

Environmental, Social and Governance Data

¹ Sum of categories may differ from the total due to rounding.

² 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 Report for 2019 and the U.S. Environmental Protection Agency's Emissions & Generation Resource Integrated Database (eGRID) publication.

³ In 2019, we revised our energy and GHG data collection and analysis methodologies; expanded the scope of data collection to encompass more facilities; and performed retrospective data evaluations for 2018 using our new data management approach. 2017 data was not updated per this revised methodology.

⁴ On-road renewable fuel consumption includes diesel, gasoline and compressed natural gas (CNG). This represents 1 percent of the fuel card volume purchases for 2019.

⁵ Gases covered in GHG emissions calculations include CO₂, CH₄ and N₂O. 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.

⁶ 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.

⁷ Please note, 2017 energy and emissions data have not been updated per the methods used for the 2018 and 2019 data at this time.

	2017 ⁷	2018	2019
Environmental Data¹			
Energy Consumption (GJ)^{2,3}			
Fuel Consumption			
Diesel	23,249,327	62,305,063	60,102,066
Coal	1,088,192	565,546	757,836
Natural Gas	761,656	4,706,282	3,862,744
Other (Gasoline and Propane)	6,805	797,971	966,537
Electricity Consumption			
Total	1,784,500	1,910,708	2,041,655
Total	26,890,480	70,285,571	67,730,838
Fracturing Fluid			
Volume of Hydraulic Fracturing Fluid Used (m ³)	–	–	151,099,271
Percent of Hydraulic Fracturing Fluid Used (Down Well)	–	–	1.4%
U.S. Fuel Card Program (GJ)			
Off-Road Fuel Consumption	213,760	152,114	263,464
On-Road Non-Renewable Fuel Consumption	1,832,346	2,458,423	2,650,273
On-Road Renewable Fuel Consumption ⁴	26,406	34,923	34,003
Greenhouse Gas Emissions (TCO₂e)⁵			
Direct (Scope 1)	1,837,736	4,738,953	4,511,365
Indirect (Scope 2)	260,784	271,233	264,250
Indirect (Scope 3) ⁶	84,142	73,388	121,447
Total	2,182,662	5,083,574	4,897,061
Greenhouse Gas Emissions Intensity (TCO₂e/\$M Revenue)			
Scopes 1, 2 and 3	106	212	219
Waste Disposal (Metric Tonnes)			
Non-Hazardous	89,896	158,696	212,484
Hazardous	70,417	50,751	78,219
Total	160,313	209,447	290,704
Incineration	3,959	5,095	41,283
Total Landfill	57,315	88,205	76,577
Total Recycled	36,091	72,821	131,541
Total Reuse	6,106	7,388	2,824
Composting	3,532	7,366	–
Total Energy Recovery	50,291	8,236	32,761
Deep Well Injection	633	8,526	4,462
Other	2,386	11,811	1,256
Total	160,313	209,447	290,704
Water Consumption (m³)			
Water Consumption	1,924,248	2,646,230	2,351,678
Spills and Discharges			
Recordable Environmental Incident Rate (Incidents Per 200,000 Hours Worked)	0.04	0.05	0.03
Total Volume of Spills (m ³)	142	1,034	413
Health, Safety and Environment (HSE) Fines and Penalties (USD)			
HSE Fines and Penalties	46,500	38,500	32,664

	2017	2018	2019
Social Data			
Total Number of Hours Worked	163,054,003	181,330,469	181,774,208
Number of Fatalities			
Employee	1	0	4
Contractor	0	1	0
Total	1	1	4
Fatality Rate (Incidents Per 200,000 Hours Worked)			
Employee	0.001	0	0.004
Contractor	0	0.001	0
Total	0.001	0.001	0.004
Injuries and Process Safety Incidents			
Total Recordable Incidents	302	368	268
High-Potential Incidents	210	199	175
Lost-Time Incident Rate (Incidents Per 200,000 Hours Worked)	0.12	0.13	0.11
Total Recordable Incident Rate (Incidents Per 200,000 Hours Worked)	0.37	0.41	0.29
Recordable Vehicle Incident Rate (Incidents Per Million Miles Traveled)	0.34	0.48	0.38
Near-Miss Incident Rate (Incidents Per Million Miles Traveled)	2.93	2.53	1.44
Stop Work Authority	7,657	36,485	143,155
Employee Training			
Employee Training (Hours)	3,040,000	4,530,000	3,995,000
Breakdown of Employee Training (% Male)	–	–	87%
Breakdown of Employee Training (% Female)	–	–	13%
Training Hours Per Learner	51	68	55
Number of HSE Training Courses Offered	–	1,276	1,078
Hours of HSE Training Completed	1,496,576	2,800,049	1,919,961
Regular Employees	–	–	1,669,372
Temporary/Agency/Contract	–	–	250,589
Business Leadership Development Courses (Number of Attendees)			
Business Leadership Level I	457	292	280
Business Leadership Level II	135	219	312
Business Leadership Level III	57	75	112
President's Leadership	23	30	29

Environmental, Social and Governance Data *continued*

Dollar Amounts in Million USD	2017	2018	2019
Social Data <i>continued</i>			
Charitable Giving (Thousand USD)			
In-Kind Donations	\$ 2,107,489	\$ 1,968,721	\$ 1,936,890
Halliburton Foundation	\$ 5,826	\$ 4,137	\$ 3,410
Employee Giving	\$ 1,312	\$ 901	\$ 1,381
Corporate Giving	\$ 1,104	\$ 2,610	\$ 8,760
Total*	\$ 2,115,731	\$ 1,976,368	\$ 1,950,442
Procurement (Million USD)			
Spend with Small and Diverse Suppliers	\$ 937	\$ 790	\$ 780
Average Employee Age			
Western Hemisphere	37.5	37.5	37.5
Eastern Hemisphere	38.1	38.2	38.2
Other	43.9	43.8	43.9
Employee Hiring			
Total New Hires	13,625	12,564	9,432
New Hires Rate	26%	21%	16%
Employee Turnover Rate			
Total Employee Turnover Rate	19%	19%	21%
Voluntary Employee Turnover Rate	12%	14%	13%
Percent of Female New Hires by Region			
North America	8%	14%	9%
Latin America	15%	21%	25%
Europe/Africa/CIS	11%	35%	16%
Middle East/Asia	11%	19%	12%
Percent of Local Nationals in the Workforce			
North America	99%	100%	99%
Latin America	98%	94%	94%
Europe/Africa/CIS	93%	93%	93%
Middle East/Asia	75%	70%	81%
Diversity			
Number of Female Directors on the Board of Directors	2	3	3
Board Ethnic Diversity	5	5	2
Female Share of Total Workforce	12%	12%	13%
Females in All Management Positions, Including Junior, Middle and Senior Management (% of Total Management Workforce)	12%	12%	12%
Female Directors/Senior Managers (% of All Directors/Senior Management)	14%	17%	20%
Females in Junior Management Positions, i.e. First Level of Management (% of Total Junior Management Positions)	11%	12%	11%
Employee Engagement			
Halliburton Engagement Index (HEI) Rate	3.57	3.47	3.24
Leader Effectiveness Index (LEI) Rate	3.10	3.16	3.08

*The sum of Charitable Giving categories may differ from the total due to rounding.

Dollar Amounts in Million USD

2017

2018

2019

Governance and Business Data

Financial Performance

Revenue	\$	20,620	\$	23,995	\$	22,408
Total Operating Expenses	\$	(19,246)	\$	(21,528)	\$	(22,856)
Operating Income (Loss)	\$	1,374	\$	2,467	\$	(448)
Income (Loss) Before Taxes	\$	682	\$	1,814	\$	(1,122)
Amounts Attributable to Company Shareholders						
Net Income (Loss) from Continuing Operations	\$	(444)	\$	1,656	\$	(1,131)
Diluted Income Per Share from Continuing Operations	\$	(0.51)	\$	1.89	\$	(1.29)
Cash Dividends Per Share	\$	0.72	\$	0.72	\$	0.72
Diluted Common Shares Outstanding		870		877		875
Net Working Capital	\$	5,915	\$	6,349	\$	6,334
Total Assets	\$	25,085	\$	25,982	\$	25,377
Total Debt	\$	10,942	\$	10,344	\$	10,327
Total Shareholders' Equity	\$	8,349	\$	9,544	\$	8,025
Cash Flows from Operating Activities	\$	2,468	\$	3,157	\$	2,445
Capital Expenditures	\$	1,373	\$	2,026	\$	1,530
Depreciation, Depletion and Amortization	\$	1,556	\$	1,606	\$	1,625
Total Capitalization	\$	19,291	\$	19,888	\$	18,352
Debt to Total Capitalization		57%		52%		56%

In 2019, 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 percent of the Company's total revenue.

Political Contributions

Annual Total Monetary Contributions to, and Spending for, Political Campaigns, Political Organizations, Lobbyists or Lobbying Organizations, Trade Associations and Other Tax-Exempt Groups	\$	330,000	\$	118,942	\$	332,053
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Board Information

Number of Independent Directors	10	9	9
Average Board Meeting Attendance	96%	96%	94%

Research and Development

Patents Granted Per Year	813	896	1,116
Total R&D Spend (million USD)	\$ 360	\$ 390	\$ 404
R&D Spend as a Percentage of Revenue	1.70%	1.60%	1.80%
Patent Efficiency (U.S. Patents Granted Per USD 1M of R&D Spend)	1.40	1.83	3.39
Ranking Among Largest U.S. Patents Granted (by IFI Claims)	44th	39th	34th
Ranking Among Largest U.S. Patents Granted to Oil & Gas Companies (by IFI Claims)	1st	1st	1st

Environmental, Social and Governance Data *continued*

	2017	2018	2019
Governance and Business Data <i>continued</i>			
Service Quality Metrics			
Customer Non-Productive Time (NPT)	0.57%	0.52%	0.40%
Customer Cost of Poor Quality (COPQ)	23%	21%	23%
Local Ethics Officer (LEO) Program			
Number of LEOs			
North America	10	12	11
Latin America	11	11	11
Eurasia, Europe and Sub-Saharan Africa	15	16	17
Middle East, North Africa and Asia Pacific	30	19	18
Total	66	58	57
In 2019, 57 Company leaders were drawn from across PSLs and support functions to serve as LEOs; these leaders are in 43 different countries, and serve as compliance champions.			
*2019 Number of Cases Closed is higher than Number of Reports with Potential Violations of Code of Business Conduct (COBC), as this accounts for matters received in 2018.			
Ethics Training by Region			
North America	–	12,307	12,696
Latin America	–	9,070	9,288
Eurasia, Europe and Sub-Saharan Africa	–	4,141	10,985
Middle East, North Africa and Asia Pacific	–	15,052	25,079
Global Ethics and Compliance Reports			
Number of Reports Received	–	669	772
Number of Reports Sent Directly to Global Ethics and Compliance	–	359	386
Number of Reports Received Through the Ethics Helpline	–	310	386
Percent of Anonymous Reports	–	33%	37%
Number of Cases Closed/Number of Reports with Potential Violations of COBC*	–	163/175	215/209
Ethics Training			
Number of Employees to Receive COBC Training	44,729	47,145	43,792
Number of Employees to Receive Anti-Corruption Training	8,543	9,179	9,187
Number of Employees to Receive High-Risk Country Training	2,042	1,510	1,433
Procurement			
Number of Tier 1 Suppliers	–	25,732	24,539
Tier 1 Supplier Share of Total Procurement Spend	–	100%	100%
Number of Critical Non-Tier 1 Suppliers	–	0	0
Critical Non-Tier 1 Suppliers Share of Total Procurement Spend	–	0%	0%
Number of Suppliers Assessed in the Last 3 Years for Sustainability Risks	–	25,604	25,154