

# Collaboration

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# 375

One-on-one investor meetings

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# 31%

Of shareholder base contacted during proxy season engagement

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# 16 11

Sell-side hosted conferences

Industry-recognized trade association memberships

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# 63%

Of employees participated in employee engagement (Pulse) surveys

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## Collaboration *continued*



### Stakeholder Engagement

A vital component of our approach to sustainability is cultivating and maintaining long-term relationships with stakeholders. As a global provider of oil and gas services, we engage with many people around the world, capitalizing on the opportunities we have to interact with stakeholders on a local and global scale. The viewpoints and actions of our stakeholders have a decisive impact on the success of our business. We are able to identify issues of top concern and priority through ongoing engagement with communities, individuals and organizations.

We value the feedback of stakeholders at all levels of our organization and communicate information to senior management and the Board. Our senior management, Investor Relations team and operational managers hold regular meetings and conference calls with analysts, institutional investors and others. Our business development teams and product service lines interact continuously with customers to understand their needs and concerns, including in the sustainability space.

By continuing dialogue with our stakeholders, we hope to better understand their positions, identify trends and build trust through partnerships – which all provides the opportunity to address key issues and meet expectations in sustainability management.

In determining stakeholders to engage, we consider a variety of factors, such as:

- Stakeholder interest and influence on Halliburton
- Possible alignment of our values with those of the stakeholder group
- Collaboration opportunities that will improve social or environmental outcomes.

### Primary Areas of Collaboration and Engagement

STAKEHOLDER GROUP

	CORPORATE GOVERNANCE & BUSINESS ETHICS	OPERATIONAL EXCELLENCE	ECONOMIC PERFORMANCE	SUPPLY CHAIN SUSTAINABILITY	COMMUNITY ENGAGEMENT	HEALTH, SAFETY & WELLNESS	ENVIRONMENTAL STEWARDSHIP	WORKFORCE DEVELOPMENT & MANAGEMENT
Shareholders & Analysts	•	•	•	•		•	•	
Customers	•	•	•		•	•	•	•
Employees	•	•	•		•	•	•	•
Suppliers	•	•	•	•	•	•	•	
Government	•				•	•	•	•
Industry Associations	•				•	•	•	•
Communities & Non-Governmental Organizations (NGOs)				•	•	•	•	

STAKEHOLDER GROUP	STAKEHOLDER SIGNIFICANCE	HOW WE ENGAGE
<b>SHAREHOLDERS &amp; ANALYSTS</b>	Regular dialogue with our shareholders has always been a high priority for Halliburton. When making investment decisions, shareholders are increasingly focused on how we can integrate important aspects of environmental, social and governance (ESG) issues into our business, products and services.	Through our annual reporting, shareholder meetings and quarterly conference calls, we can communicate on key topics of interest. Senior management and our Investor Relations team also hold regular meetings and conference calls with analysts, institutional investors and others.
<b>CUSTOMERS</b>	We continually engage with our key customers, in order to understand their priorities and requirements and have several significant joint ventures that result from ongoing engagements. Customers motivate Halliburton to continuously invest in research and development to improve products and services.	We ensure customer satisfaction by having continual engagement and collaborating directly on developing new technologies. We listen and respond to our customers' suggestions and recommendations to create value through our services and business practices.
<b>EMPLOYEES</b>	Our people are key to our success, so we want to attract, develop and retain employees. We also work with universities, and offer internships and entry-level positions to students and recent graduates to continually grow our talent.	Through training programs, our quarterly check-ins, semi-annual Pulse surveys, employee groups and regular development reviews, we are able to make sound talent decisions and increase overall workforce engagement.
<b>SUPPLIERS</b>	Suppliers are an extension of our business. Their involvement is important in our ability to manage our ESG risks, and they support the development of opportunities.	We work collaboratively with our suppliers on an ongoing basis through workshops and meetings. With this frequent engagement, we are able to suggest and develop technological and operational improvements, and to expand supplier portfolios.
<b>GOVERNMENT</b>	Government agencies are important stakeholders through their need to protect the environmental, economic and social fabric of the societies for which they are responsible.	The Halliburton Government Affairs function works with government officials to provide in-depth information on our operations, examine emerging technologies and contribute to the discussion on regulatory standards. For example, Company representatives have been involved in the policy discussions surrounding the development of shale oil and gas resources in the U.S., Canada, Mexico, Europe and Australia. We are also educating policy makers on our technology, products and services that result in lower emissions from our business activities and those services we provide at the customers' wellsite.
<b>INDUSTRY ASSOCIATIONS</b>	We work alongside customers and peers to address common challenges, share best practices and create new industry-wide standards, policies and practices, in the ESG space.	Across Halliburton, business groups engage with relevant associations in respect to ESG issues by participating in a wide variety of committees and working groups.
<b>COMMUNITIES &amp; NON-GOVERNMENTAL ORGANIZATIONS (NGOs)</b>	Halliburton operations interact with local communities all over the world; our community and NGO engagement occurs well past the lifespan of a project.	We interact with communities and NGOs to understand how we can better align with their needs. We engage directly through volunteer activities, the Halliburton Foundation and donations, as well as ad hoc meetings with NGO groups to discuss key issues.

## Collaboration *continued*

### Trade Associations and Committees

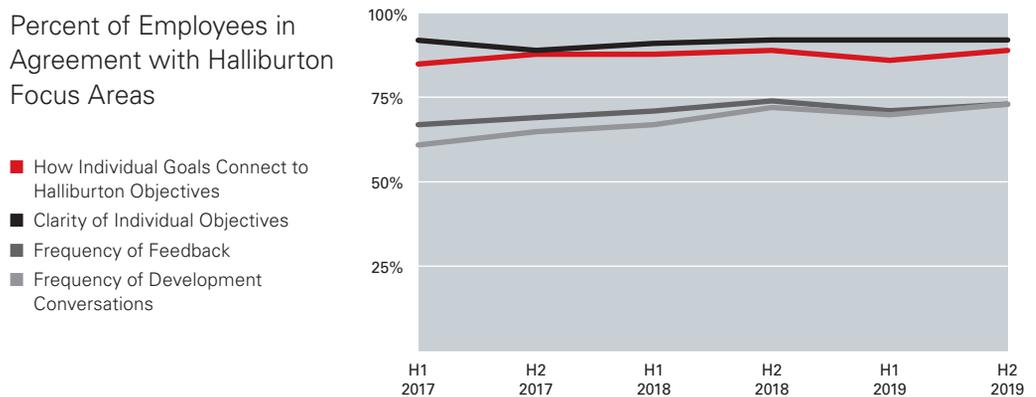
In 2019, Halliburton memberships and committee participation included:

- American Petroleum Institute – Members of numerous communities, 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 the 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 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
- National Ocean Industries Association
- World Affairs Council of Houston
- International Association of Drilling Contractors
- Independent Petroleum Association of America
- National Association of Manufacturers

### Employee Engagement

We aim to continuously improve our workplace culture by listening to our employees through frequent engagement on work status and performance, as well as through semi-annual Employee Pulse Surveys. Understanding our employees’ perspectives by aggregating their direct feedback is one way we drive management accountability to listen, learn and communicate with employees for continuous improvement.

Percent of Employees in Agreement with Halliburton Focus Areas



Halliburton uses the data collected from the Employee Pulse Survey and the Talent Identification Survey for predictive analytics. There is a strong correlation of survey data related to feedback and development with attrition. Leaders are responsible for reviewing aggregated survey results, which get reported downline and communicated to direct reports as part of continuous coaching and development. In addition, our Human Resources team collaborates with managers to help interpret and advise on results.

### Trade Associations and Speaking Engagements

Halliburton engages and contributes to organizations and industry trade associations whose objectives include education, enhancement of the industry’s public image and development of best practices related to our industry. Many of our engagements include collaborating on Environmental, Social and Governance (ESG) matters; this ensures our alignment with peers and customers, and that the associations and organizations align with our interests.

### Engagement on Hydraulic Fracturing

As one of the largest global providers of hydraulic fracturing services, we believe that our technologies enable safer and more efficient delivery of natural gas. We frequently engage the public, trade associations and government agencies (such as the U.S. Environmental Protection Agency and U.S. state agencies) concerning hydraulic fracturing. Halliburton engagement also includes participation in technical roundtables; technical peer-reviewed publications; contributions to informational websites; and disclosures to customers, investors and the general public through our website.