development (SD) Committee, and reviews reports at each meeting of the HSE Committee. The HSE/SD Committee is responsible for setting annual strategies and goals to ensure that actions are aligned to HSE statistics and data, and also for monitoring the HSE audit program implemented by our IAS group. The Chief HSE Officer leads our programs to improve individual safety, process safety and environmental performance, and chairs the quarterly HSE/SD Committee meetings.

## Halliburton Management System

The Halliburton Management System (HMS) sets standards and procedures used by our employees and contractors to execute work processes safely, consistently and effectively.

The HMS documents reliable standardized processes, such as Design of Service, which defines the documentation that captures the operational plan and outlines how we will execute to customer requirements. Control Points are defined within the HMS to prevent and avoid incidents by assigning roles and responsibilities for critical activities so that everyone in the organization understands their part in the execution of our service delivery.

The HMS is designed to comply with, or exceed, the requirements of all relevant recognized management system standards, including those for quality management (ISO 9001), environmental management (ISO 14001), and health and safety management (OHSAS 18001/45001). The HMS also meets and exceeds the requirements of industry-specific American Petroleum Institute (API) standards for manufacturing and service supply organizations (API Q1 and API Q2) and the API RP 75 standard for offshore safety and environmental management.

In particular, the API Q2 certification represents compliance with the first international standard that outlines fundamental, risk-based quality management systems for oil and natural gas services companies. This standard focuses on competency, service design, contingency planning, supply chain controls, preventive maintenance, inspection, service quality plans and the management of change process. Halliburton

leads the industry with 27 API Q2-certified facilities, located in 12 countries.

More HMS details can be found on the [Halliburton Management System](#) section of our website.

## Identifying and Communicating Safety Risks

The HMS incorporates several programs that play a key role in preventing incidents by identifying potential risks and providing processes to communicate those risks to employees and contractors.

Halliburton has identified five **Critical Focus Areas (CFAs)** that represent the highest potential process safety risks. Our training and education programs communicate the importance of paying extra attention and adhering to safety protocols involving these CFAs, which include:

- **Well Barriers** – Managing well barriers to prevent uncontaminated releases of formation fluids
- **Hydrocarbons to Surface** – Controlling the well to prevent unintended flow to the surface
- **Pressure Control** – Controlling pressurized systems at all times
- **Well Proximity** – Planning and maintaining non-intersecting drilling trajectories
- **Radiation and Explosives** – Adhering to regulatory safety requirements at all times



As a foundational element of our Journey to ZERO vision, Halliburton has adopted the International Association of Oil & Gas Producers (IOGP) industry-standard life-saving rules, which cover the key actions to prevent serious and fatal injuries.

Our **Halliburton Life Rules** communicate universal health and safety practices that apply to all Halliburton job sites, along with those of our customers. The Halliburton Life Rules and CFAs are an essential part of our mandatory HSE training and incident classification.

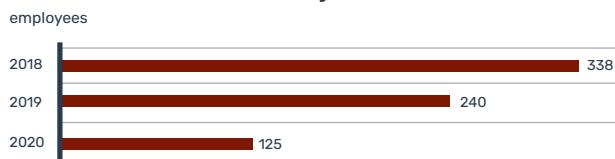
Our global **Stop Work Authority** (SWA) program gives all employees and contractors the authority – and the responsibility – to stop a task if they observe an unsafe action or condition at a worksite or have a concern regarding the control of an HSE or SQ risk. In 2020, the number of SWA observations increased despite the overall decrease in activity/operating hours.

Our **Management of Change** (MOC) process is designed to control change-related risk when we identify new risks or adjust the approved operational plan. The MOC process requires that all operational and process changes are planned, reviewed and approved before implementation in order to reduce the potential for service disruption or the creation of new hazards.

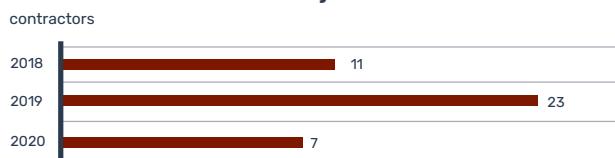
We have immediate visibility to high-risk incidents through our **Significant Incident Review** process, which prioritizes incidents in terms of severity and consequence. This process brings immediate visibility to high-risk incidents after they occur, thus enabling timely and rigorous investigations to determine root causes.

## TOTAL RECORDABLE INJURIES

**Total Number of Recordable Injuries:**



**Total Number of Recordable Injuries:**



## LIFE RULES

The industry has collectively established a set of nine standard Life Rules to communicate universal health and safety priorities that apply to all job sites. The adoption of these nine Life Rules is in line with keeping our long-standing commitment to safety and ensuring that our safety program is aligned with those of our customers.



### BYPASSING SAFETY CONTROLS

Obtain authorization before overriding or disabling safety controls



### CONFINED SPACE

Obtain authorization before entering a confined space



### DRIVING

Follow safe driving rules



### HOT WORK

Control flammables and ignition sources



### SAFE MECHANICAL LIFTING

Plan lifting and control the area



### WORKING AT HEIGHT

Protect yourself against a fall when working at height



### LINE OF FIRE

Keep yourself and others out of the line of fire



### WORK AUTHORIZATION

Work with a valid permit when required



**Line of Fire safety awareness campaign:** The Halliburton Eurasia, Europe and Sub-Saharan Africa (EESSA) region initiated a Line of Fire safety awareness campaign. Line of Fire injuries occur when a worker is in the path of a moving vehicle or object. The region's campaign engaged with employees through weekly talks, posters and videos, including employee contests to submit the best Line of Fire picture or video. The EESSA region's Line of Fire video won the global HalTV award for Best Overall Video.

## Process Verification and Continuous Improvement

Halliburton is committed to verifying our performance on key HSE and SQ metrics through our **Tiered Assurance Program**, a systematic self-verification process consisting of a job site or location assessment, a management system assessment, and global oversight by our IAS group. Results are used to assess and verify that the HMS processes are being implemented in all work locations, and to drive our focus through the associated corrective action process. In 2020, we performed 2,457 audits under the Tiered Assurance Program.

We encourage improvements of our HSE policies and programs to ensure that our health and safety processes are properly focused and keeping up with changes in the workplace. Our manufacturing division has implemented a global initiative to empower small teams of employees, known as E4 teams (**Every Employee Engaged Every day**), to identify risks and to brainstorm and implement solutions to make a safer workplace. This collaborative effort has enabled employees to engage in problem-solving efforts related to safety during the manufacturing process. In 2020, approximately 1,300 ideas from the E4 teams were implemented.

In 2020, we introduced an HSE Recognition program to recognize the efforts of our HSE staff in promoting HSE improvements. This biannual award highlighted many excellent practices that are being shared across the organization.

**HALLIBURTON**

**Latin America Hands & Fingers Campaign**

NO MORE HANDS & FINGERS INCIDENTS!

**HANDS & FINGERS NEWS**

OUR MANAGEMENT TEAM ARE COMMITTED! CLICK TO ACCESS THE VIDEO

Management Team Commitment  
H&F Safety Moment  
Hand-Free Tools Application  
Microlearning Videos  
No More Hands and Fingers Incidents!

**H&F 2019**  
25%  
H&F 2020

**ZERO**

**CLICK HERE TO ACCESS OUR PORTAL!**

**LEARNING WITH HANDS & FINGERS SAFETY MOMENTS!** CLICK TO ACCESS

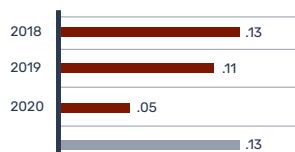
**INNOVATING WITH MICROLEARNING** CLICK TO ACCESS

**Q1** 1 3  
**Q2** 1 0  
**Q3** 2 0  
**Q4** 4 2

**Hands and Fingers safety awareness campaign:** Halliburton Latin America created an online newsletter, *Hands & Fingers News*, as part of its safety awareness program. This program includes microlearning videos and regular Safety Moments, and has helped reduce the number of serious hand and finger injuries. Halliburton had zero injuries in the third quarter of 2020.

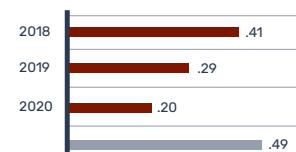
## KEY HSE AND SQ METRICS

**Lost-Time Incident Rate**  
per 200,000 hours worked



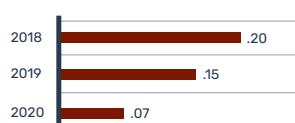
2020 International Association of Drilling Contractors (IADC) industry average

**Total Recordable Incident Rate**  
per 200,000 hours worked



2020 International Association of Drilling Contractors (IADC) industry average

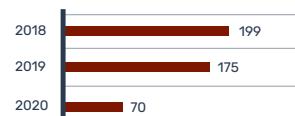
**Preventable Recordable Vehicle Incident Rate**  
per 1,000,000 miles traveled



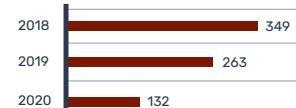
**Near-Miss Incident Rate**



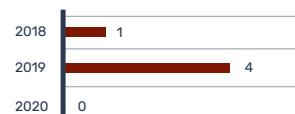
**High-Potential Incidents**  
per year



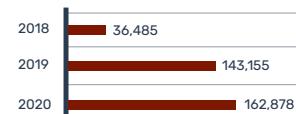
**Total Recordable Injuries**  
per year



**Fatalities**  
employees and contractors, per year



**Stop Work Authority (SWA)**  
number of reports



## Health and Safety Training and Awareness Programs

All Halliburton employees are required to complete introductory HSE training to reinforce the Halliburton core value of safety in all that we do. Employees involved in certain activities receive additional training, administered through our HSE representatives in all regions, to ensure that they have the competencies necessary to execute their jobs safely and responsibly.

For specialty job functions, such as radiation and explosives safety, specific training curricula are embedded in our automated learning management system and linked to individual employees by role to ensure that mandatory training is delivered and completed as required.

In 2020, Halliburton offered 1,109 HSE training courses to our employees, who completed 942,540 hours of HSE training. During the COVID-19 pandemic, to ensure that learning would continue in a safe environment and that competencies would still be developed, we enabled employees to complete training virtually with online classes and instructors by using our Learning Management system. The number of completed HSE training hours decreased compared to 2019, due primarily to fewer new hires. New hires typically receive the largest number of HSE training hours assigned to them as part of their onboarding.

By pivoting our learning content to allow for remote learning, in 2020, 63 percent of our training hours were completed through remote/virtual learning. In addition to HSE training, Halliburton reinforces our culture of safety through active safety awareness communications and targeted campaigns. As an example, a global 2020 campaign covering our Hands and Fingers safety awareness campaign achieved a 33 percent reduction in recordable hand and finger injuries Company-wide compared to 2019.

**Safety Moment:** We begin every meeting at Halliburton with a Safety Moment, a short message covering one of a wide variety of topics such as fatigue, ladder safety, heat exhaustion and water contamination. In 2020, we also developed Safety Moment messages that focused on mental health issues, such as recognizing and coping with depression in the time of the COVID-19 pandemic.

More information on slides of Safety Moment messages is available on the [Halliburton website](#). We share these slides publicly to promote a culture of safety that applies not just for our employees and contractors, but for everyone.

**Reduction in non-productive time (NPT) rate in 2020:**

**23%**

**The percentage of all employees and contractors who are covered by an occupational health and safety management system that has been internally audited:**

**100%**

**Average hours of health and safety training per employee in 2020:**

**19.3**

**Average hours of health and safety training per contractor in 2020:**

**16.5**

## FACILITY CERTIFICATIONS IN 2020

Certifications	Number of countries with API Q1-certified facilities	Number of API Q1-certified facilities	Number of countries with API Q2-certified facilities	Number of API Q2-certified facilities	Number of ISO 14001 certified sites
TOTAL	6	18	12	27	79

S2

# EMPLOYMENT



## **Our workforce is our Company's No. 1 asset, and Halliburton is committed to providing an inclusive workplace, along with comprehensive benefits and career development opportunities to attract and retain talented employees.**

We listen and respond to employee feedback, and work hard to provide employee-driven solutions to nurture an engaged workforce that feels valued and accepted with the right support and resources to be successful.

We comply with all applicable employment, labor and human rights laws to ensure fair and ethical employment practices. These practices are covered by our non-discrimination, minimum employment age requirement, freedom of association and fair compensation policies, as well as our policies on health, safety and security for our employees. Our policies are also aligned with the Universal Declaration of Human Rights expressed by the United Nations.

### **Health Care and Other Benefits**

We have a global footprint of over 40,000 employees in more than 70 countries. We provide a core set of benefits worldwide that are tailored to meet the needs of our diverse workforce.

In each local market, Halliburton targets the market median in offering comprehensive medical, disability, accident and life insurance coverage. Company-sponsored medical plans typically include inpatient, outpatient and professional services for medical and behavioral health needs, as well as prescription drug coverage. Dental and vision coverages are also offered in the majority of countries.

In the U.S., all regular employees who are scheduled to work a minimum of 20 hours per week are eligible for all health, welfare and retirement benefits offered by Halliburton, including retirement consultation and planning. Employees can elect different levels of coverage for themselves and their eligible family members for medical, prescription drug, behavioral health, dental and vision coverage. Our medical plans are administered by best-in-class

nationwide vendors in order to offer our employees comprehensive coverage wherever they reside.

In addition to healthcare coverage, our benefit plans include options for employee customization with a variety of options, including short-term and long-term disability, life insurance, and accidental death and dismemberment insurance. Employees in the U.S. and Canada also have access to accounts to help save for large health expenses.

### **Halliburton Retirement and Savings Plan**

All active U.S.-based employees are eligible to participate in the Halliburton Retirement and Savings Plan. In 2020, Halliburton matched up to 5 percent of eligible pay, for a total contribution of USD 56.5 million. The Company made an additional contribution of USD 33.8 million to eligible employees irrespective of their participation status. Additionally, financial educational sessions in the U.S. were expanded from in-person formats across 10 cities to virtual sessions available in all cities, providing direct access to certified financial planners to current and former employees participating in the Halliburton Retirement and Savings Plan.

**\$90.3M**

**Total Company contributions to Halliburton Retirement and Savings Plan funds**

## Family Care Program

We recognize that our employees have obligations outside work that may affect their abilities, at times, to be present, productive and engaged. To ensure that our employees bring their best selves to work every day, we provide support to our employees and their families through our Family Care program.

### Our Family Care program for our U.S. employees includes:

- **Paid Parental Bonding Benefit** – Mothers and fathers who have experienced either the birth of a child, or adoption of a child under the age of 18 may be eligible to take a paid bonding leave or to receive a bonding payout in lieu of taking a paid leave. To provide for flexibility, employees may elect either eight weeks of paid bonding leave or a bonding payout in lieu of leave equivalent to two weeks of regular pay.

This benefit is separate from, and in addition to, our existing medical leave benefits associated with a birth. In 2020, 88 percent of new mothers took the leave and 73 percent of new fathers took it.

- **Adoption Assistance** – This is available for use by any eligible employee for the reimbursement of adoption-related expenses up to a lifetime maximum reimbursement of USD 20,000 per employee.
- **Dependent Sick Days** – Eligible employees may take up to five paid days off each calendar year to care for, or attend to, an immediate family member.
- **Back-Up Dependent Care** – Employees who have an urgent need for back-up dependent care can receive up to 15 days of care annually.
- Additional programs include access to virtual learning support, test preparation, college coaching and elder care.

We also offer two global programs designed to provide additional support and flexibility for our employees and their families. These include the **Work Location Flexibility Program**, which allows employees to work from home or from an alternate location, in addition to their assigned work location, under certain circumstances; and the **Dual Careers Program**, which provides career support services to an employee's spouse when an employee relocates, either domestically or internationally, to work for Halliburton. These spousal support services include résumé development, career planning, personal branding, networking and job skills information.

## Wellness Programs

Halliburton offers a variety of tools and resources to help employees advance their personal health and wellness. Our employee lifestyle management program, LiveWell, provides all U.S. domestic and expatriate employees and their spouses with access to information and tools to help them achieve their personal health and wellness goals, including tobacco cessation, weight-loss programs and stress reduction.

The Halliburton Wellness Committee, under executive sponsorship, has a mission to increase awareness and create opportunities for employees and their families to take ownership of their health and well-being, with a focus on five key pillars:

**(1) nutrition, (2) physical health, (3) emotional health, (4) financial wellness and (5) community involvement.** As part of our wellness awareness efforts, employees volunteer as Halliburton Wellness Champions to help fellow workers stay informed of wellness initiatives and to encourage a culture of health and wellness at Halliburton. In 2020, we expanded our wellness offering to provide resources to support each of the five pillars: an online nutrition educational program; global weight-loss challenges and discounted group fitness classes, either in-person across the U.S. or virtually, available in 30 countries; tele-behavioral health sessions added as an additional modality under the group health plans for U.S. domestic and expat employees; financial education sessions available for employees and their families; and a myriad of charitable outreach initiatives championed by our community relations department, Giving Choices.

We also offer programs that help employees constructively address wellness issues that may arise within and/or outside the workplace. These programs include the Halliburton Dispute Resolution Program, which provides an independent ombudsman and mediator support to help employees resolve workplace issues.



## The Impact of the Pandemic on Our Well-Being

Employees in the U.S., Canada, the UK, and Australia have access, at no cost, to an Employee Assistance Program (EAP) that offers confidential help and support for a range of personal and professional difficulties. As part of our response to the global health crisis, an EAP was initiated in both the Middle East and Africa, with plans to expand mental health service support more broadly.

The 2020 pandemic created many hardships for our employees and their families, but, in true Halliburton style, we rose to the challenge, and, through the efforts of our Wellness Champions network, we were able to make a positive impact on employees by promoting the importance of emotional health.

### **Some examples of what we did:**

- Mental health services provided by the EAP were promoted throughout the regions with an emphasis on how employees can find help for mental health concerns related to COVID-19, such as anxiety, depression, feelings of loneliness and isolation, adapting to change, burnout, and other pandemic-related stressors.
- The EAP provided virtual presentations to employees on relevant topics such as how to conquer family stress during COVID-19, working from home and your mental health, financial concerns, managing loneliness, mental health awareness, thriving through change, and stress awareness.
- Further promotion of mental health awareness and EAP services were continually communicated throughout the organization through the development and delivery of digital materials such as quarterly newsletters, weekly tip sheets and emails, safety moments, virtual presentations and webinars, with a total impact reaching over 22,000 employees globally.

Our mental health service delivery was also enhanced to include online counseling, virtual resources and COVID-19 resource pages on our internal Company websites.

The EAP saw emerging trends in 2020, with financial concerns being the largest category, and mental health concerns (such as depression, anxiety, grief, loss and bereavement) comprising the second largest category.



S3

# TRAINING AND DEVELOPMENT



**A critical element of our growth and success is having competent leaders and employees that are engaged and committed to our strategy and service delivery. We do this by offering best-in-class training and career development programs to enhance personal opportunities for professional growth.**

### Training and Education

At Halliburton, the global learning and development teams are responsible for establishing our learning and development framework, which includes the standards, processes and systems related to employee training and education. Employee development plans are then created at the business unit level to build a tailored curriculum to meet the individual needs of the employees in each business unit.

Employees have access to a variety of learning and career resources via the **Employee Development Program**, which includes the Learning Central and Competency Central platforms. **Learning Central** is a comprehensive learning management system that tracks over 4,000 courses, including technical, professional and leadership training in online, classroom and workshop settings. Employees have access to this platform through a mobile application that can be viewed on their phones and tablets, putting development in the palm of their hand.

**Competency Central** connects required competencies to job roles to ensure that employees receive relevant training and development that are aligned to business needs. By identifying and addressing gaps in knowledge or skills, managers assign training, and employees are assessed on their competencies for both their current roles and their next roles of interest.

In addition to these resources, Halliburton offers tuition reimbursement for Halliburton employees who are desiring to pursue degrees that will further enhance their competencies. The Company has also partnered with universities across the U.S. in order for Halliburton employees to take undergraduate or graduate classes online at a discounted rate.



One of the ways that Halliburton continued to deliver relevant training and development resources to employees while ensuring safety during the COVID-19 pandemic was to expand HalTV, our employee-driven online learning platform. HalTV now has thousands of simple, bite-sized videos created by employees that provide just-in-time learning and knowledge sharing across the Company. Many of these videos, which are available to our global workforce, had viewer counts in the thousands. To acknowledge the rapid adoption of the platform and the excellent creative work of our employees, the Company held its first annual HalTV Awards event in November. Employees nominated 300 videos for awards in a variety of categories, including Most Watched Video, Most Impactful Video, Most Creative Video and Best Overall Video. In addition, a Top Viewer award was given to the employee with the highest number of video plays in HalTV.

### Our Skilled and Committed Workforce

#### Sustainability Commitment:

Have a skilled and committed workforce by listening and responding to our employees' feedback and committing to an engaged workforce that feels valued with the right support and resources to be successful.



In 2020, as a result of workforce reductions and our focus on employee safety during the COVID-19 pandemic, we increased our utilization of virtual training to ensure that competency levels remained at high levels to meet our HSE and SQ needs. Halliburton now utilizes multiple online platforms to support our just-in-time model to ensure that employees receive the right content when they need it. We leverage Microsoft Teams, along with HalTV (employee-driven micro learning), and we recently engaged with a best-in-class third-party learning platform to enhance our digital competencies.

**From HalTV's launch, it now contains over 3,000 videos and nearly 1.9 million minutes of content was viewed in 2020.** Our digital offerings have shifted training from formal classroom settings to informal video-based training, providing more manageable amounts of content per training session. **What was once a 70 percent in-person and 30 percent virtual mix, is now a 40 percent in-person and 60 percent virtual mix.**

The quality of our learning and development programs remains best-in-class in the industry. In 2020, for the eighth consecutive year, the International Association of Drilling Contractors (IADC) granted full accreditation to our Global Competency Assurance Program, our internal program to certify competencies for positions across all Halliburton product service lines and support groups globally. We remain the only full-spectrum oilfield services company to have global accreditation with no restrictions.

### Talent Identification and Succession Management

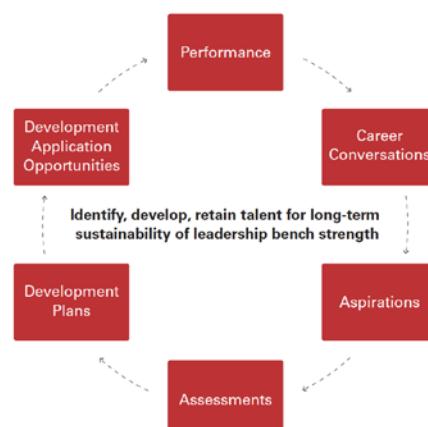
With over 6,000 leaders at Halliburton, the ongoing identification and development of leadership talent strengthens our competitive advantage and is critical to our short- and long-term success. Halliburton manages employee performance and engagement through frequent Check-ins between

**Halliburton continues to be the only full-spectrum oilfield services company to have global accreditation from the IADC with no restrictions.**

employees and managers. These discussions focus on status of work, priorities, performance feedback and development. All employees participate in this Check-in process, which is the cornerstone of our performance management and career development framework. Managers also complete a semi-annual Talent Identification Survey, which measures a variety of factors, including collaboration and initiative, providing managers with more specific insight that they can use to communicate with employees during their Check-in conversations.

Halliburton has many career development frameworks that prepare qualified employees for leadership roles, including the Supply Chain Management and Human Resource Leadership programs, as well as our Hire-to-HSE Manager, Hire-to-Project Manager, and Hire-to-Country Manager processes. These development processes ensure that our employees have the right knowledge, skills and experience to be successful. These processes require substantial commitments of time and effort from the organization, and include intensive training and bootcamp events.

A key factor in fostering employee engagement is supporting employees in enhancing their professional growth and building their careers with succession planning, leadership development plans and specialized leadership programs to open doors for high-potential employees. Succession management is a proven method for assessing the skills, talent and potential of employees. It targets top talent for accelerated development within the Company through tailored development plans.



## Succession Management Process Steps

1. Employees complete/update an online Talent Profile Summary.
2. Managers complete Leadership Assessments of their direct reports.
3. Managers populate a Succession Management Replacement Chart prior to a Talent Review.
4. Relevant team members hold a Talent Review to discuss their reports' competencies, strengths, development areas, potential and blocking roles.
5. Managers conduct Development Discussions with their direct reports.
6. Employees create and execute their Leadership Development Plans while managers provide ongoing support, coaching and feedback.

## In 2020, Halliburton leaders identified over

**16,000 successors.** Annually, our executive management team holds a two-day session focused on our top leadership pipeline. For employees who have been identified as having top leadership potential, Halliburton has a four-tiered Business Leadership Development Program designed to provide additional skills, knowledge and experience. Since its launch in 2004, together with the Center for Executive Development at the Mays Business School of Texas A&M University, more than 10,000 Halliburton employees have participated in this leadership program. Upon completion of each tier, a select number of employees are chosen to progress to the next tier, with the highest level being the President's Leadership Excellence Program, which prepares executives for senior leadership at the Company.

10,000+

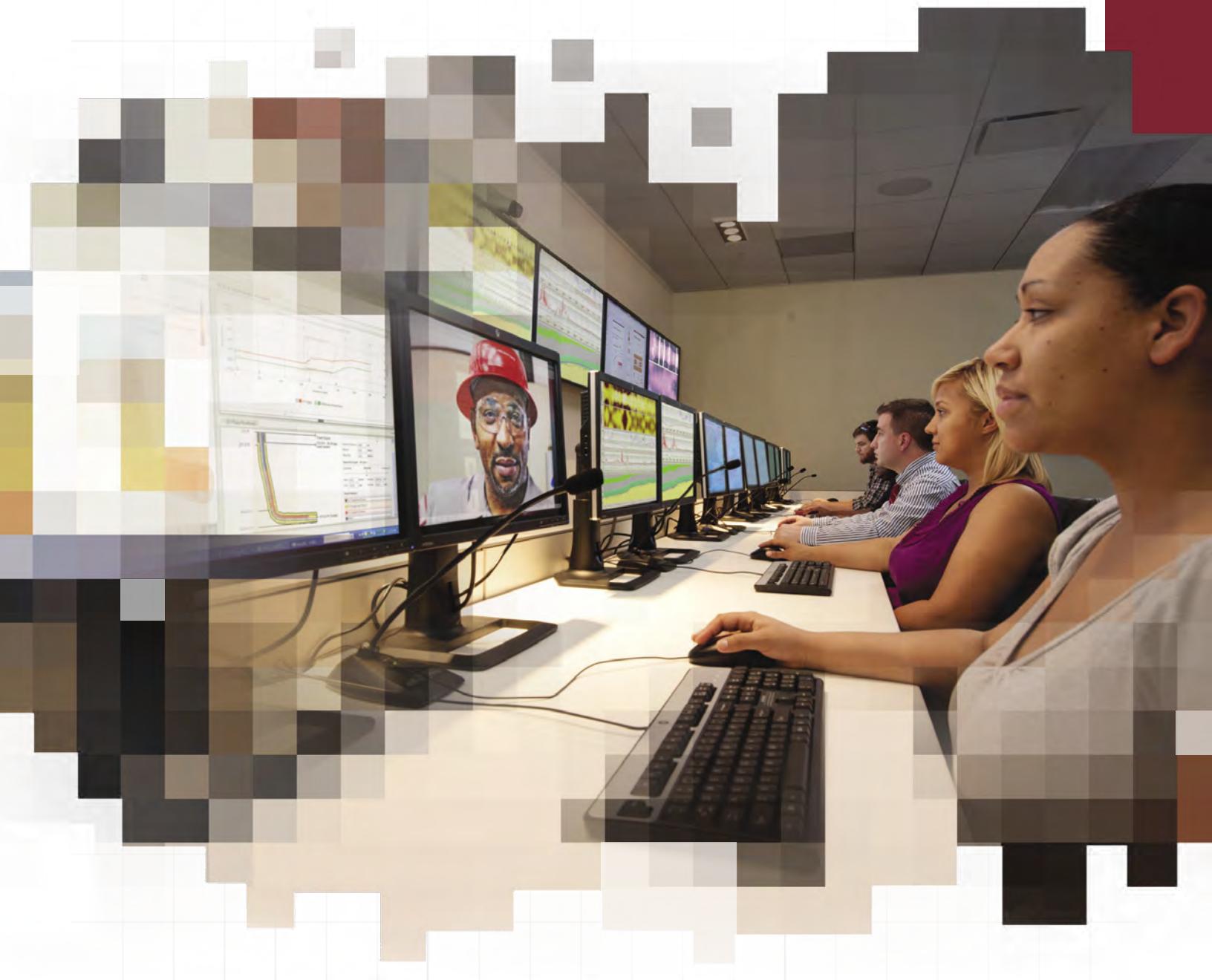
Halliburton  
employees have  
participated in  
our leadership  
program

President's Leadership  
Excellence Program

Course Curriculum	Business Leadership Development I	Business Leadership Development II	Business Leadership Development III	
	Dynamics of Leadership Communication Skills  Business and Financial Acumen	Strategic Leadership  Cultural Diversity and Generational Differences  Managing Change  Decision Making	Multinational Management  Crisis Management  Employee Engagement  Thought Diversity to Drive Team Performance  Corporate Governance	Strategic Corporate Governance  Global Leadership and Change  Cultural Perspectives and Leading Across Generations  Executive Presence  Strategic Management, Innovation and Entrepreneurship  Ethical and Social Responsibility
Leadership Level	Emerging	Frontline	Operational	Transformational

S4

# DIVERSITY AND INCLUSION



## We remain one of the most diverse companies in the world, with over 130 nationalities represented in our global workforce.

Halliburton is committed to fostering a positive work environment by maintaining a strong culture of diversity, equality and inclusion, supported by our Code of Business Conduct and employment practices. This culture is reinforced by how we live out our mainstay of “listen and respond” to drive open communication, collaboration and employee-driven solutions.

### **Listen and Respond**

Halliburton listens to employees on what they see as challenges, and empowers them to share their perspective to improve their overall employee experience. Given the size and complexity of Halliburton, it is essential to have multiple avenues to connect and engage with employees, especially in this evolving digital and remote world.

Human Resources conducts the Employee Pulse Survey, an important source of feedback, twice a year. These surveys give leadership insight into employee views on alignment to the Company’s strategy, to their own development, and if they feel they are receiving the support and resources they need to be successful, as well as their feelings on our commitment to provide a diverse and inclusive workplace.

We use Yammer, an online and continuously open sharing platform, to discuss how we can support the employee experience. Employees are encouraged to post questions, concerns and feedback.

We host annual diversity workshops. Halliburton invites global female representation from all different backgrounds, cultures and experiences to provide feedback on how to better support development and work life balance, and to discuss any other improvements they would like to see.

### **Meeting Commitments**

In 2020, in addition to listening to our employees, we also took action to advance a culture of diversity, equality and respect in the following ways:

- **Company-Wide Global Town Hall on Dignity and Respect:** Our CEO, Jeff Miller, led this important discussion on implicit bias and race.
- **Updated Core Value: Respect**  
We value diversity and equality. It makes us stronger, more innovative, and better positioned for success. We are committed to inclusion across race, gender, nationality, religion, identity, experience, and any other unique attribute. We are honest with ourselves, and we welcome different viewpoints and empower each other to be authentic.
- **Racial Equality Training:** This important training was developed for all employees working in the U.S., and will be a requirement to complete in 2021.
- **Addition of Martin Luther King Jr. Day as a paid holiday in the U.S.**
- **Employee Resource Groups (ERGs):**  
We relaunched our Black Employees Leading in Inclusion, Excellence, Vision and Education (BELIEVE) ERG to be a global ERG representative of Black communities worldwide.
- **Recruitment and Investment in Scholarships:**  
We enhanced our recruitment in support of Historically Black Colleges and Universities (HBCUs) and created a scholarship fund of USD 1 million to support students at Prairie View A&M University, which is located near our corporate offices in Houston, Texas.
- **Charitable Giving:** Through our corporate matching program “Giving Choices,” we ensured that the charities available reflect our effort to achieve racial equality.
- **Employee Pulse Survey:** We enhanced this survey with additional questions related to feelings of inclusion.

### **Our Diversity and Inclusion Sustainability Commitment:**

Provide a diverse, equitable and inclusive environment that upholds our core values of collaboration and respect and provides all employees opportunities for growth and development.



## Employee Resource Groups

Halliburton has Employee Resource Groups (ERGs) that are open to all employees to help foster engagement, networking and professional development across our global workforce. These ERGs support the Company's diverse workforce through expanding professional networks, enhancing leadership skills and empowering career mobility within Halliburton. These ERGs strengthen our business by further supporting our positive and inclusive work environments.

ERG members participate in cross-industry events and forums with customers and service partners, as well as collaborate with functional groups within Halliburton and with their fellow ERG members.

Halliburton engages with these ERGs in order to listen, empower and help educate the workforce.

Each of the following Halliburton ERGs are open to all Halliburton employees.



### **Women Sharing Excellence (WSE)**

provides opportunities for women to connect and support each other through targeted mentoring, professional development, networking and community service.



### **Black Employees Leading in Inclusion, Excellence, Vision and Education (BELIEVE)**

supports Black employees globally through engagement in community service events, and also leads career development workshops to support its mission of educating, motivating and empowering its members.



### **Veterans Leadership Forum**

**(VLF)** was established by and for military veterans, and provides tools and opportunities for professional development to its

members to help maximize their contributions to the Company's success.



**IMPACT** started with a focus on young professionals but has evolved into a community of Halliburton professionals, of all ages with the goal to attract

and retain employees by creating a collaborative environment that expands professional networks, enhances leadership skills and empowers career mobility within Halliburton.



**PRIDE** is dedicated to strengthening our business by creating a positive and inclusive work environment for people of all sexual orientations and preferred gender identities.

## Objectives to Support Our Goals

The Company's efforts and actions to foster an inclusive culture help drive diversity in hiring, development and retention. We focus on hiring, developing and retaining science, technology, engineering and mathematics (STEM) students. STEM skills are an important consideration for Halliburton leadership positions. This is a strategic focus of our graduate hiring, and it is supported in our Diversity Hiring Objectives. These objectives

are developed by our senior leadership and are overseen by the Board of Directors. The Executive Committee receives monthly reports tracking hiring and employment data by gender, age, nationality and other criteria. The Company's Board of Directors annually reviews a comprehensive report on our workforce diversity.

## STEM DIVERSITY AND INCLUSION METRICS IN 2020

### Gender - A Decade of Improvement

hiring rate of women into STEM-based job roles



S5

# LOCAL COMMUNITIES



## Engaging with the communities where we operate is a critical element of our Guiding Principles of Global Citizenship and Collaboration.

By dedicating our time and talent to volunteerism and supporting charitable organizations, we enhance the economic and social well-being of our communities. Our community engagement creates sustained value for the Company and all our stakeholders by focusing on four critical areas: **Education, Environment, Health and Safety, and Social Services.**

### Halliburton Volunteers

Halliburton employees help others, and the Company supports employee volunteer efforts around the world. To maximize our impact, we utilize volunteer teams under our **Energy to Help™** program in the regions where Halliburton operates. These teams continually assess the needs of their respective communities, and our employees volunteer thousands of hours to a wide variety of organizations.

**Education:** Halliburton, in collaboration with the Exploring program, an affiliate of the Boy Scouts of America (BSA), sponsored by the Sam Houston Area Council, BSA, of southeast Texas, hosted a career introduction program with MacArthur High School in Houston's Aldine Independent School District from August 2019 to March 2020. Through this program, Halliburton brought different subject matter experts to MacArthur High School to introduce various jobs and educational paths to the students.

**Environment:** Halliburton employees in Latin America volunteered in waste collection and environmental awareness campaigns that involved cleaning local beaches, including at Praia dos Cavaleiros in Macaé, Brazil, and at Playa del Carmen in Mexico. These efforts resulted in the cleanup and collection of more than 50 kilograms (110 pounds) of waste.

### Our Community Relationships Sustainability Commitment:

Enhance the social value of communities in which we live and work through effective engagement and social investment.



**Health and Safety:** Each year, Halliburton employees volunteer their time to help raise awareness and raise funds for disease research. In January, the Halliburton Charitable Foundation hosted the 2020 Halliburton Charity Color Run and Walk in Houston to raise funds for MD Anderson Cancer Center, St. Jude Children's Research Hospital and Camp Hope.

During October, our employees also participated in our "Halliburton Goes Pink" campaign as part of Breast Cancer Awareness Month.

In early 2020, the Halliburton Completion Tools global leadership and regional management teams participated in the [Helping Hands/Build-a-Hand Project](#), a charitable program that financially supports the production of prosthetic hands that are donated around the world. The Helping Hands program also continually helps to enhance awareness of our hand and finger safety campaigns.



**Serving Our Communities:** Halliburton employees helped combat food insecurity by volunteering to distribute meals for the Houston Food Bank. Houston-area employees participated in the 2020 Juice Box Challenge to support Kids' Meals Inc.'s Summer Meal Program, which delivers meals to children living in food-insecure homes. Employees donated over 19,000 juice boxes and volunteered to help with the Kids' Meals food distribution.

Houston-area employees also supported the "Be an Angel" program, which helps children with a variety of special needs, by volunteering to unload and sort more than 5,000 donated Christmas gifts for local children.

In the aftermath of Hurricane Laura in late August, Halliburton employees in Louisiana organized a collection of items donated by employees and food purchased by Halliburton for a community meal and supply disbursement in Lake Charles, Louisiana.

Employees of Halliburton Drill Bits & Services (HDBS) volunteered their time to support the work of the "Henry's Home" Horse and Human Sanctuary, a non-profit group in Conroe, Texas, that provides a sanctuary for donated and rescued horses. Henry's Home also welcomes veterans and first responders to help cope with issues such as post-traumatic stress disorder through its Horses & Heroes Equine Therapy Program. In their first project for this organization, HDBS employees helped build new covered feeding stalls to accommodate 30 horses.

Members of Halliburton ERGs in Mexico, including Women Sharing Excellence and iMPACT, collected items to donate to local shelters after severe floods in the Villahermosa, Tabasco and Chiapas regions.

In Asia, Halliburton members of Women Sharing Excellence—Singapore collected donations from Halliburton employees to assemble ration packs for local families in need.

### Charitable Foundations

In addition to employee volunteerism and corporate donations, Halliburton provides support to our local communities through two non-profit foundations:

**Halliburton Foundation** is a 501(c)(3) non-profit corporation that provides financial support to qualified educational and charitable organizations in the U.S. through direct grants and employee matching gifts. **In 2020, Halliburton Foundation's charitable giving was over USD 2.3 million.**



We provide annual funding for educational initiatives at all levels through grants for STEM programs at elementary and secondary institutions, and for business programs at U.S. colleges and universities. Our Educational Advisory Board reviews grant requests and serves to ensure that our donations are invested in programs that align with our Company's strategic business objectives. We support programs that effectively develop key skills for the future workforce, particularly underrepresented minorities, and encourage more students to enter targeted STEM and business programs to pursue specific fields of study and careers.

**Halliburton Charitable Foundation** provides grants to U.S.-based non-profit organizations, primarily in the Texas communities where we have a significant presence. In 2020, Halliburton Charitable Foundation's charitable giving was nearly USD 500,000.

Among the organizations we supported in 2020 were Kids' Meals Inc. in Houston, which provides meals to children living in food-insecure homes, to help this organization meet increased demand resulting from the COVID-19 pandemic. We also supported food banks and child advocacy programs in San Antonio, Texas, and in other communities.

Halliburton Charitable Foundation also provided support to Medical Bridges, a Houston-based non-profit organization that provides lifesaving medical equipment to impoverished communities around the globe. Medical Bridges also distributed 50,000 masks and other personal protective equipment (PPE) to 80 locations in 35 counties in Texas in response to the COVID-19 pandemic.

### Educational and Community Engagement

Halliburton is a member of the Greater Houston Partnership, an organization of community-minded business leaders. Additionally, the Company is a member of the Corporate Community Relations Council (CCRC) of Greater Houston, which comprises member companies from a broad range of industries. The CCRC provides opportunities to member community relations professionals for networking, gaining professional development, accessing resources and sharing best practices.

As part of our commitment to the positive growth of the Houston community, Halliburton sponsored certificate programs that enable young people to qualify for skilled jobs in our manufacturing facilities in Houston. We also collaborated with a local non-profit community development organization, BakerRipley, that strives to connect low-income families and individuals to opportunity so they can achieve the life they have imagined. This organization brought students from area schools to participate in our Halliburton certificate programs.

Halliburton is one of the leading supporters of STEM education for women and underrepresented students. In 2020, we worked with more than 29 schools, and have impacted nearly 65,000 students across all our programs and engagements.

One of these programs is the Little Shop of Physics at Colorado State University, a science education outreach program that provides underrepresented minority students with opportunities to improve their test-taking skills and to explore STEM-focused career paths.

We have also worked with U.S. colleges and universities to introduce women to STEM majors, with the mission of empowering women to feel included in STEM programs at a collegiate level and to then pursue a career in a STEM-related field.

We have seen significant success rates in recruiting women to science and/or engineering programs at schools that include the Colorado School of Mines and the University of Oklahoma. These educational arrangements also raise awareness of future career opportunities in the energy services industry, including careers at Halliburton.



The Landmark University Grants Program provides students with the ability to interpret multidisciplinary datasets within industry-leading software. Each software grant is tailored to each institution, based on their research activities and teaching requirements. Landmark offers software licenses that are conveniently grouped into bundles, based on discipline, with bundles ranging from geosciences to economics.



Halliburton is a corporate supporter of the Houston Zoo, helping to provide community education, fun family activities, guest animal encounters and new exhibit construction. Our relationship not only supports the local Houston community, but also enables collaboration with nearly 50 conservation organizations in 27 countries, protecting some of the world's most threatened species from extinction.

### **Corporate Giving**

Halliburton corporate and our individual business units provide financial support to our local communities through cash donations and in-kind goods and services. Halliburton provides support to our local communities through cash donations and in-kind goods and services, which, in 2020, was approximately USD 2.53 billion.

# \$2.53B

in donations of cash and of in-kind goods and services in 2020

**Education:** Halliburton Landmark sponsors a University Grants Program that offers Landmark software licenses free of charge to academic institutions to be used for learning, teaching and research. The software grants are evergreen with three-year renewable terms, and come with software maintenance, training and technical support. Currently, over 200 academic institutions worldwide benefit from this program.

Halliburton also donated more than 1,000 retired laptops and smartphones to schools and non-profit organizations globally, including in Houston, and in the countries of India and Nigeria.

**Environment:** Halliburton was a sponsor of the 2020 Hess Houston Corporate Run 5K, which benefited the Memorial Park Conservancy.

**Health and Safety:** The Halliburton Technology Center in Pune, India, teamed with Deenanath Mangeshkar Hospital and Research Center in 2015 to provide health care to children in need. Through this relationship, Halliburton pays 60 percent of the medical costs for care, including for cancer surgeries, and for epilepsy and cardiac conditions. In 2020, Halliburton donated over USD 33,000 for the treatment of 27 children.

**Social Services:** Halliburton is a corporate supporter of Spindletop Charities, a non-profit organization in Houston that provides funding and volunteer hours for programs and educational initiatives that directly serve at-risk youth.

### **Giving Choices**

Each year, Halliburton employees around the world pledge money to their charities of choice through our annual workplace giving program,

**Giving Choices.** Halliburton provides a 10 percent matching gift. During our 2020 Giving Choices campaign, employees donated over USD 800,000 to non-profit organizations across the globe.

EMPLOYEES GAVE OVER

# \$800K

during the 2020 Giving Choices campaign to non-profit organizations located across the globe

S6

# HUMAN RIGHTS



## Halliburton operates in more than 70 countries around the world. The broad diversity of our workforce, customers and suppliers helps to support our business excellence, and this diversity is central to the Company's support for universal human rights, as defined by the United Nations' Universal Declaration of Human Rights.

We are committed to compliance with the requirements of all applicable employment, labor and human rights laws to ensure that fair and ethical employment practices are followed at Halliburton and throughout our global supply chain. We demonstrate this commitment through our employment practices (including our policies on non-discrimination, minimum age requirements, freedom of association and fair compensation policies), and through our policies regarding health, safety and security. Human rights training is covered by our COBC training, which all employees must take every two years.

In 2018, Halliburton adopted an internal Human Rights Policy to further demonstrate our commitment to, and respect for, human rights. This policy defines the Company's standards and principles with respect to human rights. It provides guidance to our employees regarding their human rights responsibilities, and explains how Halliburton will enforce this policy.

In addition, our [Human Rights Statement](#) is available under the Corporate Governance section of the Halliburton website. Any concerns about human rights issues can be reported anonymously to our Ethics Helpline. For more information, please see [Chapter G3 on Ethics and Compliance](#).

Many of our customers perform assessments on human rights issues as part of their bid process for new work, and they include commitments to fair contracting and labor conditions in our contracts. Our compliance to these human rights commitments is audited on a regular basis as a part of conducting business.

Halliburton is in compliance with evolving regulations such as the UK's Modern Slavery Act 2015, which requires companies operating in the

United Kingdom to disclose information on efforts to eradicate slavery and human trafficking from their business and global supply chains. We also monitor emerging regulations such as Australia's Modern Slavery Act. More information on governance of human rights issues in our supply chain can be found in [Chapter G5](#).

In 2020, we launched a formal Human Rights Working Group (HRWG) comprising members from our Legal, Human Resources, Supply Chain and Sustainability teams. The HRWG has developed a formal plan for evaluating human rights risks and assurance needs across the organization for implementation in 2021. This is underpinned by our **commitment to human rights, which states that we support universal human rights – as defined by the United Nations' Universal Declaration of Human Rights – through fair and ethical employment practices and our Code of Business Conduct.**

Also in 2020, Halliburton, supported by engagement from Entrust, developed an Indigenous Inclusion Strategy to establish mutually beneficial relationships with indigenous communities where we and our customers operate. This included attending a Cultural Awareness session to understand the history of indigenous people in Canada. This understanding will allow us to work in our communities in 2021 and to execute on our Economic and Workforce Inclusion plans.



# ENVIRONMENTAL

At Halliburton, we are committed to managing risks associated with climate change and to mitigating environmental impacts from our operations. Our vision is to deliver long-term financial value by developing innovative solutions to help our customers achieve a low-carbon-energy future, and by minimizing environmental impact in the communities where we operate.

- E1 CLIMATE CHANGE AND EMISSIONS REDUCTION**
- E2 SUSTAINABLE ENERGY INNOVATIONS**
- E3 ENVIRONMENTAL MANAGEMENT**

# CLIMATE CHANGE AND EMISSIONS REDUCTION



# The challenges of the energy transition allow Halliburton to continue to do what we do best: innovate, collaborate and execute to drive efficiencies and affect change, including lowering the emissions profile of our technologies and our internal activities.

These opportunities for innovation and growth will improve our overall sustainability while helping our customers decarbonize their legacy production base. We have inspiring work underway to reduce emissions, improve energy efficiency, and advance clean energy development because we are committed to a sustainable energy future.

## Sustainable Energy Priorities

As a major step in reinforcing our sustainability goals and addressing our short-term climate change risks and opportunities, Halliburton announced in November 2020 our commitment to set science-based targets to reduce greenhouse gas (GHG) emissions. The Company submitted our commitment letter to the Science Based Targets initiative (SBTi), a collaboration between CDP (formerly the Carbon Disclosure Project), the United Nations Global Compact, the World Resources Institute, and the World Wide Fund for Nature.

**In 2021, Halliburton will submit our science-based target for a 40 percent reduction by 2035 from our 2018 baseline, with pending SBTi validation by 2022.**

Halliburton joined over 1,000 global companies who have committed to set emissions reduction targets grounded in what the latest climate science outlines as necessary to meet the goals of the Paris Agreement on climate change, which seeks to limit global warming to well below 2 degrees Celsius above pre-industrial levels.

In addition to reducing our own emissions, we are also committed to helping our customers reduce

their carbon emissions footprints. This starts with incorporating the evaluation of carbon reduction potential during Halliburton internal research and development (R&D), and in our product and service package development processes.

In 2020, we focused on identifying the emissions footprint of our products and services in the field, and on enabling easy disclosure of that information to our customers through our **Sustainability Labels** initiative. Our product service lines (PSLs) are now in a position to better evaluate emissions and other sustainability-related metrics associated with their products and service package offerings, and to work with customers to identify potential reduction opportunities.

Because of the events of 2020, we reimagined how and where we work, and that assessment led to fundamental and major changes in the space we require to operate. As a result, we reduced our global real estate footprint by 22 percent. By doing so, we saw an immediate positive change in our own energy use, and reduced our climate change exposure today and in the future. Reducing our real estate footprint is one of the surest ways to reduce emissions, and our 22 percent reduction is now complete.

Our longer-term priorities include achieving emission reductions in line with our science-based approach, and being involved in the development of effective public policies and regulations that are rational and market-based, and that efficiently address climate change priorities. We include climate strategy in our internal R&D and product development activities, and work with our trade associations to further the development of sustainable solutions for the oil and gas industry.

We work with suppliers to reduce environmental impacts throughout our value chain by leveraging our relationships with them. We educate employees on climate change issues and what actions they can take to reduce GHG emissions at and away from work. More information is available in our [Climate Change Statement](#) on our website.

## Our Climate Change Sustainability Commitments:

40 percent scope 1 & 2 reduction by 2035 from 2018 baseline.

Partner with Tier 1 suppliers to track and reduce Scope 3 GHG emissions.



## Climate-Related Risks and Opportunities

Key climate-related risks and opportunities for Halliburton can be categorized into four major areas: **(1) physical, (2) regulatory, (3) business, and (4) environmental.**

The elements within each area are identified through our internal risk management processes, our work with our customers, feedback from and discussions with investors and other stakeholders, and our work within trade associations. This includes the American Petroleum Institute (API), IPIECA (originally the International Petroleum Industry Environmental Conservation Association), and the Petroleum Equipment & Services Association (PESA).

In addition, we have initiated a “2-degree scenario” analysis, supported by a third-party consultant, to build upon the key risks and opportunities for Halliburton posed by climate change. The findings will be incorporated into our ERM strategy and disclosed in our 2021 Annual and Sustainability Report. We do not expect that the climate-related risks and opportunities we currently recognize will change significantly following the scenario analysis.



**1. Physical:** Halliburton regularly assesses climate-related risks to our worksites and operations. These risks include weather-related impacts; flooding potential; water availability and quality;

and the effects of heat stress and cold stress on people, facilities and equipment. We incorporate these risk assessments in our ERM strategies, in our facility and operational planning processes, and in our crisis management plans. This year, we reevaluated our exposure to water stress as part of our planned schedule and to capture any changes that could affect our facility portfolio. As described on the prior page, reducing our global real estate footprint by 22 percent in 2020 reduced both our climate change impact and exposure.

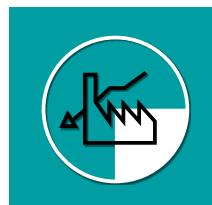


**2. Regulatory:** Our Legal and Government Affairs teams monitor changes in public policy and regulatory requirements, and communicate this information

to senior leadership and the Halliburton Board of Directors for incorporation into our ERM program.

These changes are also communicated to the affected parts of the organization, so they can adjust their business strategies and operational plans. Among the regulatory issues that we monitor are carbon caps, emissions reporting requirements, carbon taxation, bans or moratoriums on certain activities (such as local regulations that constrain or ban hydraulic fracturing), and the requirement to disclose non-financial information that is either separate from or within financial disclosures.

To reduce our exposure to carbon taxation, we focus on minimizing or eliminating GHG emissions from our facilities and our fleet. With respect to potential impacts from regulatory bans on hydraulic fracturing activities, we are involved in addressing government and community concerns through our seat on government-industry panels at the local and national levels. In addition, we work with our customers to provide equipment and solutions that have less impact on local communities – for example, electric-fracturing (known as e-frac) fleets that eliminate direct carbon emissions and produce less noise, odors and fumes.

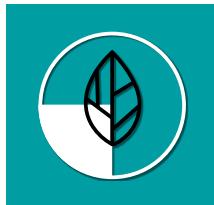


**3. Business:** Our most important contribution to the energy transition is to continue helping our customers satisfy the world’s need for affordable and

reliable energy while innovating to help reduce emissions, improve energy efficiency and advance clean energy development. The key risks and opportunities to our business from climate change involve the transition to a low-carbon-energy future. We are using innovative technologies to help customers meet emissions targets and improve environmental impact. This includes lowering the emissions profile of our own portfolio of services and equipment. Halliburton is also using our expertise and capabilities to help customers involved in the development of renewable and alternative energy sources such as geothermal, wind and carbon capture, utilization and storage (CCUS). We also established Halliburton Labs in 2020 to help accelerate the development of new clean energy technologies.

## 4. Environmental

Halliburton monitors the overall environmental risks to our organization and to the communities in which we live and work, and identifies opportunities to do our



part to reduce energy usage, emissions and produced waste, as well as to improve water conservation. Our Real Estate Services group is responsible for implementing the use of renewable energy

sources at our locations around the world through the placement of solar panels, and for identifying where we can increase the use of renewably sourced electricity. We are also reducing our electricity usage through efficiencies in lighting and heating, and through the consolidation of smaller locations into larger hubs that are designed to be energy efficient. The use of an in-vehicle monitoring system (IVMS) allows us to manage journeys more efficiently and to reduce emissions from our general fleet. We are the leaders in the design and use of low-emission Tier 4 engines, and are building on our focus of reducing emissions through the launch of our

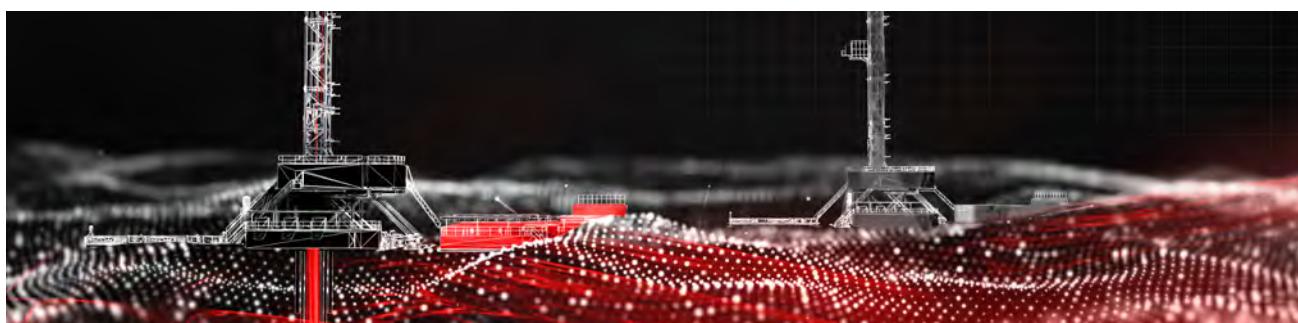
Tier 4-compliant dual-fuel engines in the near future and the expansion of our electric-fracturing (e-frac) fleet.

We constantly study our logistics operations in order to establish more efficient and sustainable means of moving equipment and materials from site to site, and our digital solutions allow us to work remotely, significantly reducing the logistics associated with personnel and equipment.

Ongoing initiatives to reduce energy use and emissions, and to conserve water in our operations, as detailed in our sustainability commitments, provide opportunities to mitigate the physical risks to our worksites.

### Reductions in GHG Emissions and Energy Use

Halliburton is committed to mitigating the environmental impacts of our operations through increased efficiency and investments in R&D to reduce energy use and emissions from the equipment we design, manufacture and use. Our Technology Matrix in the next chapter provides examples of our sustainable technology offerings. Working directly with engine manufacturers and



**Halliburton 4.0:** Our digital framework, Halliburton 4.0, is a part of everything we do and is transforming the way we work to make a quantum leap in productivity. Halliburton 4.0 uses open architecture to drive connectivity for collaboration with customers and partners, helping us to pioneer new approaches to subsurface understanding, well construction, and reservoir production. Our industry-leading SmartFleet™ intelligent fracturing system marries our digital capabilities and fracturing expertise to give customers control over frac performance in real time. SmartFleet and other Halliburton 4.0 digital offerings will continue to improve the efficiency of our service delivery and to lower well construction costs and risks.

Our **Landmark PSL** is an established leader in petrotechnical software, with its powerful, cloud-enabled DecisionSpace® 365 software platform. Landmark provides Halliburton with a solid foundation to create and scale digital solutions, established through decades of investment in software development, expertise and processes. This foundation benefits all of our PSLs, as customers continue to adopt our digital solution, including increased sales of Landmark software, and to use our automated solutions to improve efficiency in fracturing and other integrated operations.

investing in related R&D has enabled Halliburton to become a leader in the deployment of diesel engines that meet the U.S. Environmental Protection Agency's Tier 4 standard. Today, Halliburton surface equipment is among the lowest emissions available, and has the largest fleet of Tier 4-compliant diesel engines currently in operation in the U.S. and the Gulf of Mexico.

## North America industry leader in EPA Tier 4-compliant diesel engines

Percentage of Tier 4 Diesel Engine Penetration	2018	2019	2020
Hydraulic fracturing engines that meet Tier 4 compliance for non-road diesel engine emissions	39%	47%	48%
Hydraulic fracturing pumping equipment (HHP) that meet Tier 4 compliance for non-road diesel engine emissions	40%	52%	56%

Our new Tier 4 dual-fuel pumping units enable operators to use field gas that they may have otherwise flared as the fuel source for our equipment, instead of using diesel fuel. Use of flare gas paired with Tier 4-compliant engines results in improved emissions profiles for both Halliburton and the operator. When it comes to the use of electric equipment, we continue to innovate and now have the ability to offer everything electric on a location – from the pumps down to the wireline equipment, such as our remotely operated eWinch™ system. In 2020, we successfully deployed the industry's first grid-powered electric project where we powered the pumps directly from the grid, resulting in the lowest emissions profile possible for a fracturing site.

## Industry-first, grid-powered fracturing operation

We are also focused on reducing energy use in our facilities. Our reported data on energy use (electricity and natural gas) at Company-owned or leased business operations covers 100 percent of our U.S. facilities, as well as other major international facilities. In 2020, Halliburton reduced our global real estate footprint by 22 percent.

In 2020, Halliburton continued to implement solar projects at our global facilities with the highest solar power potential in order to reduce our electricity use

and energy costs. We installed solar power at our facility in Bakersfield, California, which is expected to offset approximately 80 percent of the site's current electricity usage and to avoid emissions of nearly 590 metric tons of CO<sub>2</sub>e per year. This project, combined with our solar installations in Taloja, India, and two others in Singapore, have enabled us to avoid carbon emissions of over 3,700 metric tons per year. A similar solar project began in November 2020 at the manufacturing facility in Johor, Malaysia, and it will be commissioned in mid-2021.

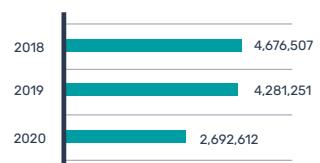
We are also reducing electricity usage through the use of Lighting-as-a-Service agreements, where Halliburton partners with a company that performs complete LED lighting retrofits with passive controls at their expense, and then owns and operates the lighting over an agreed-upon service period. We have entered into pilot agreements in Duncan, Oklahoma, and expect to expand the program worldwide. At ideally qualified sites, the benefit for Halliburton includes an immediately positive cash flow and reduced energy consumption. This is achieved through lower monthly utility bills, energy efficiency improvement rebates where available, and service agreements that offset direct maintenance costs.

Halliburton also utilizes building automation systems at our larger facilities to control HVAC and some other building systems to minimize energy use. We are planning a pilot project at our Houston North Belt campus to utilize artificial intelligence tools to capture a comprehensive amount of data for optimizing the use of building automation systems.

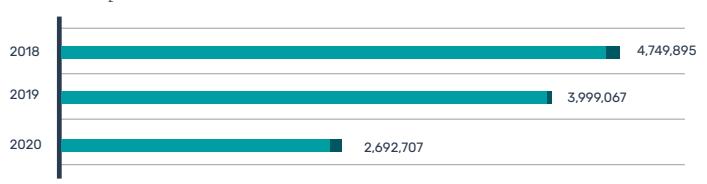
**Scope 1 and 2 Emissions Intensity**  
metric tons CO<sub>2</sub>e per million USD revenue



**Scope 1 and 2 GHG Emissions**  
metric tons CO<sub>2</sub>e



**Absolute Emissions**  
metric tons CO<sub>2</sub>e



■ Direct Emissions (Scope 1) ■ Indirect Emissions (Scope 2 and 3)

E2

# SUSTAINABLE ENERGY INNOVATIONS

GOVERNANCE | SOCIAL | ENVIRONMENTAL



## We launched Halliburton Labs in 2020 as an innovation space to accelerate the development of clean energy technologies and initiatives.

Located at the Company's Houston headquarters, Halliburton Labs provides access to our facilities, expertise and business network for early-stage companies to commercialize and scale their technology.

Halliburton Labs is working with academic institutions and venture capital firms to identify companies that have progressed beyond the proof-of-concept stage in their focus on advancing clean energy. Companies accepted to the program will work with advisors on bringing their products to market and securing additional funding to build their business.

### The Advisory Board of Halliburton Labs includes:

- **Reginald DesRoches**, Rice University's Provost and Professor of Civil & Environmental Engineering, and Mechanical Engineering
- **John Grotzinger**, the Fletcher Jones Professor of Geology at the California Institute of Technology, and Chair of the university's Division of Geological and Planetary Sciences
- **Walter Isaacson**, the Leonard Lauder Professor of American History and Values at Tulane University in New Orleans, Louisiana

These board members will help guide Halliburton Labs' vision, strategy and evaluation of applicants.



The first participating company in Halliburton Labs, NanoTech Inc., is a material science company focused on solving insulation and fireproofing challenges across multiple industries. NanoTech successfully completed a USD 5 million seed round in 4Q 2020, led by Ecliptic Capital of Austin, Texas.

### Internal Capabilities

Halliburton is committed to providing the world with access to affordable and reliable energy while successfully transitioning to a lower-carbon future. We are leveraging our world-class technical expertise, resources and versatile capabilities to assist in developing new capabilities and technologies as the world continues to transition to a sustainable energy future.

Our capability in the energy transition space includes applying our expertise in renewable and low-carbon services – such as geothermal energy, wind energy and hydrogen storage – and in carbon capture, utilization and storage (CCUS).

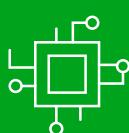
### Carbon Capture, Utilization and Storage

CCUS technology involves the removal of CO<sub>2</sub> from emission sources for storage in secure underground reservoirs or for industrial use. Halliburton has

### Our Value Creation Technologies and Solutions / Continuous Improvement Sustainability Commitments:

Lead the industry in innovation and conscientious stewardship of global resources.

Provide solutions that support decarbonizing our customers' legacy production base.



extensive knowledge and technology developed for oil and gas storage that create opportunities for the Company to contribute to carbon transport and storage projects. Our unique capabilities include geological storage site selection and development, well repurposing, construction and monitoring, as well as pipeline and subsea construction and maintenance experience.

Halliburton provides our advanced technologies and tools to assist CCUS project developers and research projects, such as Scotland's Net Zero Roadmap project, which has a goal of achieving net zero carbon emissions by 2045. We are actively engaged in CCUS projects around the world, including in the U.S., Japan, Australia and Europe. Halliburton is also working with a major operator to test and develop safety valve tools and cement systems to facilitate a major CCUS project in the North Sea.

### **Baroid PSL**

Our Baroid PSL deploys several innovative technologies that focus on the recovery of valuable fluids from drilling wastes, thus leading the industry in sustainability while minimizing environmental impacts. These recovery technologies help reduce costs, increase performance and overcome logistical challenges while reducing emissions. Our separation solution technologies, such as our BaraH<sub>2</sub>O® services, separate and minimize drilling fluid wastes at the rigsite, thus reducing waste volumes by 95 percent while eliminating significant emissions from transportation. Other technologies, such as BaraG-Force™ and BaraPhase™ systems, recover base fluids from drilling wastes for reuse, which significantly reduces volumes sent to landfills. Baroid is also commercializing the award-winning BaraOmni™ technology, which is expected to lead the industry in processing fluids and solids generated from drilling activity, while also maximizing recovery and energy efficiency, and minimizing transportation and disposal volumes.

Congratulations to Dale Jamison, Halliburton distinguished engineer, for receiving the 2020 *World Oil* Innovative Thinker Award! This award honors an individual who has demonstrated thought leadership in the upstream oil and gas sector.



Our Artificial Lift well surveillance and monitoring service eliminates the need for manual intervention to the electric submersible pump (ESP) system, allowing for remote changes to be made without the necessity of sending field service personnel to the field, consequently saving on emissions related to their transportation.



Our Cementing PSL progressed toward autonomous rig operations with a successful cement job placed without on-site human involvement. For a major operator in Norway, a cement technician was seated in the customer's office onshore while the cement unit on an offshore platform flawlessly executed a cement job. The technician simply started the job, and the control system on the unit automatically functioned the required valve sequencing, based on key feedback parameters, to deliver the job as planned without human intervention. This is a major step toward the vision of fully autonomous offshore execution, which will remove the need for personnel to be on site.

By following its “3R” strategy (Reduce, Reuse, Repurpose) to create more sustainable manufacturing processes, Halliburton Baroid lowered its purchases of new base oil by over 17,000 barrels, which helped reduce inventory by over 34,000 barrels. Baroid also reduced its new purchases of barite by 3,262 tons, which resulted in substantial annual cost savings and avoided emissions.

**Geothermal Energy:** Indonesia is one of the most volcanically active regions in the Pacific Rim of Fire, and has 40 percent of the world's geothermal resources. Halliburton has worked with one of the leaders in this market for more than 15 years to provide drilling and cementing services to develop this clean, renewable energy source. Halliburton has enabled this global energy company to complete wells faster, more cost effectively, and with an unparalleled safety record. We developed new high-temperature cementing formulations and new directional drilling techniques that allow more wells to produce from a single pad – thus minimizing environmental impact. These innovations also increase the geothermal site's generating capacity, significantly lowering construction costs and reducing the cost per kilowatt hour of electricity generated.

## Geothermal Energy

For decades, Halliburton has been an active full-service leader in geothermal technology and processes, and has significant global geothermal project experience. Our products and services address every aspect of developing a geothermal energy production facility: project management, drilling, cementing, fluids, logging, completions, stimulation and geofluids transfer.

Our advanced technology and experience are being used by customers to develop complete geothermal solutions around the world, including in Indonesia and the Philippines, Australia and New Zealand, the U.S. and Canada, Latin America, and across Europe and Africa.



# 2020 TECHNOLOGY SUSTAINABILITY MATRIX

Additional portfolio items can be seen on [Halliburton.com](https://Halliburton.com).

## Products

	Duration of job / number of people on site	Potential for safety incidents	Emissions to air / fugitive emissions	Fossil fuel use	Electricity used	Volume of water used or produced materials / chemicals used	Space / footprint required	Nuisance, noise / odors / visual intrusion	Spills or leaks	Coating requirements	Volume of non-hazardous waste produced	Volume of hazardous waste produced	Transportation impacts	
	Reduction or Elimination												Improvement	
<b>ARTIFICIAL LIFT</b>														
Well Surveillance and Monitoring Service	●	●	●	●	●				●			●		
<b>DRILL BITS &amp; SERVICES</b>													Improvement	
Cerebro Force™													●	
Juggernaut, Premium cutter													●	
XR Prime™, Reamer													●	
<b>SPERRY DRILLING</b>														
RoxC® 3.0					●									
DrillingXpert™ 2.4	●	●									●			
MaxReceiver™	●	●					●				●			
MaxReport													●	
MaxSurvey®		●											●	
LOGIX™	●		●				●				●		●	
EarthStar® 3D	●		●								●		●	
HalVue	●					●					●			
<b>WIRELINE &amp; PERFORATING</b>														
eWinch™	●	●	●	●	●	●					●			
ClearCut™	●	●							●	●			●	
<b>TESTING &amp; SUBSEA</b>														
DynaTrac™ Real-Time Depth Correlation System	●	●											●	
<b>CEMENTING</b>														
WellLife® 5.0													●	
Autonomous Cementing Operations	●	●	●	●	●		●	●			●		●	
iCem® 6.0														
IsoGuard/IsoBond/NeoBond	●	●						●					●	
Reverse Cementing	●					●				●				
SSR-3 Plug Set	●		●								●			
Annular Casing Packers	●					●				●			●	
Tuned® Defense™ E-Cement Spacer						●							●	
VIDA™ 1.2													●	
Asset Light Support Unit	●	●	●	●	●		●	●	●				●	
<b>COMPLETION TOOLS</b>														
XSTMZ™ System	●		●				●		●				●	
PetroGuard® Armour Mesh High-Erosion Screen	●								●				●	

E3

# ENVIRONMENTAL MANAGEMENT



## The Halliburton Management System (HMS) is our primary tool for managing environmental risks, and for driving operational efficiencies to mitigate environmental impacts.

The HMS and all associated processes and procedures are designed to meet or exceed regulator and customer expectations, and to conform with industry-standard certification programs, including ISO 14001 and API RP 75, which are both internationally recognized standards for environmental management. Individual Halliburton facilities and PSLs are externally certified to ISO 14001, based on business needs. In 2020, Halliburton had 79 ISO 14001 certifications worldwide, and these certifications often encompassed multiple PSLs.

The HMS encompasses a comprehensive set of policies, business practices and procedures to reduce our energy usage and GHG emissions, improve water quality and conservation, use chemicals in environmentally safe ways, decrease waste, and protect the quality and biodiversity of our environment.

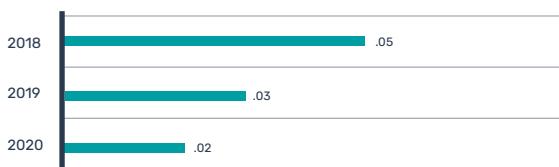
Halliburton also uses the HMS to establish environmental management practices in our supply chain, including compliance with mandatory COBC training and with additional HSE training that is required of certain suppliers. Expectations around, and mechanisms for, monitoring the ESG performance of our suppliers are described in more detail in [Chapter G5](#).

### Environmental Incidents

Environmental incidents across all areas of our operations are managed using the same methodology as for health and safety incidents, following the HSE and SQ incident management process described in [Chapter S1](#). Environmental incidents are included in our statistics, along with fines associated with any regulatory noncompliance.

### Recordable Environmental Incident Rate

per 200,000 hours worked



The majority of reported incidents are spills that occur at Halliburton facilities and field locations across the globe. In 2020, we continued to improve how spills are evaluated in order to align with industry norms. Halliburton is committed to minimizing its environmental impact, and the Company monitors spill trends and investigates spill incidents defined as significant to identify areas for process improvement and to implement corrective actions.

In 2020, we had no significant environmental noncompliance spill incidents and no significant environmental fines.

### Our Environmental Improvements Sustainability Commitments:

- 40% Scope 1 & 2 reduction by 2035 from 2018 baseline.
- Partner with Tier 1 suppliers to track and reduce Scope 3 GHG emissions.
- Establish and achieve waste-reduction targets in our major facilities.
- Create water use improvement plans in our major facilities located in water-stressed areas.



## Chemical Stewardship

Chemical stewardship is a critical part of our responsible management of environmental impacts of the products and services we provide to our customers worldwide. Halliburton is recognized as an industry leader for the digitization of our Safety Data Sheet (SDS) data and its integration into our Chemical Stewardship Management System (CSMS).

We create value for our customers and communities through the use of automated regulatory tracking alerts that are integrated into chemical import and export transactions globally. Our proactive impact analysis of risk helps support sustainable market development.

In 2020, we launched new workflow management tools as part of our CSMS that will further strengthen our procedures to purchase, use, distribute and develop chemical products in a manner that promotes safety and sustainability throughout their life cycle.

### The key elements of our CSMS include:

- Our Chemistry Scoring Index (CSI) is a risk assessment process that compares the relative risks associated with the use of Halliburton chemical products in oil and gas operations. Using the CSI, our customers can compare Halliburton chemical products within the same class of use and application, enabling them to choose products that optimize performance and minimize potential HSE risks.
- All Halliburton chemical products are backed by an SDS that complies with the latest regulatory requirements, including the Globally Harmonized System of Classification and Labeling of Chemicals. All SDSs are available through our [website](#).
- Detailed information regarding the chemical constituents of our hydraulic fracturing fluids is provided to customers on the Halliburton website to assure compliance with state laws, as well as with voluntary standards established by the FracFocus chemical disclosure registry, of which Halliburton is a founding member.

## Multi-Chem PSL

Our Multi-Chem PSL is a full-service specialty chemical provider for the stimulation, production and downstream oil and gas markets. Along with its complete chemical portfolio, Multi-Chem has deployed chemical programs that enable customers to improve the environmental footprint of their operations. In one instance, our Multi-Chem Friction Reducer program enabled a customer in the Northeast U.S. to reuse more than 100 million gallons of produced water that would have otherwise been disposed of and replaced with fresh water.

Multi-Chem also offers FightR® LXD dry friction reducers, which eliminate hydrocarbon carriers in typical friction reducers while providing improved performance, cost savings, and mitigation of HSE risks. Our Multi-Cide™ program replaces common oxidizers with lower-vapor-pressure biocide options to reduce chemical emissions while protecting against microbial contamination and well souring in hydraulic fracturing operations.

Launched this year, Multi-Chem's APX™ (Analysis of Performance eXecution) platform for digitizing our oilfield chemical operations provides real-time transparency and interpretation into chemical operations through field and laboratory data to report on activities and performance. One key feature of this platform is its ability to automate the chemical ordering process, allowing for optimization of delivery routes. As the application reaches scale, order automation and improved route visibility and planning will reduce over-the-road chemical hauling by eliminating unnecessary trips, improving our emissions profile, and reducing risks related to handling and transporting chemicals on public roadways.



## Water and Effluents

We are committed to working with our customers to reduce their water usage. Because water used at hydraulic fracturing sites and at wellsites in activities such as cementing and drilling is purchased and controlled by our customer, it is not part of our reporting scope. However, we have developed new chemistries and separation technologies that enable the recycling of flowback water to be used in a wide range of geographies, thus replacing the need for fresh water typically used in these operations.

Our reported data on water usage includes water used at Company-owned or leased business operations, and covers 100 percent of our U.S. facilities and our major global facilities. Major global facilities are manufacturing facilities or any location having a building footprint larger than two acres, and housing those activities identified as being the largest potential users of water. These facilities account for 57 percent of our global building footprint.

In 2020, Halliburton focused on further classifying water usage in water-stressed areas. This data will enable us to build upon our internal focus to conserve water at Halliburton facilities, prioritizing those locations that are deemed at risk by being in water-stressed areas.

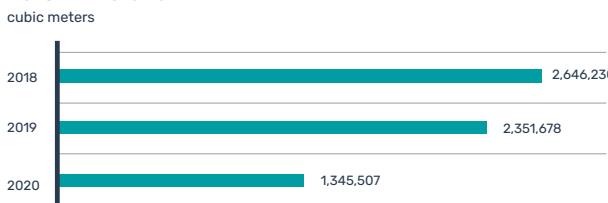
**Total Volume of Hydrocarbon Spills**  
bbl



**Total Volume of Spills**  
cubic meters



**Water Withdrawal**



Many of our locations are already implementing water-reduction projects. These projects include the optimization of HVAC systems and the recycling of water used for process cooling, vehicle washing, chemical blending and landscape irrigation.

The streamlining of our field-based maintenance operations has not only reduced emissions but also enabled a reduction in tank cleanings and function test time at our facilities. These changes have resulted in an estimated annual decrease in water usage of 1,265,000 gallons.

Our Taloja, India, facility is a zero-discharge facility, thanks to the installation of an emulsion treatment plant and a sewage treatment plant, which enables complete recycling of wastewater.



Two of our manufacturing facilities in Alaska worked together on a project that resulted in the reuse of 8,700 gallons of water per year. Our Nitrogen Production Solutions plant produces condensation water during heating and cooling phases that is collected in containers. Previously, this water was then tested and trucked to a disposal well. Exploring alternative uses for this water, we found that a nearby Baroid manufacturing facility needed water on a regular basis and would be able to use the condensate water. In addition to the environmental benefits of reusing the water, we realized savings from the elimination of testing and disposal costs.

Halliburton facilities in Ecuador, Colombia and Brazil have effluent treatment stations to process industrial wastewater, which passes through physical, chemical and microbiological treatment and is then reused. The effluent treatment station at our plant in Macaé, Brazil, treats and recycles 30 cubic meters of water per day on average.

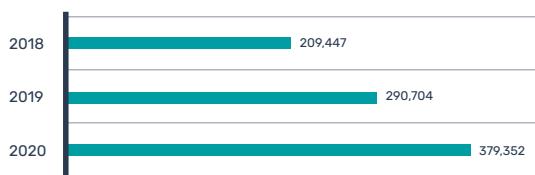
## Waste Reduction

Halliburton is committed to reducing the amount of waste generated at our facilities. We have developed waste minimization and management plans to help us achieve that commitment. Waste is generated from our offices, workshops, field camps and manufacturing facilities, as well as from wellsite operations that Halliburton has control over. Our facilities follow all applicable laws and regulations for waste storage, treatment and disposal, including hazardous waste storage and disposal, and we perform audits of service providers used for waste management services to ensure compliance. Waste management standards are part of the Halliburton Management System, and include waste minimization guidelines designed to reduce environmental impact and waste disposal costs. These guidelines include source reduction practices, such as modifying equipment or reformulating products to reduce waste and toxicity.

Our recycling and reuse initiatives include reclamation of equipment as it approaches its end of life. Each major equipment component is investigated and dispositioned according to sustainable standards, such as being returned to the field, sent to be rebuilt at an Original Equipment Manufacturer distributor, or sold to be recycled. In 2020, we expanded our Scope 3 emissions reporting to include recycling and composting.

### Waste Generated

metric tonnes



Global facility closures/consolidations due to market conditions resulted in a waste disposal increase.

### 2020 Scope 3 Waste Disposal Emissions by Material

net total MT $\text{CO}_2\text{e}$

Mixed Paper	(1,694)
Food Waste	(1)
Mixed Plastics	(167)
Mixed Electronics	(16)
Mixed Metals	(122,825)
Mixed Organics	61
Mixed Municipal Solid Waste	81,430
<b>TOTAL</b>	<b>(43,212)</b>

Emissions impacts from material landfilled, recycled and composted. Blue indicates the emissions reduced from recycling and composting, while red indicates emissions from landfilling.

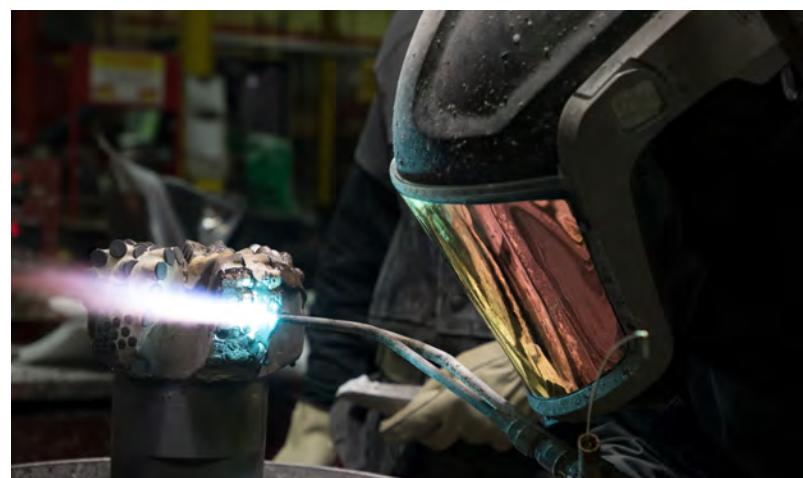
### Our data on waste generation covers:

- All U.S. locations
- All manufacturing locations
- Any non-U.S. location having a building footprint larger than two acres (8092 m<sup>2</sup>) and housing those activities identified as having the largest potential for waste generation

## Biodiversity

Our commitment to environmentally sound and sustainable business practices includes protecting the biodiversity of the land where we operate. As a service provider, our impact on biodiversity and land disturbance is limited to the development of our offices, field camps, chemical facilities and service centers. Our customers are primarily responsible for developing wellsites and leasing roads. As such, we work with them to minimize impacts, but they have more control over any subsequent impacts on biodiversity and disturbance of land.

We are cognizant of the impacts of transportation and our equipment in the field, and, as such, in 2020, we drafted a biodiversity policy that consolidates required mitigation efforts and management approaches.



**Halliburton Drill Bits & Services (HDBS)** recycled approximately 75 percent of its waste in 2020, providing significant benefits by diverting the amount of waste sent to landfills and reducing waste disposal costs. HDBS recycled approximately 263,153 pounds of graphite powder and chunks, along with 780,400 pounds of steel turnings, 1,411 pounds of carbide powder and inserts, and 71,115 pounds of matrix shavings.

# APPENDIX

- I     DATA TABLES
- II    GRI STANDARDS CONTENT INDEX
- III   SUSTAINABILITY ACCOUNTING  
STANDARDS BOARD TABLE
- IV    UNITED NATIONS SUSTAINABLE  
DEVELOPMENT GOALS TABLE
- V     TASK FORCE ON CLIMATE-RELATED  
FINANCIAL DISCLOSURES TABLE

# Data Tables

Topic		2018	2019	2020
<b>GOVERNANCE</b>				
<b>Financial Performance (Millions of U.S. Dollars (USD) and Shares, Except Per Share Data)</b>				
Revenue	\$ 23,995	\$ 22,408	\$ 14,445	
Total Operating Expenses	\$ (21,528)	\$ (22,856)	\$ (16,881)	
Operating Income (Loss)	\$ 2,467	\$ (448)	\$ (2,436)	
Income (Loss) Before Taxes	\$ 1,814	\$ (1,122)	\$ (3,220)	
Amounts Attributable to Company Shareholders:				
Net Income (Loss) from Continuing Operations	\$ 1,656	\$ (1,131)	\$ (2,945)	
Diluted Income (Loss) Per Share from Continuing Operations	\$ 1.89	\$ (1.29)	\$ (3.34)	
Cash Dividends Per Share	\$ 0.72	\$ 0.72	\$ 0.315	
Diluted Common Shares Outstanding	877	875	881	
Net Working Capital	\$ 6,349	\$ 6,334	\$ 5,054	
Total Assets	\$ 25,982	\$ 25,377	\$ 20,680	
Total Debt	\$ 10,344	\$ 10,327	\$ 9,827	
Total Shareholders' Equity	\$ 9,544	\$ 8,025	\$ 4,983	
Cash Flows from Operating Activities	\$ 3,157	\$ 2,445	\$ 1,881	
Capital Expenditures	\$ 2,026	\$ 1,530	\$ 728	
Depreciation, Depletion and Amortization	\$ 1,606	\$ 1,625	\$ 1,058	
Total Capitalization	\$ 19,888	\$ 18,352	\$ 14,810	
Debt to Total Capitalization	52%	56%	66%	
In 2020, the amount of net revenue generated by Halliburton in countries that have the 20 lowest rankings on Transparency International's Corruption Perception Index comprises approximately 2% of the Company's total revenue.				
<b>Political Contributions</b>				
Local, Regional or National Political Campaigns / Organizations / Candidates	\$ 0	\$ 0	\$ 0	
Lobbying, Interest Representation or Similar	\$ 118,942	\$ 332,053	\$ 339,457	
Trade Associations or Tax-Exempt Groups (e.g., Think Tanks)	\$ -	\$ 242,800	\$ 373,300	
Other (e.g., Spending Related to Ballot Measures or Referendums)	\$ 0	\$ 0	\$ 0	
<b>Board Information (as of Publication Date)</b>				
Average Board Meeting Attendance	96%	94%	100%	
Board Independence	9	9	10	
Board Gender Diversity: Women on Board of Directors (BOD)	3	3	3	
Board Ethnic Diversity: Ethnic Diversity on BOD	2	2	3	
<b>Research and Development</b>				
Patents Granted Per Year	896	1,116	825	
Total R&D Spend (Million USD)	\$ 390	\$ 404	\$ 309	
R&D Spend as a Percentage of Revenue	1.60%	1.80%	2.10%	
Patent Efficiency (U.S. Patents Granted Per USD 1M of R&D Spend)	1.83	3.39	2.29	
Ranking Among Largest U.S. Patents Granted (by IFI Claims)	39th	34th	49th	
Ranking Among Largest U.S. Patents Granted to Oil & Gas Companies (by IFI Claims)	1st	1st	1st	
<b>Service Quality Metrics</b>				
Customer Non-Productive Time (NPT)	0.52%	0.40%	0.31%	
<b>Local Ethics Officer (LEO) Program</b>				
Number of Local Ethics Officers	58	57	57	
<b>Ethics Training</b>				
Total Percentage of the Board of Directors that the Organization's Anti-Corruption Policies and Procedures Have Been Communicated To	100%	100%	100%	
COBC Training (Participants)	47,145	43,792	45,989	
Anti-Corruption Training (Participants)	9,179	9,187	17,409	
Enhanced Procurement Fraud Training in Countries Designated as High Risk for Procurement Fraud (Participants)	1,510	1,433	1,637	
<b>Global Ethics and Compliance Reports</b>				
Global Ethics and Compliance Reports	669	772	711	
Code of Business Conduct Reports Closed / Number of Reports with Potential Violations	163/175	215/209	209/221	

Topic	2018	2019	2020
<b>Procurement</b>			
Percentage of Spend with Local Suppliers	-	80%	84%
Number of Tier 1 Suppliers	25,732	24,539	23,771
Tier 1 Suppliers' Share of Total Procurement Spend	100%	100%	100%
Number of Critical Non-Tier 1 Suppliers	0	0	0
Critical Non-Tier 1 Suppliers' Share of Total Procurement Spend	0%	0%	0%
Number of Suppliers Assessed in the Last Three Years for Sustainability Risks	25,604	25,154	23,648
Spend with Small and Diverse Suppliers (Million USD)	\$ 1,245	\$ 1,025	\$ 579
Spend with Minority Suppliers (Million USD)	\$ 147	\$ 149	\$ 74
<b>SOCIAL</b>			
<b>Total Number of Employees</b>	59,479	57,024	40,938
<b>Total Number of Hours Worked</b>	181,330,469	181,774,208	141,908,434
<b>Certifications</b>			
The Percentage of All Employees and Contractors who are Covered by an HSE & SQ Management System	100%	100%	100%
The Percentage of All Employees and Contractors who are Covered by an HSE & SQ Management System that has been Internally Audited	100%	100%	100%
The Percentage of All Employees and Contractors who are covered by an HSE & SQ Management System that has been Audited or Certified by an External Party (API Q1/Q2, ISO 9001, OSHAS 18001)	-	-	40%
<b>Fatalities</b>			
Fatality Rate (Incidents Per 200,000 Hours Worked)	0.001	0.004	0.000
Total Number of Fatalities	1	4	0
Employees	0	4	0
Contractors	1	0	0
<b>Personnel and Process Safety</b>			
Total Recordable Incidents	368	267	139
Total Recordable Incident Rate (Incidents Per 200,000 Hours Worked)	0.41	0.29	0.20
High-Potential Incidents	199	175	70
High-Consequence Work-Related Injury - Employee	40	19	9
High-Consequence Work-Related Injury - Contractor	0	6	2
High-Consequence Work-Related Injury - Employee Rate (Incidents Per 200,000 Hours Worked)	0.04	0.02	0.01
High-Consequence Work-Related Injury - Contractor Rate (Incidents Per 200,000 Hours Worked)	0	0.01	0
Lost-Time Incident Rate (Incidents Per 200,000 Hours Worked)	0.13	0.11	0.05
Employees	0.13	0.10	0.05
Contractors	0	0.01	0
Total Recordable Injuries	349	263	132
Employees	338	240	125
Contractors	11	23	7
Total Recordable Illness	19	4	7
Employee	19	3	7
Contractor	0	1	0
Lost-Time Injuries	120	100	39
Employee	116	91	36
Contractor	4	9	3
Total Vehicle Incident Rate (Incidents Per Million Miles Traveled)	0.53	0.42	0.23
Preventable Recordable Vehicle Incident Rate (Incidents Per Million Miles Traveled)	0.20	0.15	0.07
Near-Miss Incident Rate (Incidents Per 200,000 Hours Worked)	2.53	1.82	1.82
Stop Work Authority Observations	36,485	143,155	162,878
HSE Driver Competency	96%	97%	97%
Journey to ZERO Strategic Objectives Performance Completion	100%	100%	100%
<b>Employee Training</b>			
Training Hours Per Learner <sup>1</sup>	68	55	34
HSE Training Compliance	-	-	95%
Employee Training Hours	4,530,000	3,995,000	1,624,683
Breakdown of Employee Training (% Male)	-	87%	87%
Breakdown of Employee Training (% Female)	-	13%	13%
Number of HSE Training Courses	1,276	1,078	1,109
Total Hours of HSE Training (Employee and Contractor)	2,800,049	1,919,961	942,540
Total Hours of Health, Safety and Emergency Response Training for Employees	-	1,669,372	794,222
Total Hours of Health, Safety and Emergency Response Training for Contractors	-	250,589	148,318
<b>Business Leadership Development Courses (Number of Attendees)</b>			
Business Leadership Level I	292	280	60 <sup>2</sup>
Business Leadership Level II	219	312	21 <sup>2</sup>
Business Leadership Level III	75	112	0 <sup>2</sup>
President's Leadership Excellence Program	30	29	0 <sup>2</sup>

1 - The decrease in Training Hours Per Learner is directly related to the decrease in the onboarding of new employees.

2 - Due to the COVID-19 pandemic, Business Leadership Development courses were paused for most of 2020, and this accounts for the decline in attendees.

4 - Updated 2019 figures.

Topic	2018	2019	2020
<b>Average Employee Age</b>			
Western Hemisphere	37.5	37.5	39.4
Eastern Hemisphere	38.2	38.2	38.4
Global / Manufacturing	43.8	43.9	43.4
<b>Employee Hiring</b>			
Total New Hires	12,564	9,432	4,288
Rate of New Hires	21%	16%	11%
Rate of New Female Hires in STEM Roles	23%	27%	20%
Percentage of Female New Hires by Region			
Asia Pacific	-	16%	11%
Europe / Eurasia / Sub-Saharan Africa	-	16%	19%
Latin America	-	25%	18%
Middle East / North Africa	-	8%	6%
North America Land	-	9%	3%
U.S. Gulf Coast	-	10%	8%
Global / Manufacturing	-	30%	23%
<b>Employee Turnover Rate</b>			
Total Employee Turnover Rate	19%	23%	38%
Female Employee Turnover Rate	15%	21%	35%
Male Employee Turnover Rate	19%	24%	39%
Voluntary Employee Turnover Rate	14%	13%	6%
Voluntary Female Employee Turnover Rate	11%	11%	7%
Voluntary Male Employee Turnover Rate	14%	13%	6%
Voluntary STEM Female Turnover Rate	12%	11%	8%
Voluntary STEM Male Turnover Rate	9%	10%	6%
<b>Diversity</b>			
Countries in Which We Operate	80+	80+	70+
Nationalities	133	136	130
Gender Diversity of Total Workforce	12%	13%	13%
Gender Diversity in All Management Positions, Including Junior, Middle and Senior Management	12%	13%	12%
Gender Diversity in Director/Senior Management Positions <sup>3</sup>	14%	14%	13%
Gender Diversity in Junior Management Positions, i.e., First Level of Management <sup>3</sup>	12%	12%	12%
Gender Diversity in STEM Fields	15%	16%	15%
Racial Diversity in Workforce (U.S. Staff Only)	27%	37%	30%
Racial Diversity in All Management Positions, Including Junior, Middle and Senior Management (U.S. Staff Only)	20%	25%	24%
Racial Diversity in Director/Senior Management Positions (U.S. Staff Only)	18%	26%	27%
Racial Diversity in Junior Management Positions, i.e., First Level of Management (U.S. Staff Only)	21%	25%	24%
Racial Diversity in STEM Fields (U.S. Staff Only)	26%	33%	32%
Percentage of Local Nationals in the Workforce			
Asia Pacific	-	90%	92%
Europe / Eurasia / Sub-Saharan Africa	-	93%	95%
Latin America	-	95%	96%
Middle East / North Africa	-	70%	75%
North America Land and U.S. Gulf	-	99%	99%
Global / Manufacturing	-	98%	99%
<b>Employee Engagement (on a 4-Point Scale)</b>			
Halliburton Engagement Index (HEI) Rate	3.47	3.24	3.30
Leader Effectiveness Index (LEI) Rate	3.16	3.08	3.20
<b>Charitable Giving (Thousand USD)</b>			
In-Kind Donations <sup>4</sup>	\$ 1,968,721	\$ 1,938,967	\$ 2,530,215
Halliburton Foundation <sup>4</sup>	\$ 4,137	\$ 3,457	\$ 2,390
Employee Giving <sup>4</sup>	\$ 901	\$ 1,104	\$ 817
Corporate Giving <sup>4</sup>	\$ 2,610	\$ 5,132	\$ 2,164
<b>Total<sup>4,5</sup></b>	<b>\$ 1,976,369</b>	<b>\$ 1,948,660</b>	<b>\$ 2,535,586</b>

3 - Revised historical numbers to reflect all management positions; previous records reflected our director roles with global responsibility.

4 - Updated 2019 figures.

5 - The sum of Charitable Giving categories may differ from the total, due to rounding.

Topic	2018	2019	2020
<b>ENVIRONMENTAL<sup>6</sup></b>			
<b>Energy Consumption (GJ)<sup>7,8</sup></b>			
Fuel Consumption			
Diesel <sup>9</sup>	53,236,829	48,984,336	28,812,116
Coal <sup>9</sup>	565,546	835,736	733,906
Natural Gas <sup>9</sup>	10,338,342	9,430,949	8,166,207
Other (Gasoline and Propane) <sup>9</sup>	797,971	993,851	262,207
Electricity Consumption			
Purchased Electricity	1,910,708	2,041,655	1,772,281
Solar PPA	-	19,356	27,834
<b>Total</b>	<b>66,849,397</b>	<b>62,305,883</b>	<b>39,774,550</b>
<b>Fracturing Fluid</b>			
Volume of Hydraulic Fracturing Fluid Used (m <sup>3</sup> )	-	151,099,271	79,245,775
Percentage of Hazardous Material Used in Fracturing Fluid	-	0.10%	0.07%
<b>U.S. Fuel Card Program (GJ)</b>			
Off-Road Fuel Consumption	152,114	263,464	119,526
On-Road Fuel Consumption	2,493,346	2,684,276	1,467,357
<b>Greenhouse Gas Emissions (TCO<sub>2</sub>e)<sup>10</sup></b>			
Direct (Scope 1) <sup>9</sup>	4,405,274	4,031,992	2,501,013
Indirect (Scope 2) <sup>9</sup>	271,233	249,259	191,599
Indirect (Scope 3) <sup>11,12</sup>	73,388	(282,185)	95
<b>Total</b>	<b>4,749,895</b>	<b>3,999,067</b>	<b>2,692,707</b>
<b>Greenhouse Gas Emissions Intensity (Scopes 1 and 2)<sup>8,13</sup></b>			
TCO <sub>2</sub> e/\$M Revenue	195	191	186
TCO <sub>2</sub> e/Operating Hours	0.3085	0.2511	0.1903
<b>Waste Disposal (Metric Tonnes)</b>			
Non-Hazardous	158,696	212,485	324,864
Hazardous	50,751	78,219	54,488
<b>Total<sup>14</sup></b>	<b>209,447</b>	<b>290,704</b>	<b>379,352</b>
Incineration	5,095	41,283	3,970
Landfill <sup>14</sup>	88,205	76,577	263,830
Recycled	72,821	131,541	78,977
Reuse	7,388	2,824	3,231
Composting	7,366	-	69
Energy Recovery	8,236	32,761	20,353
Deep Well Injection	8,526	4,462	3,091
Other	11,810	1,256	5,831
<b>Total<sup>14</sup></b>	<b>209,447</b>	<b>290,704</b>	<b>379,352</b>
<b>Water Withdrawal (m<sup>3</sup>)</b>			
Water Withdrawal	2,646,230	2,351,678	1,345,507
<b>Spills and Discharges</b>			
Recordable Environmental Incident Rate (Incidents Per 200,000 Hours Worked)	0.05	0.03	0.02
Total Volume of Spills (m <sup>3</sup> )	1,034	413	503
Total Volume of Hydrocarbon Spills > 1 bbl (bbl)	480	365	150
<b>Health, Safety and Environment (HSE) Fines and Penalties (USD)</b>			
HSE Fines and Penalties	\$ 38,500	\$ 32,664	\$ 250

6 - Sum of categories may differ from the total due to rounding.

7 - The GHG Protocol Corporate Accounting and Reporting Standard was used in the calculation of energy use and greenhouse gas (GHG) emissions. Energy sources include fuel, electricity, heating, cooling and steam. Electricity emission factors are obtained from the International Energy Agency's CO2 Emissions from Fuel Combustion 2020 report, and the U.S. Environmental Protection Agency's Emissions & Generation Resource Integrated Database (eGRID) publication.

8 - In 2020, we expanded our energy and GHG data collection and analysis methodologies. Our prior-year's diesel report was expanded to include additional sources. Natural gas reporting now includes emissions from T2 dual-fuel vehicles. Diesel and natural gas figures for 2018 and 2019 were recalculated, and this impacted our Scope 1 and emissions intensity figures for those years as well.

9 - Figures for 2019 recalculated based on updated emission factors and additional data.

10 - Gases covered in GHG emissions calculations include CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. Global warming potentials are obtained from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report. The chosen consolidation approach for emissions is operational control.

11 - All rental vehicle emissions are calculated using the U.S. factors for "Passenger Car – Gasoline – Year 2005 – Present" due to lack of readily available data on vehicle miles by year of vehicle and location. Emissions from air fleet fuel usage has been calculated using U.S. jet fuel emissions factors.

12 - Scope 3 reporting includes business travel and waste disposal. Figures for 2019 were updated from last year to include emissions from waste disposal to landfills. In 2020, Halliburton expanded waste disposal disclosure to include impacts from composting and recycling, and 2019 emissions were recalculated using the updated methodology.

13 - Emissions intensity methodology updated to break out Scope 1 and 2 from Scope 3 in line with GRI reporting practices. Halliburton is currently evaluating how best to provide a comparable Scope 3 intensity ratio as we expand the reporting envelope year on year.

14 - Global facility closures/consolidations due to market conditions resulted in a waste disposal increase.

# GRI Standards Content Index

Disclosure	Report Location or External Document Reference	World Economic Forum Stakeholder Capitalism Pillar and Core Metrics	Disclosure	Report Location or External Document Reference	World Economic Forum Stakeholder Capitalism Pillar and Core Metrics
<b>GENERAL DISCLOSURES</b>					
102-1 Name of the organization	<a href="#">2020 Form 10-K</a>		102-22 Composition of the highest governance body and its committees	<a href="#">2020 Proxy Statement</a> , Corporate Governance, page 19	Governance: Governance body composition
102-2 Activities, brands, products, and services	<a href="#">2020 Form 10-K</a> , Company at a Glance, page 2; Financial Highlights, page 4		102-23 Chair of the highest governance body	<a href="#">2020 Proxy Statement</a> , Corporate Governance, page 19	
102-3 Location of headquarters	<a href="#">2020 Form 10-K</a> , About the Report, page 93		102-24 Nominating and selecting the highest governance body	<a href="#">2020 Proxy Statement</a> , Corporate Governance, page 19	
102-4 Location of operations	<a href="#">2020 Form 10-K</a> , Company at a Glance, page 2; Financial Highlights, page 4		102-25 Conflicts of interest	Corporate Governance, page 19	
102-5 Ownership and legal form	<a href="#">2020 Form 10-K</a>		102-26 Role of highest governance body in setting purpose, values, and strategy	Corporate Governance, page 19	Governance: Setting purpose
102-6 Markets served	<a href="#">2020 Form 10-K</a> , Company at a Glance, page 2; Financial Highlights, page 4		102-27 Collective knowledge of highest governance body	Corporate Governance, page 19	
102-7 Scale of the organization	<a href="#">2020 Form 10-K</a> , Company at a Glance, page 2; Financial Highlights, page 4		102-28 Evaluating the highest governance body's performance	<a href="#">2020 Proxy Statement</a> , Corporate Governance, page 19	
102-8 Information on employees and other workers	Employment, page 45		102-29 Identifying and managing economic, environmental, and social impacts	Corporate Governance, page 19; Materiality-Based Approach to ESG, page 13	
102-9 Description of the organization's supply chain	Supply Chain Governance, page 32		102-30 Effectiveness of risk management processes	Corporate Governance, page 19	
102-10 Significant changes to the organization and its supply chain	Company at a Glance, page 2; Financial Highlights, page 4		102-31 Review of economic, environmental, and social topics	Corporate Governance, page 19	
102-11 Precautionary principle or approach	Health & Safety, page 39		102-32 Highest governance body's role in sustainability reporting	Corporate Governance, page 19	
102-12 External initiatives	Stakeholder Engagement, page 16		102-33 Communicating critical concerns	Corporate Governance, page 19	
102-13 Membership of associations	Stakeholder Engagement, page 16		102-34 Nature and total number of critical concerns	No critical concerns were communicated up to the highest governance body in the reporting year.	
102-14 Statement from senior decision-maker	Letter to Stakeholders, page 6		102-35 Remuneration policies	<a href="#">2020 Proxy Statement</a> , Corporate Governance, page 19	
102-15 Key impacts, risks, and opportunities	<a href="#">2020 Form 10-K</a> , Risk Management, page 23; Climate Change and Emissions Reduction, page 65	Governance: Integrating risk and opportunity into business process	102-36 Process for determining remuneration	<a href="#">2020 Proxy Statement</a> , Corporate Governance, page 19	
102-16 Values, principles, standards, and norms of behavior	Mission, Values & Guiding Principles for Sustainability, page 12		102-37 Stakeholders' involvement in remuneration	<a href="#">2020 Proxy Statement</a>	
102-17 Mechanisms for advice and concerns about ethics	Ethics and Compliance, page 27	Governance: Protected ethics advice and reporting mechanisms	102-38 Annual total compensation ratio	<a href="#">2020 Proxy Statement</a>	
102-18 Governance structure	<a href="#">2020 Proxy Statement</a> , Corporate Governance, page 19		102-39 Percentage increase in annual total compensation ratio	<a href="#">2019 Proxy Statement</a> , <a href="#">2020 Proxy Statement</a>	
102-19 Delegating authority	<a href="#">2020 Proxy Statement</a> , Corporate Governance, page 19		102-40 List of stakeholder groups	Stakeholder Engagement, page 16	
102-20 Executive-level responsibility for economic, environmental, and social topics	Corporate Governance, page 19		102-41 Collective bargaining agreements	No employees are covered by collective bargaining agreements in the U.S.	
102-21 Consulting stakeholders on economic, environmental, and social topics	Corporate Governance, page 19	Governance: Material issues impacting stakeholders	102-42 Identifying and selecting stakeholders	Stakeholder Engagement, page 16	

Disclosure	Report Location or External Document Reference	World Economic Forum Stakeholder Capitalism Pillar and Core Metrics	Disclosure	Report Location or External Document Reference	World Economic Forum Stakeholder Capitalism Pillar and Core Metrics
102-43 Approach to stakeholder engagement	Stakeholder Engagement, page 16	Governance: Material issues impacting stakeholders	103-1 Explanation of the material topic and its boundary	Supply Chain Governance, page 32	
102-44 Key topics and concerns raised	Stakeholder Engagement, page 16		103-2 The management approach and its components	Supply Chain Governance, page 32	
102-45 Entities included in the consolidated financial statements	<a href="#">2020 Form 10-K</a>		103-3 Evaluation of the management approach	Supply Chain Governance, page 32	
102-46 Defining report content and topic boundaries	Materiality-Based Approach to ESG, page 13		204-1 Proportion of spending on local suppliers	Supply Chain Governance, page 32	
102-47 List of material topics	Materiality-Based Approach to ESG, page 13	Governance: Material issues impacting stakeholders	<b>Anti-Corruption</b>		
102-48 Restatements of information	About the Report, page 93		103-1 Explanation of the material topic and its boundary	Anti-Bribery, Anti-Corruption and Fair Competition, page 30	
102-49 Changes in reporting	About the Report, page 93		103-2 The management approach and its components	Anti-Bribery, Anti-Corruption and Fair Competition, page 30	
102-50 Reporting period	About the Report, page 93		103-3 Evaluation of the management approach	Anti-Bribery, Anti-Corruption and Fair Competition, page 30	
102-51 Date of most recent report	About the Report, page 93		205-2 Communication and training about anti-corruption policies and procedures	Anti-Bribery, Anti-Corruption and Fair Competition, page 30	Governance: Anti-corruption
102-52 Reporting cycle	About the Report, page 93		<b>Anti-Competitive Behavior</b>		
102-53 Contact point for questions regarding the report	About the Report, page 93		103-1 Explanation of the material topic and its boundary	Anti-Bribery, Anti-Corruption and Fair Competition, page 30	
102-54 Claims of reporting in accordance with the GRI Standards	About the Report, page 93		103-2 The management approach and its components	Anti-Bribery, Anti-Corruption and Fair Competition, page 30	
102-55 GRI content index	GRI Standards Content Index, page 85		103-3 Evaluation of the management approach	Anti-Bribery, Anti-Corruption and Fair Competition, page 30	
102-56 External assurance	About the Report, page 93		No legal actions are pending or completed during the reporting period regarding anti-competitive behavior, anti-trust, and monopoly practices		
<b>ECONOMIC TOPICS</b>			206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No legal actions are pending or completed during the reporting period regarding anti-competitive behavior, anti-trust, and monopoly practices	
<b>Economic Performance</b>			<b>ENVIRONMENTAL TOPICS</b>		
103-1 Explanation of the material topic and its boundary	<a href="#">2020 Form 10-K</a>		<b>Energy</b>		
103-2 The management approach and its components	<a href="#">2020 Form 10-K</a>		103-1 Explanation of the material topic and its boundary	Climate Change and Emissions Reduction, page 65	
103-3 Evaluation of the management approach	<a href="#">2020 Form 10-K</a>		103-2 The management approach and its components	Climate Change and Emissions Reduction, page 65	
201-1 Direct economic value generated and distributed	<a href="#">2020 Form 10-K</a>		103-3 Evaluation of the management approach	Climate Change and Emissions Reduction, page 65	
201-3 Defined benefit plan obligations and other retirement plans	<a href="#">2020 Proxy Statement</a> Employment, page 45		302-1 Energy consumption within the organization	Data Tables, page 81	
<b>Market Presence</b>			302-3 Energy intensity	Data Tables, page 81	
103-1 Explanation of the material topic and its boundary	Employment, page 45		302-4 Reduction of energy consumption	Climate Change and Emissions Reduction, page 65	
103-2 The management approach and its components	Employment, page 45		302-5 Reductions in energy requirements of products and services	Climate Change and Emissions Reduction, page 65	
103-3 Evaluation of the management approach	Employment, page 45				
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	We pay over 200% of the federal minimum wage in the United States for all entry-level, non-exempt employees.	People: Wage level (%)			

Disclosure	Report Location or External Document Reference	World Economic Forum Stakeholder Capitalism Pillar and Core Metrics	Disclosure	Report Location or External Document Reference	World Economic Forum Stakeholder Capitalism Pillar and Core Metrics
<b>Water and Effluents</b>					
103-1 Explanation of the material topic and its boundary	Environmental Management, page 75		103-1 Explanation of the material topic and its boundary	Environmental Management, page 75	
103-2 The management approach and its components	Environmental Management, page 75		103-2 The management approach and its components	Environmental Management, page 75	
103-3 Evaluation of the management approach	Environmental Management, page 75		103-3 Evaluation of the management approach	Environmental Management, page 75	
303-3 Water withdrawal	Environmental Management, page 75; Data Tables, page 81		307-1 Non-compliance with environmental laws and regulations	Environmental Management, page 75	
<b>Biodiversity</b>					
103-1 Explanation of the material topic and its boundary	Environmental Management, page 75		103-1 Explanation of the material topic and its boundary	Supply Chain Governance, page 32	
103-2 The management approach and its components	Environmental Management, page 75		103-2 The management approach and its components	Supply Chain Governance, page 32	
103-3 Evaluation of the management approach	Environmental Management, page 75		103-3 Evaluation of the management approach	Supply Chain Governance, page 32	
304-2 Significant impacts of activities, products, and services on biodiversity	Environmental Management, page 75		308-1 New suppliers that were screened using environmental criteria	Supply Chain Governance, page 32	
<b>Emissions</b>					
103-1 Explanation of the material topic and its boundary	Climate Change and Emissions Reduction, page 65		308-2 Negative environmental impacts in the supply chain and actions taken	Supply Chain Governance, page 32	
103-2 The management approach and its components	Climate Change and Emissions Reduction, page 65				
103-3 Evaluation of the management approach	Climate Change and Emissions Reduction, page 65				
305-1 Direct (Scope 1) GHG emissions	Climate Change and Emissions Reduction, page 65; Data Tables, page 81	Planet: Greenhouse gas (GHG) emissions			
305-2 Energy indirect (Scope 2) GHG emissions	Climate Change and Emissions Reduction, page 65; Data Tables, page 81	Planet: Greenhouse gas (GHG) emissions			
305-3 Other indirect (Scope 3) GHG emissions	Data Tables, page 81	Planet: Greenhouse gas (GHG) emissions			
305-4 GHG emissions intensity	Climate Change and Emissions Reduction, page 65; Data Tables, page 81		401-1 New employee hires and employee turnover	Data Tables, page 81	Prosperity: Absolute number and rate of employment
305-5 Reduction of GHG emissions	Climate Change and Emissions Reduction, page 65		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment, page 45	
<b>Waste</b>					
103-1 Explanation of the material topic and its boundary	Environmental Management, page 75		401-3 Parental leave	Employment, page 45	
103-2 The management approach and its components	Environmental Management, page 75				
103-3 Evaluation of the management approach	Environmental Management, page 75				
306-1 Waste generation and significant waste-related impacts	Environmental Management, page 75				
306-2 Management of significant waste-related impacts	Environmental Management, page 75		403-1 Occupational health and safety management system	Health & Safety, page 39	
306-3 Waste generated	Data Tables, page 81		403-2 Hazard identification, risk assessment, and incident investigation	Health & Safety, page 39	
306-4 Waste diverted from disposal	Data Tables, page 81		403-3 Occupational health services	Health & Safety, page 39	
306-5 Waste directed to disposal	Data Tables, page 81				

Disclosure	Report Location or External Document Reference	World Economic Forum Stakeholder Capitalism Pillar and Core Metrics	Disclosure	Report Location or External Document Reference	World Economic Forum Stakeholder Capitalism Pillar and Core Metrics
403-4 Worker participation, consultation, and communication on occupational health and safety	Health & Safety, page 39		103-1 Explanation of the material topic and its boundary	Human Rights, page 62	
403-5 Worker training on occupational health and safety	Health & Safety, page 39		103-2 The management approach and its components	Human Rights, page 62	
403-6 Promotion of worker health	Health & Safety, page 39	People: Health and safety (%)	103-3 Evaluation of the management approach	Human Rights, page 62	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health & Safety, page 39		413-1 Operations with local community engagement, impact assessments, and development programs	Human Rights, page 62	
403-8 Workers covered by an occupational health and safety management system	Health & Safety, page 39; Data Tables, page 81		412-3 Significant agreements or contracts with human rights clauses/screening	Human Rights, page 62	
403-9 Work-related injuries	Health & Safety, page 39; Data Tables, page 81	People: Health and safety (%)			
403-10 Work-related ill health	Health & Safety, page 39; Data Tables, page 81				
<b>Training and Education</b>					
103-1 Explanation of the material topic and its boundary	Training and Development, page 49		103-1 Explanation of the material topic and its boundary	Local Communities, page 57	
103-2 The management approach and its components	Training and Development, page 49		103-2 The management approach and its components	Local Communities, page 57	
103-3 Evaluation of the management approach	Training and Development, page 49		103-3 Evaluation of the management approach	Local Communities, page 57	
404-1 Average hours of training per year per employee	Data Tables, page 81	People: Training provided (#, \$)	413-1 Operations with local community engagement, impact assessments, and development programs	Local Communities, page 57	
404-2 Programs for upgrading employee skills and transition assistance programs	Training and Development, page 49				
404-3 Percentage of employees receiving regular performance and career development reviews	Training and Development, page 49				
<b>Diversity and Equal Opportunity</b>					
103-1 Explanation of the material topic and its boundary	Diversity and Inclusion, page 53		103-1 Explanation of the material topic and its boundary	Supply Chain Governance, page 32	
103-2 The management approach and its components	Diversity and Inclusion, page 53		103-2 The management approach and its components	Supply Chain Governance, page 32	
103-3 Evaluation of the management approach	Diversity and Inclusion, page 53		103-3 Evaluation of the management approach	Supply Chain Governance, page 32	
405-1 Diversity of governance bodies and employees	Diversity and Inclusion, page 53; Data Tables, page 81	Governance: Governance body composition  People: Diversity and inclusion (%)	414-1 New suppliers that were screened using social criteria	Supply Chain Governance, page 32	
<b>Security Practices</b>					
103-1 Explanation of the material topic and its boundary	Risk Management, page 23				
103-2 The management approach and its components	Risk Management, page 23				
103-3 Evaluation of the management approach	Risk Management, page 23				
410-1 Security personnel trained in human rights policies or procedures	Risk Management, page 23				
<b>Human Rights</b>					
			103-1 Explanation of the material topic and its boundary	Ethics and Compliance, page 27	
			103-2 The management approach and its components	Ethics and Compliance, page 27	
			103-3 Evaluation of the management approach	Ethics and Compliance, page 27	
			419-1 Non-compliance with laws and regulations in the social and economic area	Ethics and Compliance, page 27	
<b>Local Communities</b>					
<b>Supplier Social Assessment</b>					
<b>Public Policy</b>					
<b>Socioeconomic Compliance</b>					

# Sustainability Accounting Standards Board (SASB) Table

SASB Topic	Accounting Metric	Code	Page Number(s)	Section Reference	World Economic Forum Stakeholder Capitalism Pillar and Core Metrics
Emissions Reduction Services & Fuels Management	Total fuel consumed, percentage renewable, percentage used in: (1) on-road equipment and vehicles and (2) off-road equipment	EM-SV-110a.1	81	Data Tables	Planet: TCFD implementation
	Discussion of strategy or plans to address air emissions-related risks, opportunities, and impacts	EM-SV-110a.2	65	Climate Change and Emissions Reduction	Planet: TCFD implementation
	Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions	EM-SV-110a.3	65	Climate Change and Emissions Reduction	Planet: TCFD implementation
Water Management Services	(1) Total volume of fresh water handled in operations, (2) percentage recycled	EM-SV-140a.1	75	Environmental Management	Planet: Water consumption and withdrawal in water-stressed areas
	Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities, and impacts	EM-SV-140a.2	75	Environmental Management	
Chemicals Management <sup>1</sup>	Volume of hydraulic fracturing fluid used, percentage hazardous	EM-SV-150a.1	81	Data Tables	
	Discussion of strategy or plans to address chemical-related risks, opportunities, and impacts	EM-SV-150a.2	75	Environmental Management	
Ecological Impact Management <sup>2</sup>	Average disturbed acreage per (1) oil and (2) gas well site	EM-SV-160a.1	N/A	See Footnote	
	Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	EM-SV-160a.2	N/A	See Footnote	
Workforce Health & 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-320a.1	39	Health & Safety	
	Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle	EM-SV-320a.2	39	Health & Safety	
Business Ethics & Payments Transparency	Amount of net revenue in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	EM-SV-510a.1	81	Data Tables	
	Description of the management system for prevention of corruption and bribery throughout the value chain	EM-SV-510a.2	27, 32, 62	Supply Chain Governance Ethics and Compliance Human Rights	
Management of the Legal & 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-530a.1	19, 36	Corporate Governance Public Policy	
Critical Incident Risk Management	Description of management systems used to identify and mitigate catastrophic and tail-end risks	EM-SV-540a.1	39	Health & Safety	
Activity Metrics <sup>3</sup>	Number of active rig sites	EM-SV-000.A	N/A	See Footnote	
	Number of active well sites	EM-SV-000.B	N/A	See Footnote	
	Total amount of drilling performed	EM-SV-000.C	N/A	See Footnote	
	Total number of hours worked by all employees	EM-SV-000.D	81	Data Tables	

1 - Usage of hydraulic fracturing fluid used to open and enlarge fractures within the rock formation is outside of the Company's operational control.

2 - Ecological Impact Management was deemed not applicable, as management of disturbed acreage per oil and gas wellsite is outside of the Company's operational control.

3 - Number of active rigsites, number of active wellsites, and total amount of drilling performed are not relevant to the Company's operational control, and have therefore been omitted.

# United Nations Sustainable Development Goals Table

The United Nations Sustainable Development Goals (SDGs) were adopted by the global community in 2015. In 2018, Halliburton undertook an exercise to map our material sustainability topics and relevant metrics to the SDGs in order to assess our alignment with the priorities of policymakers and other stakeholders. Halliburton updated our alignment to these topics in our 2020 Materiality Assessment refresh. The results of this exercise are shown in the table below.

		
Halliburton Material Topics	United Nations Sustainable Development Goals	Halliburton Key Performance Indicators
<b>ECONOMIC</b>		
<b>Corporate Governance and Business Ethics</b>	16. Peace and Justice Strong Institutions	<ul style="list-style-type: none"> <li>Hours of training on anti-corruption and Code of Business Conduct</li> </ul>
<b>Economic Performance</b>	1. No poverty 4. Quality education 8. Decent work and economic growth	<ul style="list-style-type: none"> <li>Percentage of spend with local suppliers</li> <li>Spend with small and diverse suppliers</li> <li>Training hours per learner</li> </ul>
<b>Supply Chain Sustainability</b>	4. Quality education 8. Decent work and economic growth 12. Responsible consumption and production	<ul style="list-style-type: none"> <li>Percentage of spend with local suppliers</li> <li>Spend with small and diverse suppliers</li> </ul>
<b>SOCIAL</b>		
<b>Health, Safety, Wellness</b>	3. Good health and well-being	<ul style="list-style-type: none"> <li>Total recordable incident rate</li> <li>Lost-time incident rate</li> </ul>
<b>Diversity and Inclusion</b>	5. Gender equality 8. Decent work and economic growth 10. Reduced inequalities	<ul style="list-style-type: none"> <li>Female hire rates and other gender rates</li> <li>Percentage of localization of workforce</li> <li>Spend with small and diverse suppliers</li> <li>Global Ethics Helpline</li> </ul>
<b>Community Engagement</b>	1. No poverty 2. Zero hunger 3. Good health and well-being 4. Quality education 16. Peace, justice and strong institutions	<ul style="list-style-type: none"> <li>Charitable giving</li> <li>Percentage of localization of workforce</li> </ul>
<b>ENVIRONMENT</b>		
<b>Energy and Greenhouse Gases</b>	7. Affordable clean energy 13. Climate action	<ul style="list-style-type: none"> <li>Energy consumption</li> <li>Greenhouse gas emissions intensity</li> </ul>
<b>Environmental Stewardship</b>	6. Clean water and sanitation 14. Life below water 15. Life on land	<ul style="list-style-type: none"> <li>Water use</li> <li>Recordable environmental incident rate</li> <li>Spill volume</li> <li>Waste generation and recycling rate</li> </ul>

# Task Force on Climate-Related Financial Disclosures (TCFD) Table

Our TCFD disclosure also aligns with the World Economic Forum's core set of "Stakeholder Capitalism Metrics" and disclosures as laid out in the Planet Pillar.

Topic	Description	Disclosure	Page Number(s)	Section Reference
<b>Governance</b>	Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	19, 23, 65	Corporate Governance Risk Management Climate Change and Emissions Reduction
		b) Describe management's role in assessing and managing climate-related risks and opportunities.	19, 23	Corporate Governance Risk Management
<b>Strategy</b>	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	19, 65	Corporate Governance Climate Change and Emissions Reduction
		b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	19, 65	Corporate Governance Climate Change and Emissions Reduction
		c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	23, 65	Risk Management Climate Change and Emissions Reduction
<b>Risk Management</b>	Disclose how the organization identifies, assesses and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	23, 65	Risk Management Climate Change and Emissions Reduction
		b) Describe the organization's process for managing climate-related risks.	23, 65	Risk Management Climate Change and Emissions Reduction
		c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	23, 65	Risk Management Climate Change and Emissions Reduction
<b>Metrics &amp; Targets</b>	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	65, 81	Climate Change and Emissions Reduction Data Tables
		b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	65, 81	Climate Change and Emissions Reduction Data Tables
		c) Describe the targets used by the organization to manage climate-related risks, and opportunities and performance against targets.	65	Climate Change and Emissions Reduction

1 - Sourced from the TCFD Final Report: Recommendations of the Task Force on Climate-Related Financial Disclosures (2017)

# AWARDS & RECOGNITIONS

## Technology and Innovation Awards

### 2020 OTC Awards

- Xaminer® Magnetic Resonance (XMR™) Service

### 2020 OTC Asia Awards

- RELAY™ Digital Slickline System
- EarthStar® 3D Ultra-Deep Resistivity 3D Inversion

### 2020 MEA Winners

- EarthStar Ultra-Deep Resistivity Service 3D Inversion
- Imersiv™ Augmented and Virtual Reality Solutions, Halliburton

## Company Workforce Awards

### 2020 World Oil Awards

Innovative Thinker Award

- Dale Jamison, Distinguished Engineer, Baroid

### 2020 Houston Business Journal

Women Who Mean Business

- Tracy Josefovsky, Vice President of Human Resources
- Summer Condarco, Vice President of HSE, Service Quality, and Continuous Improvement
- Shobhana Mani, Strategic Business Manager, Wireline & Perforating

### 2020 National Diversity Council

Top 50 Most Powerful Women in Oil and Gas

- Tracy Josefovsky, Vice President of Human Resources

### 2020 Association of ERGs & Councils (AEC)

- Diversity Impact Awards™ Top 25 ERG Award – Women Sharing Excellence (WSE)
- Top 10 Diversity Action Award, Focus on Family, Family Care Program

### 2020 ALLY (Formerly Pink Petro)

GRIT Award Winners

#### **Executive:**

- Elizabeth Hunter, Cementing Regional Technical & BD Manager

#### **Individual :**

- Shobhana Mani, Strategic Business Manager, Wireline and Perforating
- Elaine Petty, Software Development and Operations Manager, Halliburton Digital Solutions

#### **Ally:**

- Marcus Malveaux, Global Operations Manager - Cementing

Top Energy Voices, Voices in Energy Sustainability

- Sara Al-Hinai, Field Engineer

## HSE Awards and Recognitions

### **Newsweek**

2020 America's Most Responsible Companies

### **Shell**

Wells Global Services Supplier - 2020

(Third year in a row)

### **OSHA VPP Star Awards**

- Alvarado Manufacturing & Technology Center
- Lafayette Manufacturing Center

### **Singapore Manufacturing Federation**

Workplace Safety & Health Innovation Awards

- Silver Award** - Halliburton Completions MFG Pte Ltd for 3D printing of Assembly Fixtures
- Bronze Award** - Halliburton Completions MFG Pte Ltd for Product Process Safety

### **The ECOPETROL Recognition Award**

Landmark in Colombia for high HSE/SQ performance levels

### **Movistar Recognition Award**

Halliburton in Ecuador for breaking the record of recycled mobile phones in a global campaign promoted by the United Nations

### **PAREX Recognition Award in Colombia**

Halliburton multi-PSL recognition for outstanding HSE performance during year 2019

### **OXY Recognition Award in Colombia**

Halliburton multi-PSL recognition for distinctive HSE/SQ performance

# ABOUT THE REPORT

**This report covers the fiscal period from January 1, 2020, to December 31, 2020, for global Halliburton activities.**

Halliburton is a publicly traded corporation registered in Delaware and headquartered in Houston, Texas. There were no significant changes to the structure or ownership of the Company in 2020. The data in this report encompasses all of our product service lines, countries, joint ventures and non-wholly-owned subsidiaries.

This report contains descriptions of our 2020 sustainability initiatives. Wherever possible, assessments of performance trends from 2018 to 2020 are provided to better highlight the significance of trends over time. Topics covered in this report are those most pertinent to our business sector, and they arise from the context and expectations of the sector. The boundaries of this report correspond to those of the Company's 2020 Form 10-K. The data included in this report comes from the Company's official management and reporting systems for the various functions described in this document.

The 2020 Annual & Sustainability Report was prepared in accordance with the reporting guidelines and terminology of the Global Reporting Initiative (GRI) Core option, the International Petroleum Industry Environmental Conservation Association (IPIECA) and the Sustainability Accounting Standards Board (SASB). We align with the Task Force on Climate-related Financial

Disclosures (TCFD) recommendations. We have mapped our progress on material topics aligned with the United Nations' Sustainable Development Goals and the World Economic Forum's core set of Stakeholder Capitalism Metrics. We provide annual information to CDP (Carbon Disclosure Project), the Dow Jones Sustainability Index and other top organizations that assess companies for environmental, social and governance performance.

Many images used in the report were taken before the COVID-19 pandemic began.

**Published date of previous report:** April 2020

**Reporting cycle:** Annual

Restatements of previously reported information are indicated where necessary throughout the report.

The Halliburton 2020 Annual & Sustainability Report has not been externally assured.

Your feedback is valued. Please send any comments, questions or suggestions about our 2020 Annual & Sustainability Report to:  
[sustainability@halliburton.com](mailto:sustainability@halliburton.com) or  
[investors@halliburton.com](mailto:investors@halliburton.com)

To request additional copies of the report, please go to: [www.ir.halliburton.com/shareholder-services/investor-toolkit](http://www.ir.halliburton.com/shareholder-services/investor-toolkit)



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