

2017

ABILII Y REPORT





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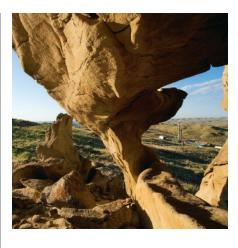
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# To Our Stakeholders

The expected turnaround in the oil and gas industry is underway. Halliburton has capitalized on the improving market while positioning itself for ongoing success as the recovery continues. Close attention to sustainability throughout our business has enabled us to achieve these dual goa

Our value proposition - to collaborate and engineer solutions that maximize value for our customers - has helped us "win the recovery" with impressive results. We are ahead of our peers in delivering leading returns to shareholders. Perhaps most notably, we have outperformed competitors on market share, retaining leadership in North America and growing our market share internationally.

#### CONTINUOUS IMPROVEMENT THROUGHOUT THE VALUE CHAIN

Our sustainability efforts reflect our success in managing our performance across our value chain. For example, we emphasize sustainability by working with local suppliers, and helping them build their capabilities in health, safety, environmental management and service quality. Our commitment to sustainable economic development makes our supply chain more resilient. Sustainability is also integral to our process for innovation. Every new technology seeks to minimize social and environmental impacts while delivering value for our customers.

#### **OUR PEOPLE ARE OUR DIFFERENCE**

Halliburton is the execution company. Excellence begins with superior products and equipment, but it is delivered by our people. That is why we offer a structured development program to help them build skills and competencies. Most importantly, every employee is held responsible for the Halliburton safety culture, resulting in a five-year upward trend in health and safety performance.

#### **CONNECTING WITH OUR COMMUNITIES WORLDWIDE**

Halliburton has a longstanding tradition of enhancing the lives of our local communities. Perhaps the most dramatic demonstration of that commitment in 2017 was right in our hometown.

The world watched as Hurricane Harvey devastated Houston, leaving whole neighborhoods under water and thousands of families flooded out of their homes. Halliburton was right there, helping with evacuations, providing emergency food and supplies, and supporting employees and their families through the process of getting short- and long-term assistance.

#### THE VIEW FORWARD

As 2018 unfolds, Halliburton will be led by President and CEO Jeff Miller, who was elected unanimously by the Board of Directors in May 2017. Dave Lesar will serve as executive chairman, continuing to bring his experience, talent and insight to the Company.

The overall Halliburton strategy, including our sustainability strategy, has proven its durability through several years of a challenging market. By building on our proven success, we look forward to making the most of a strengthening market in 2018 and beyond.

Jeffy A. Miller

Jeffrey A. Miller

President and Chief Executive Officer

David J. Lesar

**Executive Chairman of the Board** 

Christopher T. Weber

**Executive Vice President and Chief Financial Officer** 

Lawrence J. Pope

Executive Vice President of Administration and Chief Human Resources Officer

8. Jun 2 Voyle

Executive Vice President Secretary and General Counsel

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

James S. Brown

President, Western Hemisphere

President, Eastern Hemisphere

# **About Halliburton**

Founded in 1919, Halliburton is one of the world's largest providers of products and services to the energy industry. With approximately 55,000 employees, representing 140 nationalities in approximately 70 countries, the Company helps its customers maximize value throughout the lifecycle of the reservoir – from locating hydrocarbons and managing geological data, to drilling and formation evaluation, well construction and completion, and optimizing production throughout the life of the asset.

#### **OUR BUSINESS**

Halliburton comprises 14 product service lines (PSLs). The PSLs operate in two divisions: Drilling and Evaluation, and Completion and Production. Our Consulting and Project Management PSL works across both divisions and spearheads our integrated-services strategy. Its financial results are included in the Drilling and Evaluation division. PSLs are primarily responsible and accountable for strategy, technology development, process development, people development and capital allocation.

#### **TWO DIVISIONS**

#### **Drilling and Evaluation Division**

- Baroid
- Drill Bits & Services
- Landmark
- Sperry Drilling
- Testing & Subsea
- Wireline & Perforating

#### **Completion and Production Division**

- Artificial Lift
- Cementing
- Completion Tools
- Multi-Chem
- Pipeline & Process Services
- Production Enhancement
- Production Solutions

#### **Supporting Both Divisions**

• Consulting and Project Management



# Sustainability at Halliburton

Halliburton embeds sustainability and responsible corporate citizenship within our overall strategy through our Guiding Principles for Sustainability. These principles align with Halliburton values and rest on a foundation of ethics and integrity.

#### **MISSION, VISION AND VALUES**

At Halliburton, we collaborate and engineer solutions to maximize asset value for our customers – this is our value proposition. Our mission identifies what we do today, why we do it and for whom. Our vision defines what we aspire to be and what success will look like.

#### MISSION

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.

#### VISION

To deliver a customer experience second to none, as globally competitive, creative, and ethical thought-leaders.

#### VALUES

Our values are our corporate DNA, the foundation for how we relate to each other and to all those with whom we interact. These are the fundamentals that every Halliburton employee is expected to embody, every day.

- Integrity: Ethics and integrity are the foundation of our brand and the guiding principles for all we do.
- Safety: Priority number one. We are focused on our own personal safety, as well as the safety of others.
- Collaboration: We work together with customers and understand that everyone has a role in providing the best solution.

- Competition: We compete to win.
   We know that competition makes everyone stronger.
- Creativity: We are resourceful. We are innovative and strive to apply the right technology and solution every time.
- Reliability: We deliver what we promise.
   We believe the quality of our service defines who we are.
- Respect: We are honest with ourselves and each other. We value our diverse skills and talents, and know we are stronger together as one family.

#### INTEGRATING SUSTAINABILITY

Sustainability is integral to our overall mission as we seek to deliver superior financial growth and returns while minimizing environmental impacts and acting as a responsible corporate citizen. Our Guiding Principles for Sustainability, set out on pages 6 and 7, provide the framework for sustainable action in the context of the Company's overall goals. Each principle is paired with a clearly defined intent, to which we hold ourselves accountable and by which we measure our success.

#### **MATERIAL TOPICS**

Our material topics are those most important to the Company's overall sustainability impact. Our assessment of materiality is aligned to industry best practices, including the Global Reporting Initiative, the Dow Jones Sustainability Indices, the Carbon Disclosure Project, the IPIECA oil and gas industry guidance on sustainability reporting, and the Sustainability Accounting Standards Board: Oil and Gas Services Standard.

Halliburton determined the material topics for our business in a comprehensive assessment completed in 2015. The results of this assessment are reviewed annually and a full assessment is conducted every third year. The assessment incorporates internal and external stakeholder engagement with customers, investors, employees and leaders across the business. Engaging stakeholders in this process enables testing and validation of the results of the analysis, and ensures that the expectations and concerns of all groups are reflected in the final assessment.

Material topics are evaluated on the potential magnitude and significance of any effect on Halliburton activities and on our stakeholders across criteria including: regulatory and policy impact, financial impact, environmental impact, and social impact. Our material topics determine the metrics that we report in this document, and indicate the areas where we concentrate our sustainability efforts. They are set out in the table on the right.

#### **OUR REPORTING**

Our Corporate Sustainability Report is structured to align with the Global Reporting Initiative (GRI) G4 reporting standard. The three chapters of the report discuss our impacts in the GRI sustainability categories of economic, social and environment, and address the specific material topics for that category.

The first two sections of the report discuss aspects of our operations that affect all three categories of sustainability performance. The first of these is our Journey to ZERO vision to drive performance improvement across health and safety, environment, and service quality. The second is technology and innovation in our products, services and processes, where we strive to increase operational efficiency while reducing sustainability impacts.

#### **Material Topics**

#### **Economic**

Corporate governance and business ethics Economic performance Supply chain sustainability

#### Social

Health, safety and wellness Diversity and inclusion Community engagement

#### Environment

Energy and greenhouse gases Environmental stewardship

#### **Materiality Matrix**



Economic

Social Environment Corporate governance and business ethics

Economic performance SCS Supply chain sustainability

Diversity and inclusion

**CE** Community engagement **HSW** Health, safety and wellness

GG Energy and greenhouse gases Environmental stewardship

# Our Guiding Principles for Sustainability

# Financial Performance

Deliver superior value for our shareholders

To outperform our competitors by delivering superior growth, margins and returns to our shareholders

# \$20.6 billion

We generated \$20.6 billion of total Company revenue, a 30 percent increase from 2016, with strong growth in both of our operating divisions.

1,000

North America and Completion and Production operating margins improved by over 1,000 basis points, continuing to execute on our goal to achieve normalized margins.

# \$2.5 billion

We continued to focus on cash flow execution, generating approximately \$2.5 billion in operating cash flow and retiring \$1.4 billion in debt.

# Health, Safety & Environment

Conduct operations that are safe and environmentally responsible

To advance on our Journey to ZERO, toward our vision of zero health, safety, environment and service quality incidents

# 106 tonnes

We reduced the greenhouse gas emissions intensity of our operations to 106 tonnes per million dollars of revenue, a decrease of 18 percent.

# 38 percent

We achieved a historic low in total recordable injury rate with a five-year reduction of 38 percent.

# 29 percent

We achieved a three-year low in spill volumes, with a 29 percent year-on-year reduction in 2017.

# Technology & Innovation

Lead the industry in innovation and conscientious stewardship of global resources

To develop solutions that give our customers economic access to new hydrocarbon resources and maximize the value of their existing assets

# \$360 million

Total research and development spend increased by 10 percent year on year to \$360 million.

5,122

Halliburton held a total of 5,122 United States patents at the end of 2017, with 813 granted in the year.

1.4

Halliburton achieved industry-leading patent efficiency, with 1.4 patents granted for every \$1 million of research and development spend.

Ethics and integrity are the foundation for our Guiding Principles.

# Global Citizenship

Enhance the economic and social well-being of our employees and the communities in which we operate

To be a preferred employer and make a positive impact in the communities where we live and work

# \$2.1 billion

Halliburton corporate philanthropy, including in-kind donations and employee giving, totaled over \$2.1 billion in 2017.

\$430,000+

Over \$430,000 was granted to more than 250 employees to support them in recovering from the effects of Hurricane Harvey.

# 17 countries

Employees in 17 participating countries supported local charities through the Halliburton Giving Choices match funding program.

# Transparency

Be transparent in reporting and validating our progress

To provide our stakeholders with thorough and timely information on our progress

## 37

Halliburton makes available chemical safety information in 37 languages.

# 24/7

The Halliburton Ethics Helpline is available 24 hours a day, 7 days a week.

## 15

Senior leaders and the Investor Relations team participated in 15 investor conferences during 2017.

# Collaboration

Engage our stakeholders to help achieve results that are compatible with our stated principles

To actively communicate with key stakeholders to help achieve mutual objectives

# >80 percent

More than 80 percent of field operations spend is with local suppliers.

## 33

Halliburton partnered with universities around the world on 33 research projects.

## 100+

We collaborated with customers on over 100 research and development projects in order to engineer solutions to maximize the value of their assets.

Built on a solid foundation of ethics and integrity, our Guiding Principles for Sustainability provide the framework for our operations and our future. To ensure that these principles guide every aspect of our decisions, plans and actions, we have matched each with a clearly defined intent.



#### **JOURNEY TO ZERO**

Journey to ZERO is the Company's vision to achieve zero safety incidents, zero environmental incidents and zero non-productive time. This vision expresses our commitment to our employees, our customers and our communities, and articulates our priorities – to set the highest standards, embrace the challenge, and make no compromises in execution.

The behaviors driving our success in HSE complement those for service quality. Combining HSE and SQ in Journey to ZERO enables us to maximize our performance gains. We have defined six elements that provide a roadmap for achievement. While specific focus areas evolve annually, these elements remain consistent each year:

- · Leadership commitment
- Continuous improvement of the Halliburton Management System
- Training and competency
- · Communicate and address risks
- Technology and process improvement
- · Verify performance

#### HALLIBURTON MANAGEMENT SYSTEM

Halliburton Management System (HMS) outlines how we work and is foundational to the execution of our Journey to ZERO. The standards, processes, guidelines and work methods that make up HMS equip our employees to work safely, consistently and effectively, and enable us to address the risks that are inherent in our business.

A key element of HMS is the use of control points, which are defined requirements or activities that provide assurance that the job purpose will be achieved. Control points simplify our service delivery process by identifying key steps in planning, delivery and post-job review, which can then be measured to verify job execution. Simplifying our processes in this way, and verifying execution, enhances service quality and operational efficiency. This supports our value proposition to maximize asset value for our customers, while minimizing the environmental and social impacts of our operations.

HMS Continuous Improvement is one of the six elements of Journey to ZERO. Since 2013, we have made ongoing efforts to simplify HMS, streamlining and standardizing processes across our global business and within each PSL.

An example of how this works in practice is the lock-out/tag-out (LOTO) process. LOTO processes and training were simplified in 2017 to improve consistency across the global business and make these processes easier to execute. This included standardization of LOTO procedures and devices. Consistent processes, enhanced training materials and standardized equipment reduce health and safety risks for our people, and reduce cost to the business.

Conformance to HMS is verified through monthly inspections, an operations-led internal audit program, and audits by Halliburton Internal Assurance Services, our internal audit function.

HMS incorporates and goes beyond the requirements of major management system standards, including those for quality management (ISO 9001), environmental management (ISO 14001), and health and safety management (OHSAS 18001). HMS also meets and exceeds the requirements of the industry-specific American Petroleum Institute (API) standards for manufacturing and service quality (API Q1 and API Q2), and the API RP 75 standard for offshore safety and environmental management.

Halliburton leads the industry with 38 API Ω2-certified facilities, located in nine countries. In 2017, operations in Angola, Canada and the United Arab Emirates began the process of certification.





#### **Stop Work Authority**

Our global Stop Work Authority (SWA) program plays a key role in preventing incidents. All employees and contractors have 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.



#### Halliburton Management System

The Halliburton Management System outlines how we work, with our Code of Business Conduct (COBC) at the top.

#### **HEALTH AND SAFETY PERFORMANCE**

Halliburton has significantly improved performance across health and safety in the last five years, driven by our ongoing commitment to Journey to ZERO. We achieved a reduction of 38 percent in total recordable incident rate (TRIR) in the period 2013 to 2017, recording a historic low in 2017.

Also positive is the increase in our nearmiss incident rate. This is a leading indicator of HSE performance, and the increase demonstrates the effectiveness of our systems and reporting.

Performance in some key metrics in 2017 was essentially flat or exhibited a slight increase. The primary driver for this was the increase in headcount in the year as the North America land market recovered, which led to a greater proportion of our field workforce having limited experience. To address the elevated risk profile associated with new employees in the field, we are strengthening our new hire orientation programs and enhancing mentoring programs for short-service employees.

# HEALTH, SAFETY AND ENVIRONMENT PROGRAMS

Sending every employee home safe and healthy at the end of every day is a goal to which all Halliburton team members are absolutely committed. We strive to achieve this through a consistent focus on the areas of greatest risk in our business and a commitment to continuous improvement across our activities.

Two programs designed to address significant HSE risk in 2017 were Driving Safety, and Hand and Finger Safety.

#### DRIVING SAFETY

Vehicle incidents are historically a leading cause of work-related injuries and fatalities across our industry. We manage and mitigate this risk through our Journey Management process and the use of in-vehicle monitoring systems across our fleet. These controls are supported by a rigorous training and competency program for our drivers.

The Journey Management program requires drivers to log journeys and assess them according to pre-defined risk factors. Driver competencies ensure that our people are educated to recognize and manage the driving risks that they will encounter. These measures have enabled us to improve driving safety performance by 34 percent in the last five years.

#### HAND AND FINGER SAFETY

Hands and fingers are the body parts most vulnerable to injury for Halliburton employees, accounting for over 30 percent of lost-time injuries in 2017. Halliburton has enhanced our global hand and finger safety programs to address this risk. The three main improvements implemented in 2017 were:

Injury Prevention Tools – Tools including push/pull poles, grips, sling straps and finger savers have been brought into use across Halliburton field operations.

Training – Updated trainings on hand and finger injury risks and controls are being rolled out to field personnel, including enhanced hands-on training for new hires.

Safety Awareness – Communication materials have been created for supervisors and managers to use to educate their teams on hand and finger injury risks and safe behaviors.

#### **SERVICE QUALITY**

Halliburton is the execution company – our commitment to service quality is an integral part of our Company's culture, and of our Journey to ZERO vision.

The Service Quality Minimums are the essential elements of how we do our work, and these apply to all operations across all PSLs. They are four key practices that enable us to deliver excellence in execution, through process adherence and continuous improvement.



**Design of Service – How we plan our work:** Our Design of Service process defines the documentation that captures the operational plan and outlines how we will execute to customer requirements.



**Control Points – How we control our work:** Control points are defined requirements or activities that provide assurance that the job purpose will be achieved.



Competency – How we ensure our people have the skills they need: Our global competency program provides the knowledge, skills, behavior and experience that enable our people to do the job.



Incident Investigation – How we improve performance: Through our incident investigation process, all job-related incidents undergo thorough and timely investigation to identify root causes and prevent incidents from recurring.

Alongside the Service Quality Minimums, our Management of Change (MOC) process is designed to control change-related risk when new risks are identified or the operations plan is adjusted. The MOC process requires that all operational and process changes be reviewed, planned and approved before implementation to reduce the potential for service disruption or the creation of new hazards.

Continuous improvement in HMS and execution of our SQ Minimums have enabled us to reduce our non-productive time (NPT) rate by 36 percent in the last five years.

#### **Selected Awards and Recognition**

- In Europe, the Halliburton Completion Tools PSL was recognized by a major customer for 20 years of operations with zero lost-time incidents.
- The Halliburton San Antonio District received the 2017 Eagle Ford Environmental Excellence Award from the South Texas Energy and Economic Roundtable in recognition of the contribution to safety, efficiency and innovation of the Frac of the Future<sup>TM</sup> suite of products and services.
- The Halliburton team in Thailand was recognized with an award from a major customer for reaching the safety milestone of 11 years of operations with zero lost-time incidents.
- A major customer recognized Halliburton for our contribution to superior HSE performance, awarding us for the largest contribution of safety observations across its global operations.

#### **Halliburton Life Rules**

The Halliburton Life Rules are 10 key factors that affect employee safety. Based on our HSE standards, the Life Rules communicate critical requirements to our employees, and are used in all our businesses and operations. They apply to every employee and every contractor, in every region and every operation.



**Driving Safety** 



Work Permit



Personal Protection Equipment (PPE)



Lock Out/ Tag Out (LOTO)



Confined Space



Working at Height



Chemical Handling



Dropped Objects



**Hand Tools** 



Lifting and Hoisting

#### Health and Safety Case Study

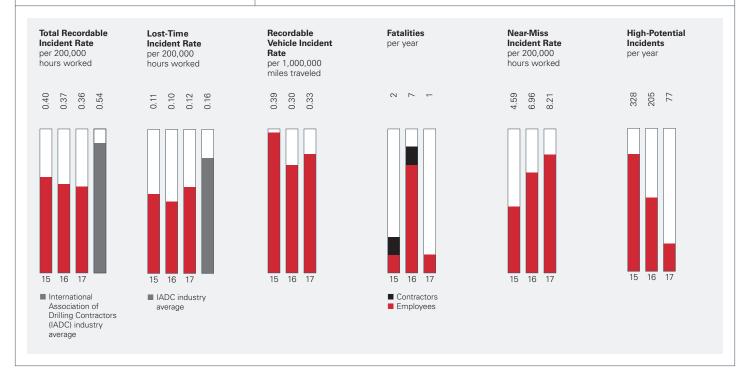
Halliburton Manufacturing in Lafayette, Louisiana, was named by the Occupational Safety and Health Administration (OSHA) as a Star site in the Voluntary Protection Program (VPP). The VPP Star is the highest OSHA program promoting effective workplace safety and health. It recognizes employers and workers who demonstrate exemplary achievement in controlling occupational safety and health hazards, and the implementation of health and safety management systems. Currently, seven Halliburton Manufacturing and Technology locations in the U.S. are part of the VPP.

#### **Critical Focus Areas**

The Critical Focus Areas are those areas that present the biggest risk for HSE, process safety, and service quality incidents. When conducting operations involving any Critical Focus Area, extra attention and absolute adherence to our processes are imperative.

The Critical Focus Areas are:

- Barriers The physical measures, such as packers, plugs, blowout preventers (BOPs), surface valves, drilling fluids or cement, that prevent gas or oil from flowing into the well from the formation and traveling to the surface
- Hydrocarbons to the Surface Flow of gas or oil to the surface, such as in well testing or well cleanup operations
- Trapped Pressure Equipment in which a release of pressure could occur, such as discharge iron, lab machinery, BOPs, cement heads, swages, wellhead pressure control equipment, pipelines, hoses, tanks or silos
- Well Proximity The potential for collision with a producing or existing wellbore while drilling
- Radiation and Explosives Any surface activities involving a radioactive source or explosive material



# Technology and Innovation



Technology and Innovation is one of our Guiding Principles for Sustainability. Our aim is to lead our industry in innovation and in the conscientious stewardship of global resources. Our technology team continuously strives to develop solutions that enable our customers to maximize the value of their assets.

# PRODUCT DEVELOPMENT AND SUSTAINABILITY

The Halliburton research and development process incorporates HSE and service quality, along with compliance and supply chain. By integrating these factors into every step of the process, we produce innovations that enhance safety and minimize environmental impact while delivering returns for our customers.

We introduced our enhanced product development process, LIFECYCLE 2.0, in 2016 to further integrate customer feedback into product development, drive collaboration with global business development, converge cross-functional value streams, and improve manufacturability.

The development process is further enhanced by the application of Halliburton Design for Excellence (HDfX). HDfX is a structured process that captures customer needs and pain points through techniques such as Quality Function Deployment, Failure Modes and Effects Analysis. Halliburton engineers use powerful and time-tested design methods – such as Design of Experiments, Design for Reliability and Design for Manufacturability/ Assembly – to render robust, reliable and optimized products on reduced development cycle times.

Halliburton was granted 813 U.S. patents in 2017, an increase of 42 percent from 2016. The total number of patents held by the Company at the end of the year is 5,122. Patent efficiency also improved, rising to 1.4 patents per million dollars of research and development investment.

Our reported number of patents granted in 2017 includes Halliburton acquisitions, divestitures and filings that were not reflected in public databases at the year end. Data from 2015 and 2016 were previously reported based on public databases and have been restated to reflect this change in methodology.

#### Halliburton Design for Excellence



#### **TECHNOLOGY HIGHLIGHTS**

Listed below are some of the key technologies brought to market in 2017 to enhance sustainability and outcomes for our customers.



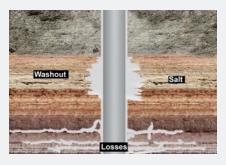
## EcoStar™ Electric Tubing-Retrievable Safety Valve (e-TRSV)

The Halliburton EcoStar™ valve is the world's first electric tubing-retrievable safety valve (e-TRSV). EcoStar removes hydraulics and hydraulic actuation from subsea architecture, solving a 30-year need for an electrically actuated safety valve that can be integrated with an all-electric subsea tree. By delivering direct positional feedback between the full-open and full-closed positions, and providing sensor communication to the surface, the valve allows for analysis and diagnostic capabilities that are not available in any other safety valve on the market. The EcoStar e-TRSV and associated all-electric control systems require no hydraulic fluids, eliminating the potential for hydraulic spills and the need to purge hydraulic fluids to the sea on closure, thus removing all negative environmental impacts.



#### ExpressSand™ Delivery System

ExpressSand Delivery System provides a step change in proppant management, optimizing proppant logistics while drastically improving HSE and equipment reliability at the wellsite. Increased job sizes and proppant volumes in unconventionals have resulted in additional complexity in bulk storage, logistics and proppant conveyance on location. Traditional methods involve multiple trucks on location, pneumatically transferring proppant to storage bins for several hours during the fracturing treatment. The process requires a team of personnel to manage the operation, along with multiple pieces of equipment, resulting in noise and dust generation. The ExpressSand Delivery System uses containerized proppant delivery and storage to significantly reduce equipment and logistics needs, and noise and dust generation.



#### BaraShale™ Lite Drilling Fluid System

BaraShale™ Lite is a direct emulsion drilling fluid that has been a success in U.S. land unconventionals. The system can be salt-saturated for drilling salt zones, while the emulsified oil affords reduced densities for later lower-pressure zones. Improved hole quality is observed, allowing for reduced cement volumes and better zonal isolation, and making it easier to meet state barrier requirements for getting cement back to surface. Total drilling times were reduced by approximately 7 percent compared to offset wells through greater drilling efficiencies. Waste disposal costs were reduced by an average of 70 percent due to haul-off waste volume reductions.



#### Acoustic Conformance Xaminer® (ACX™)

Acoustic Conformance Xaminer® (ACX<sup>TM</sup>) service provides accurate leak detection inside the well-bore through real-time, new-generation acoustic analysis using hydrophone array technology. Our unique radial locator algorithm helps customers identify which annulus or component of an oil and gas well is leaking. By taking appropriate corrective action, customers benefit by lowering their workover cost and improving production efficiency. Quick identification of leaks in real time reduces the standby cost for customers, allowing them to avoid a more complex intervention while saving millions of dollars in workover costs, and lowering our environmental footprint at the wellsite.



#### AMWAJ<sup>™</sup> Fracturing Fluid Service

AMWAJ Fracturing Fluid Service is a new fracturing fluid system customized for use with nano-filtered seawater in wells up to 350°F. By enabling the use of seawater, the AMWAJ service reduces the use of fresh water in well stimulation, thus reducing overall environmental footprint. This approach is particularly valuable in water-stressed regions. In 2017, Halliburton successfully introduced this new service in the Middle East region.



#### **Next-Gen Ranging**

Next-Gen Ranging is a no-access active magnetic ranging technology that utilizes surface excitation to determine a ranging distance and direction relative to the drilling wellbore. This unique technology requires only surface access to the target wellbore wellhead, unlike legacy tools that require downhole access to deploy a magnetic source. Next-Gen Ranging technology removes logistical challenges associated with obtaining downhole access to adjacent wellbores. It eliminates the cost of wireline ranging conveyance and reduces the number of field personnel on location, ultimately lowering HSE risks. It enhances surface efficiency by allowing for reduced surface footprint, such as a 50-percent reduction in slot-spacing, through optimized pad design.

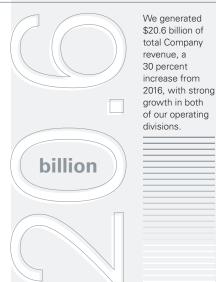






# **EIGHTY**PERCENT+

More than 80 percent of field operations spend is with local suppliers.



#### **MATERIAL TOPICS - ECONOMIC**

- Corporate Governance and Business Ethics
- · Economic Performance
- Supply Chain Sustainability

MILLION HOURS

Halliburton employees completed 1.74 million hours of training in 2017.

The economic aspects of sustainability that are material to Halliburton encompass our own financial performance – one of our Guiding Principles for Sustainability – and the impacts that we have on stakeholders through our governance structures, our supply chain and our employees.

Coupled with a rigorous commitment to ethical conduct, our focus on the economic aspects of sustainable development produces positive outcomes for the Company and all of our stakeholders.

# Corporate Governance and Business Ethics

Ethics and integrity are the foundation of our Guiding Principles for Sustainability, and integrity is a core value for Halliburton. The Company acts on our commitment to ethical behavior through the oversight provided by our Board of Directors, our Code of Business Conduct (COBC), our employment practices, and our internal assurance function.

#### **CORPORATE GOVERNANCE**

#### **BOARD OVERSIGHT AND COMMITTEES**

Halliburton Corporate Governance
Guidelines are reviewed annually and serve
as a guidepost for the Board of Directors.
Topics pertaining to corporate citizenship,
governance and sustainability are routinely
reviewed at meetings of the board and its
committees. The board and its committees
also carry out ongoing reviews of HSE
performance, financial results and current
risks facing the Company.

Expert briefings, training seminars and readings further board member knowledge of sustainable development, and of the economic, environmental and social factors that may affect the Company's success.

#### BOARD COMPOSITION AND DIVERSITY

The Halliburton Board of Directors provides comprehensive oversight of the management and governance of the Company. In 2017, our board had 13 members. All directors stand for election at our annual meeting of shareholders, and, except for the chairman of the board and the chief executive officer, all directors are independent as defined by the New York Stock Exchange. The board has also designated one of its senior independent members to act as Lead Director.

Annual evaluation of Company director criteria, board diversity profiles, skills and experience are performed by the board's Nominating and Corporate Governance Committee. This committee also performs assessments of the board, committees and directors, considers recommendations from shareholders and directors, and proposes directors for the Company's annual board elections. Suitable director candidates are identified by board members, our management, or a third-party executive search firm.

# COMMUNICATION WITH THE BOARD OF DIRECTORS

Transparent and open communication with shareholders, employees and all interested parties is encouraged by our management and board. Phone numbers and listings for postal and email addresses are provided on the Halliburton website. Our corporate secretary and our Investor Relations group regularly interact with shareholders and make themselves available for calls or meetings.

# HSE AND SUSTAINABLE DEVELOPMENT EXECUTIVE COMMITTEE

The HSE and Sustainable Development (SD) Executive Committee is charged with oversight of HSE and SD matters – including annual strategies, HSE performance and the HSE audit program – and is accountable to the Board of Directors' HSE Committee. The Company's Executive Vice President for Global Business Lines is chief HSE officer and chair of the HSE and SD executive committee, and reports to each meeting of the Board of Directors' HSE Committee.

Significant HSE incidents are examined by the committee, with particular attention given to potential violations of laws or regulations, or of the Halliburton COBC. The committee may request further information or call on individuals involved to provide additional detail, and may recommend follow-up actions.





#### **Board of Directors**

The Board of Directors, from left to right:

#### James R. Boyd

Retired Chairman of the Board, Arch Coal, Inc.

#### J. Landis Martin

Chairman,

Platte River Equity

#### José C. Grubisich

Managing Partner, Olímpia Investimentos e Participações

#### Abdulaziz F. Al Khayyal

Retired Senior Vice President of Industrial Relations, Saudi Aramco

#### Debra L. Reed

Chairman of the Board and Chief Executive Officer, Sempra Energy

#### Murry S. Gerber

Retired Executive Chairman of the Board, EQT Corporation

#### David J. Lesar

Executive Chairman of the Board, Halliburton Company

#### Nance K. Dicciani

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

#### Jeffrey A. Miller

President and Chief Executive Officer, Halliburton Company

#### Alan M. Bennett

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

#### William E. Albrecht

Non-Executive Chairman of the Board of California Resources Corporation

#### Robert A. Malone

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

#### Milton Carroll

Executive Chairman of the Board, CenterPoint Energy, Inc.

#### **EXECUTIVE COMPENSATION**

The Halliburton executive compensation program is overseen by the Compensation Committee of the Board of Directors and features market-driven compensation within a common total-compensation framework, with flexibility to accommodate differences in business drivers and objectives throughout our business units. Our executive compensation includes a base salary, a balanced mix of long- and short-term incentives, supplemental discretionary retirement, and benefits. The program is regularly reviewed to ensure that it supports the Company's strategies and generates value for our shareholders. Additional information is published in our proxy statement.

#### **BUSINESS ETHICS**

#### CODE OF BUSINESS CONDUCT

Our Code of Business Conduct requires employees, directors, officers, and all third parties that conduct business with or on our behalf, to act with fairness, integrity, and high standards of personal and business ethics. Everyone is accountable for upholding the COBC and for reporting potential violations of the COBC or the law. The COBC is accessible in 14 languages on the Halliburton website.

Employees are required to complete COBC training every two years. In 2017, more than 39,000 employees completed COBC training and more than 7,000 employees completed anti-corruption training. Additionally, targeted communications, such as Ethics Tips, Ethics Moments, and executive videos, engage employees on a variety of COBC-related topics. These communications provide information on issues such as corporate fraud, commercial bribery, hospitality, anti-boycott compliance, third-party due diligence, and anti-retaliation.

The Global Ethics and Compliance group is responsible for investigating and taking corrective action on all reports of potential violations of the COBC or the law. During 2017, 180 reports alleging substantial potential breaches of the COBC were made. Allegations were related to a variety of

issues, including discrimination, harrassment, retaliation, fraud, theft, conflicts of interest, sensitive transactions, unauthorized disclosure of confidential information, and HSE. The majority of these investigations did not find misconduct. Where corrective action was necessary, disciplinary actions were taken, including terminations, restitutions, suspensions, demotions, coaching, training, written warnings and verbal reprimands.

The Chief Ethics and Compliance Officer reports to the Audit Committee of the Board of Directors on investigations, COBC audits and other COBC-related topics each quarter, and provides the Audit Committee with a comprehensive annual report.

Halliburton encourages anyone with a concern to make a report to the Global Ethics and Compliance group. The COBC webpage contains several ways to report issues or ask questions, including through the Ethics Helpline. The Ethics Helpline is operated by a third-party, and is available in multiple languages, 24 hours a day, seven days a week. Reports can be made anonymously. Halliburton strictly prohibits retaliation for reporting potential violations of the COBC or the law.

#### ANTI-CORRUPTION LAWS

Halliburton business practices and policies promote ethical conduct in all business activities and minimize risk of violations of anti-corruption laws including the U.S. Foreign Corrupt Practices Act (FCPA), the U.K. Bribery Act and other similar laws. Halliburton strictly prohibits making, promising or offering anything of value to influence the decisions of customers or government officials.

Halliburton does not tolerate conduct that violates anti-corruption laws and provides in-person and online anti-corruption training in multiple languages to managers, expatriates and employees in high-risk countries.

#### INTERNAL ASSURANCE SERVICES

Internal Assurance Services provides assurance and insight on the management system of control. This function has responsibility for audits of financial controls,

corporate support functions, service quality and HSE. The internal audit is an integral part of our governance of HSE and SQ, and of financial controls.

A risk-based approach is used to develop the audit plan and determine the scope of work. Audit outcomes are finalized in a formal report, and actions are required to address reported audit observations. Audit findings, trends and insights are reported within the organization and to board committees, as applicable.

#### **TAXATION**

The Halliburton taxation strategy is consistent with our commitment to integrity and ethics, and with our Guiding Principle on Global Citizenship. We are committed to meeting our legal obligations in the payment of taxes and the disclosure of taxes paid and effective rates. This information is set out in the notes to our financial statements.

#### EMPLOYMENT PRACTICES

Halliburton offers a professional environment free of discrimination, harassment, intimidation or coercion relating directly or indirectly to race, color, religion, gender, citizenship, marital status, veteran status, genetic information, age, disability, national origin, sexual preference or orientation, or any other status protected by law or regulation. Our COBC applies to all employees and contractors, and states that any behavior that creates an intimidating, hostile or offensive work environment will not be tolerated. We adhere to all local laws regarding employee wages, and our compensation practices are based on market and industry standards. We do not employ child labor, and we prescreen potential suppliers, vendors and contractors to confirm legal compliance by requiring that proposals include a statement of their intent to adhere to laws and regulations regarding forced or child labor and the payment of wages. As of December 31, 2017, approximately 13 percent of our workforce was covered by collective bargaining agreements.

#### **Business Ethics Case Study**



The Local Ethics Officer (LEO) program provides frontline support for our Code of Business Conduct. It is a critical initiative and core reflection of the Halliburton commitment to doing business the REDWay – Responsibly, Ethically and Diligently. Approximately 60 employees from around the Company are nominated to three-year terms and serve as ethics and compliance champions in their geographical areas.

LEOs are drawn from across all PSLs and support functions. They act as a liaison between local employees and Global Ethics and Compliance. They advise Company employees on questions related to the COBC, serve as an intake point for allegations of potential misconduct, deliver regular training through Ethics Moments and Ethics Tips, and work to embed ethics and compliance into the organization. The most recent class of LEOs delivered 369 organized training sessions to more than 15,500 attendees. A new LEO class began its term in November 2017.



#### **Economic Performance**

Financial performance and employee development are important elements of our overall economic performance as a business, and financial performance is one of our Guiding Principles for Sustainability.

Our mission to deliver superior growth and returns for our shareholders is dependent on exceptional financial performance. Developing our people is fundamental to our company vision and to our ability to create value in the long term.

#### **FINANCIAL PERFORMANCE**

In 2017, the oil and gas industry began to emerge from the most severe downturn it has seen in several decades as commodity prices continued to improve. The North America market experienced strong growth through the year. Halliburton moved quickly to reactivate equipment to meet customer demand and aligned its business with customers in the fastest growing market segments, leading to market share growth and progress toward normalized margins. The international market was more challenging; however, we focused on the use of technology and lowering customer costs which has enabled our organization to make even the toughest of markets sustainable.

#### WINNING THE RECOVERY

The Company continued to outperform its peers through the cycle, delivering industry-leading returns to shareholders and increasing market share globally. We have focused on firm capital discipline and strong cash flow, strengthening our balance sheet through debt reduction of \$1.4 billion in the year and generating approximately \$2.5 billion in operating cash flow.

Our revenues in 2017 were \$20.6 billion, a 30 percent increase from 2016, with our Completion and Production division improving 47 percent and our Drilling and Evaluation division improving 8 percent. These results were primarily driven by increased activity, utilization and pricing in the United States land market associated with stimulation,

well completion and drilling services. We improved our North America and Completion and Production operating margins by over 1,000 basis points from 2016 levels, continuing to execute on our goal to achieve normalized margins. Our operating results also benefited from the structural global cost saving initiatives implemented over the past few years to address challenging market conditions. The international markets have been slower to recover, with stressed customer budgets and economics across deepwater and mature fields. However, this sector began to show signs of recovery in the latter half of 2017, and we are encouraged by this market going into 2018.

#### LOOKING TO THE FUTURE

Our value proposition – to collaborate and engineer solutions to maximize asset value for our customers – is at the foundation of our success. In 2018, as the market recovery gathers momentum, we will continue to focus on listening to our customers and responding to their needs.

As the execution company, Halliburton leads the industry in service quality. We will continue to invest in the areas where we uniquely create value, and to win the work that we believe is most profitable. The competitive advantage of our comprehensive service offering, allied with ongoing capital discipline, should enable us to deliver strong cash flow and industry-leading returns in 2018.

#### **EMPLOYEE DEVELOPMENT**

Employee development is a strategic, long-term investment that aligns with our corporate strategy, our sustainability approach and our core values. Employee development at Halliburton encompasses learning and training, performance management, and programs designed to foster individual well-being. We offer employees an abundance of resources to proactively drive employee development and enable them to explore future career opportunities. These tools are easily accessible through our online Employee Development Hub.

#### \$1.2 million in Employee Education Assistance Program funding in 2017

#### LEARNING, TRAINING AND DEVELOPMENT

Employees have access to a variety of learning and career resources via the Employee Development Hub, including Learning Central and Competency Central. Learning Central is a comprehensive learning management system that presents a variety of technical and non-technical training libraries, and which documents career development activities. Competency Central connects required competencies to job roles. These resources ensure that employees receive relevant training and development that is aligned to business needs and our service quality framework.

In addition to the online courses provided by Learning Central, our network of training centers offers employees technical, operational and leadership training in classroom and hands-on workshop settings.

Employees can also independently register for training and other development activities. By identifying and addressing gaps in knowledge or skills, they can determine the development necessary to advance to the next career level. Managers assign and assess their employees' competencies for current roles and next roles of interest.

Our Global Competency Assurance Program was again granted full accreditation in 2017 by the International Association of Drilling Contractors, with full competency accreditation for positions across all PSLs and support functions globally. We remain the only full-spectrum oilfield services company to have global accreditation with no restrictions.

Overall training hours declined by 14 percent in 2017 to 1.74 million hours, driven by limited recruitment outside North America and efforts to focus training where there is greatest return on investment. To ensure that training resource is used where it is needed most, we streamlined requirements for non-field personnel and enhanced training for new hires going into the field. These changes, and increased recruitment in the North America market, led to a global average of 33 training hours per learner, the same as in 2016.

#### LEADERSHIP DEVELOPMENT

Halliburton has five defined levels of leadership: Emerging, Frontline, Operational, Transformational, and Strategic. Ongoing identification, assessment and development of our leadership talent strengthen our competitive advantage and are critical to our short-term and long-term success.

Career development frameworks that prepare qualified employees for leadership roles include the Supply Chain Management Program, Technology Professional Development Program, Human Resources Leadership Program, Hire to HSE Manager, and the Hire to Country Manager process.

Halliburton also offers customized assessment and development opportunities for employees currently in leadership positions. These include stretch assignments, leadership development plans with coaching, and training programs developed and facilitated internally and externally.

# PERFORMANCE AND SUCCESSION MANAGEMENT

Halliburton manages employee performance and engagement through frequent, forward-looking "Check-ins" between employees and supervisors. These discussions focus on status of work, priorities, performance feedback and development. All employees are part of the Check-in process, which is the cornerstone of our performance management and career development framework.

Employees also complete a semi-annual Employee Pulse Survey to capture their views on important topics including strategy communication, employee engagement, and manager coaching and feedback. Aggregated results give leaders valuable insight on where opportunities exist to enhance employee engagement within their organizations.

#### Employees: Percentage of Local Nationals in Workforce

	15	16	17
North America	99%	99%	99%
Latin America	93%	93%	98%
Europe/Africa/CIS	88%	88%	93%
Middle East/Asia	72%	72%	75%

#### Business Leadership Development Courses

Number of Attendees

.,	Levell	Level II	Level III
Year	Attendees	Attendees	Attendees
2015	879	351	90
2016	509	148	48
2017	432	135	57

# Employee Training Hours Training per Learner million hours hours



02



33

Strong performance, candid career conversations, and proactive planning fuel ongoing employee development and maintain leadership bench strength.

Economic, continued

#### **Hire to Country Manager Process**

Hire to Country Manager is our leading development process for operational personnel.

#### PHASE 2 PHASE 3 PHASE 4 PHASE 5 PHASE 1 Role Role Role Role Role **PSL Country** Technical Technical PSL Service Account Service Manager Professional Professional Representative Coordinator Manager Competency Competency Competency Competency Competency Technical Depth Service Execution Customer Focus Frontline **Business Acumen** Leadership

#### **Levels of Leadership**

Strategic Leaders

Transformational Leaders

Operational Leaders

Frontline Leaders

**Emerging Leaders** 

Constant and active communication between employees and managers is the core of our annual succession management process. This helps to identify, develop and retain a reliable succession of skilled leaders. 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.

#### EMPLOYEE WELL-BEING PROGRAMS

Halliburton works to foster the overall well-being of all of our employees. We offer programs that help employees constructively cope with well-being issues that arise within and outside the workplace, including:

- The Halliburton Dispute Resolution
   Program, which provides independent
   ombudsman and mediator support for
   employees to resolve workplace issues.
- The Employee Assistance Program, which offers confidential help and support for a range of personal and professional difficulties.
- The Halliburton Employee Wellness
  Program, which supplies tools and support
  for employees and their families to take a
  holistic approach to health and wellness,
  including tobacco cessation, weight-loss
  programs and financial planning and
  educational workshops.

#### **Supply Chain Sustainability**

As the largest support function within Halliburton, our Supply Chain operation is responsible for managing \$2.4 billion in inventory and two million logistics moves each year. Comprising procurement and materials, manufacturing and logistics, the Supply Chain function oversees a global network of suppliers, warehouses and cross docks, including 18 worldwide manufacturing facilities.

Halliburton maintains the highest standards of corporate citizenship throughout our global operations, and requires the same from our business partners. We strive to maximize the positive economic and social impacts of our value chain, while minimizing environmental impacts. One way we achieve this is by engaging local and diverse suppliers around the world. This practice exemplifies good corporate citizenship, and it is good business, increasing the strength and resiliency of our supply chains.

#### **SUPPLY CHAIN GOVERNANCE**

Halliburton is committed to compliance with the requirements of all applicable employment, labor and human rights laws to ensure fair and ethical employment practices, including our policies on non-discrimination, minimum age and fair compensation, and through our policies on health, safety, and security for our employees. Halliburton expects our suppliers to apply the same standards, and to protect and uphold the fundamental rights of their employees as stated in the United Nations Universal Declaration of Human Rights.

Potential suppliers to Halliburton undergo a risk evaluation process covering export controls and sanctions screening, insurance verifications, and safety training for onsite vendors. We also perform due diligence checks on all international noncommercial agents, such as customs brokers, freight forwarders, and immigration and visa agents.

Suppliers are evaluated on risks related to safety, quality, environment, social responsibility, economics and governance. The Company manages risk and assesses supplier performance by using annual audits, while key suppliers are selected annually for in-depth evaluation of operational performance, including HSE and corporate citizenship. We also provide training for suppliers to ensure that they meet our standards and to assist them in becoming better community partners, including review of HSE standards and conflict mineral compliance.

Suppliers are required to supply Democratic Republic of Congo (DRC) conflict-free materials to Halliburton, furnish information to assist in determining that work provided to Halliburton is DRC conflict-free, and respond to requests for information on sources of supply. These requirements support our commitment to the Responsible Minerals Initiative and our compliance with Section 1502 of the United States Dodd-Frank Act. Halliburton was again ranked as one of the leading energy services companies by the Responsible Sourcing Network in its 2017 evaluation of conflict minerals disclosure.

#### LOCAL CONTENT AND SUPPLIER DIVERSITY

In 2017, more than 80 percent of the Company's regional field operations spend was with suppliers from locations in that region. We establish and foster relationships with suppliers that can provide Halliburton with strategic and competitive advantages for our local operations, while expanding the capacity and competency of national and local industry suppliers. Local sourcing efforts are shaped to the specific governmental, cultural and economic needs of each country. Additionally, Halliburton supports small, minority-owned and women-owned businesses throughout our U.S. supply chain.



#### Saudi Arabia

Halliburton provided technical training, documentation and inspection techniques to local manufacturing suppliers to enable the production of Company equipment. The training facilitated a proactive contribution to the In-Kingdom Total Value Add (IKTVA) Program, a Saudi Arabia initiative to have 70 percent localization by 2021 and to create more than 500,000 jobs.



#### **United Kingdom**

The Company undertook a survey based on the Slavery & Trafficking Risk Template to assess the risk of modern slavery in our U.K. supply chain. The survey was sent to over 800 suppliers in 30 countries, covering 96 percent of our U.K.-based spend. All U.K. Supply Chain employees completed Ethical Procurement and Supply training from a globally recognized organization to support their ability to identify signs of human trafficking and forced labor.



#### Nigeria

Halliburton conducted individual on-site local supplier forums to improve content and capacity by educating and refreshing suppliers on our internal processes and compliance requirements. Our efforts resulted in local suppliers consistently accounting for more than 85 percent of spend in Nigeria.



#### **United States**

Halliburton supported the development of a local supplier by sharing order placement, production and stocking strategies, and removing waste from the delivery process. This collaboration resulted in a 98-percent improvement in on-time delivery, and in a strong relationship with this supplier and their business partners.



# **HARVEY** \$430,000

Over \$430,000 was granted to more than 250 employees to support them in recovering from the effects of Hurricane Harvey.

Employees in 17 participating countries supported local charities through the Halliburton Giving Choices match funding program.



Senior leaders and the Investor Relations team participated in 15 investor conferences

during 2017.

Halliburton takes a proactive approach to the societal impacts of our operations. This approach is grounded in our core values of Safety, Integrity, Collaboration and Respect, and linked by our Guiding Principles for Sustainability – in particular, Health, Safety and Environment, Global Citizenship, and Collaboration.

The social aspects of sustainability that we consider to be material reflect our approach. We are committed to fostering a safe and inclusive work environment where every member of our diverse workforce can thrive. We also strive for positive engagement with all of the communities where we operate.

#### **MATERIAL TOPICS - SOCIAL**

- Health, Safety and Wellness
- Diversity and Inclusion
- · Community Engagement

#### **Diversity and Inclusion**

A strong culture of diversity and inclusion fuels the Company's long-term success while enabling employees to reach their full potential. This culture is supported by our COBC and formal employment practices where we commit to involve all employees in creating a positive work environment. This is reinforced through ongoing campaigns to highlight the value of diverse points of view, and is strengthened by diversity training for every level of leadership. The results of our efforts are visible in our Employee Resource Groups and in the diversity of our workforce.

#### **EMPLOYEE RESOURCE GROUPS**

Halliburton Employee Resource Groups are designed to support employees through networking and professional development. They are open to all employees, and enable the creation of personal and professional connections across our global workforce.

WSE
Women Sharing Excellence

Women Sharing Excellence (WSE) is an internal professional network dedicated to promoting employee development, building leadership competencies and increasing employee retention. The organization is open to all Halliburton professionals, and has more than 900 members globally. WSE provides support in career planning and self-development through mentoring, training, community-service events, spotlight recognition and a workplace conversation series.

## **HAANF**

Halliburton African American Network Forum

Halliburton African American Network Forum (HAANF) supports the Company's diverse workforce through networking, mentoring and promoting professional growth, with the mission to educate, motivate and empower its members. Participants engage in community service events and lead career development workshops. Although HAANF members are primarily African-American employees, the organization is open to all employees who seek to cultivate a diverse environment that provides opportunities for advancement, success and growth.



#### Veterans Leadership Forum (VLF)

provides tools and opportunities for professional development to members to help maximize their contributions to the Company's success. Established by and for veterans in 2013, VLF membership is open to all Halliburton employees who seek to enhance their careers.

# **PRIDE**

**PRIDE** is dedicated to creating a positive and inclusive work environment for people of all sexual orientations and gender identities. The organization achieves its goal through education, awareness and results that add business value through industry relations. PRIDE membership is open to all Halliburton employees.

#### **Diversity Partnerships**

Halliburton partners with non-profits in the United States and around the world to advance diversity and inclusion. These partnerships are primarily focused on enhancing the role of women in the oil and gas industry and in engineering.

- Catalyst Inc. Global
- Society of Women Engineers (SWE) –
  Member of Corporate Partnership
  Council Board
- National Diversity Council U.S.
- Pink Petro Global

#### **Diversity Events**

- Sponsor of Society of Women Engineers (SWE) National Conference, Austin, Texas, October 2017
- Sponsor of Women's Energy Network National Conference, Houston, Texas, April 2017
- Sponsor of Greater Houston Women's Chamber of Commerce Conference, Houston, Texas, April 2017
- Sponsor of SWE Local Pune Conference, Pune, India, March 2017

#### **Diversity Awards**

- Top 50 Employer, Woman Engineer Magazine
- Lyn Beaty 2017 Breakthrough Woman of the Year – Greater Houston Women's Chamber of Commerce
- Myrtle Jones Houston's 50 Most Influential Women – *Houston Woman* Magazine
- Aniket Kumar 2017 Young Engineer of the Year – Society of Petroleum Engineers, Gulf Coast Section

Social, continued

#### **Community Engagement**

Community engagement incorporates many aspects of our interactions with our external stakeholders. Three of our Guiding Principles for Sustainability are Global Citizenship, Transparency and Collaboration, and these provide the framework for our engagement with stakeholders and our commitment to philanthropy.

#### **COMMUNITY RELATIONS**

Halliburton has been committed to enhancing the well-being of the communities in which we operate since the Company's formation. Early in the last century, founder Erle P. Halliburton established a heritage of positive community impact through generous support of local charities and good causes in his community.

Today, the Company continues to create economic and social opportunity for the communities where we live and work. Our promise of corporate citizenship is engrained in our culture, and it creates sustained value for our Company, our stakeholders and the world.

#### STAKEHOLDER ENGAGEMENT

Halliburton stakeholders include investors, legislators and regulators, industry groups, and the general public. We foster relationships with these external stakeholders through participation in industry affiliations and conferences, and by publishing thought-leadership articles in mainstream and trade publications.

Halliburton works with government officials to provide detailed information on our operations, examine emerging technologies and contribute to the discussion of regulatory standards. For example, Company representatives have been involved in the policy discussions surrounding the development of shale gas and oil resources in the U.S., Canada, Mexico, Europe and Australia.

#### **FOUR PILLARS OF GIVING**

In addition to direct corporate giving and community investment, Halliburton corporate philanthropy includes employee giving programs and volunteer activities, and donations made through the Halliburton Foundation. Examples of our philanthropic activities in 2017 include:



#### Education

Every year, we enhance the futures of thousands of students around the world through our support for educational institutions at all levels.

## Halliburton Hope Primary School Sichuan, China

When China was devastated by an earthquake in 2008, Halliburton created a relationship with the Halliburton Hope Primary School in the region of Sichuan. Since that time, the Company has provided more than \$70,000 to help restore and support the school and its students.

Over the years, volunteers have delivered air-conditioning units and a wide range of school supplies. They have also introduced courses in English, art, music and physical education. In 2017, Halliburton volunteers brought English-language audio textbooks, harmonicas and 3D animation to the school in order to help foster a more interactive learning environment. Students created art projects and were awarded certificates recognizing their newly acquired skills.



#### Environment

Environmental stewardship is at the core of our approach to sustainability. We strive to manage our own impacts, and to educate and equip others for responsible conduct.

#### A Gathering Place for Tulsa

In December 2017, Halliburton pledged a \$10 million donation to the Gathering Place for Tulsa park, in Tulsa, Oklahoma, to sponsor the construction of the King's Post Bridge in the park.

A Gathering Place for Tulsa is a planned 100-acre park along the Arkansas River that will regenerate the waterfront by connecting the existing River Parks. Phase I, the first 66.5 acres, will include experiences for all ages, such as the five-acre Adventure Playground to Mist Mountain, sport courts, bike and skate parks, nature trails, and large lawns for concerts. Phase I of the park is expected to open in late spring/summer 2018.

#### **Energy to Help**

Halliburton encourages organized employee volunteer teams to apply for annual grants from \$500 to \$1,500. The grants fund community service projects that the volunteer teams perform with local charities. This grant program, The Energy to Help™, supports our Four Pillars of Giving, while providing employee volunteers the opportunity to assist and engage with the communities where they work and live.

#### **Giving Choices**

#### \$1.3M was pledged by employees in 17 countries.

Employees in Egypt, Iraq, Kuwait, Oman, Pakistan, Oatar, UAE, UK, US, Australia, Canada, India, Indonesia, Malaysia, Mexico, New Zealand, and Singapore participated in the Halliburton matched payroll giving program, Giving Choices, pledging a total of \$1.3 million.



#### **Health and Safety**

By engaging our employees and the communities where we work, we enable them to live better, healthier lives. We partner with local charities and medical facilities around the world to increase access to healthcare and improve community well-being.

#### Children's Charity Foundation, Singapore

In June 2017, 46 Halliburton employees in our Singapore location participated in Hair for Hope 2017, the signature annual fundraising event of the Children's Cancer Fund, raising nearly US\$20,000. Volunteers had their heads shaved as a way to show children and their families they are not alone in the fight against cancer. By demonstrating the beauty of baldness, they promoted greater public awareness of childhood cancer in Singapore, and raised funds to aid children and families impacted by cancer.



#### **Social Service**

Halliburton supports communities to address their most vital social issues. We collaborate with charities and other organizations that are working to end homelessness, support domestic violence victims, and eradicate hunger. Through donations and volunteer programs, we are making a difference in every country where Halliburton operates.

#### School supplies for children in need

In June 2017, Halliburton employees in Carrollton, Texas, partnered with a social services charity, Metrocrest Services, to provide school supplies for local children in need. Volunteers raised money to provide school supplies and backpacks for the new school year. Carrollton employees raised funds to fill 10 large boxes with backpacks and supplies.

Employees at the North Belt campus in Houston seized a similar opportunity to support local children heading back to school. Employees donated 200 backpacks full of supplies for students at Johnson Elementary School in the nearby Aldine Independent School District. Volunteers hand-delivered the backpacks at the start of the academic year.

#### **Corporate Giving**

\$2,107,489,304

Landmark in-kind donations

\$1,103,588

Halliburton Corporate Giving

\$5,826,395

Halliburton Foundation

\$432,500

Hurricane Harvey Disaster Relief Fund

\$1,311,964

Employee Giving (Giving Choices)

\$2,116,163,751



#### **Halliburton Charity Golf Tournament**

The 2017 Halliburton Charity Golf Tournament brought together over 400 golfers and raised more than \$2.5 million for more than 24 nonprofit organizations across the United States. In its 24-year history, the tournament has donated almost \$14 million to charities across the country.

#### **Hurricane Harvey Relief**

When Hurricane Harvey smashed into Houston and the Texas Gulf Coast Region, it was taking on the Company's hometown and its neighbors. Halliburton partnered with local organizations, helping through donations and providing volunteer assistance.

For example, Buckner International, a charity that serves children, families and seniors, is a long-time Halliburton community partner. When more than 90 people at the Buckner facility in nearby Beaumont were stranded by floodwaters, they turned to Halliburton. Halliburton employees quickly dispatched two buses to the Buckner Center, along with a team of volunteers, to accomplish the evacuation

When crowds of flooded-out families arrived at the Buckner Family Hope Center in Aldine, located near the Halliburton North Belt facility, supplies donated by Halliburton employees were waiting for them. Later, Halliburton volunteers worked with Buckner families to begin the grueling process of cleaning up.

Halliburton also provided assistance to more than 250 employees to help in their recovery efforts. The Halliburton Disaster Relief Grant fund distributed more than \$430,000 in relief funds.

On a broader scale, the proceeds from the annual Halliburton Charity Golf Tournament went to more than 24 organizations, including many Houston-based charities that have been applying the donations to Hurricane Harvey recovery efforts.

As an industry leader, Halliburton is well represented on industry bodies that set standards and guide best practices. In 2017, Company collaborations included:

- · American Petroleum Institute
- Bilateral U.S.-Arab Chamber of Commerce
- · Center for Offshore Safety
- Colorado Oil and Gas Association
- Greater Houston Partnership
- Houston Technology Center
- Houston World Affairs Council
- Independent Petroleum Association of America
- National Association of Manufacturers
- National Foreign Trade Council (U.S.)
- National Ocean Industries Association
- Offshore Energy Center
- Petroleum Equipment & Services Association
- Society of Petroleum Engineers
- Texas Independent Producers and Royalty Owners Association
- U.S. Oil and Gas Association
- Western Energy Alliance
- World Petroleum Council

Senior management, our Investor Relations team and operational managers hold regular meetings and conference calls with analysts, institutional investors and others. In 2017, Halliburton executives made presentations, participated in panels, or had other key roles at the following events:

- Bank of America Merrill Lynch Global Energy Conference
- Barclays CEO Energy Power Conference
- BMO 2017 Global Energy Leadership Forum
- Citi 2017 Global Energy and Utilities Conference
- Deutsche Bank Energy Conference
- Jefferies Energy Conference
- Morgan Stanley E&P and Oil Services Conference
- RBC Global Energy Conference
- Scotia Howard Weil 2017 Energy Conference
- Simmons & Company 17th Annual Energy Conference

- Simmons & Company 2017 European Conference
- Susquehanna Energy and Industrials Conference
- · UBS Global Oil & Gas Conference
- Wells Fargo 2017 West Coast Energy Conference
- Wolfe Research Oil & Gas Leaders Conference

#### HUMAN RIGHTS

Halliburton and its Board of Directors support universal human rights as defined by the United Nations Universal Declaration of Human Rights. We respect the sovereignty of governments throughout the world and we believe it is the primary responsibility of local government to safeguard and protect the basic human rights of their citizens.

Halliburton operates in approximately 70 countries around the world. Our stockholders, customers, suppliers and employees represent virtually every race, national origin, religion, culture, political philosophy and language. This diversity is fundamental to our business excellence and embodies our Company's respect for human rights and the dignity of all people.

#### SECURITY

The safety of our employees, contractors and facilities is paramount, and coincides with our respect for human rights and the security of local communities. Our high standards of safety require the use of thirdparty armed security in a small minority of the countries where we operate. Halliburton makes significant efforts to ensure that these security providers uphold our strong standards of ethics and integrity. The countries, the type of security provider, and the training provided are listed on the following page. All third-party security providers are required to ensure that security personnel complete all necessary training, and to have procedures in place to ensure compliance with our COBC.

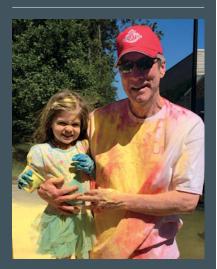
#### Health, Safety and Wellness

Health and safety performance and the overall well-being of our employees are material sustainability topics for Halliburton. Safety is one of our core values, and is of fundamental importance to our operations. Health and safety management, programs and performance are discussed in the context of our Journey to ZERO strategy on pages 8 to 11 of this report.

In addition to our commitment to safety, Halliburton maintains a global program to ensure the health and well-being of its employees. The program's mission is to increase awareness and create opportunities for employees and their families to take ownership of their health and finances. The initiative focuses on five key elements:

- Nutrition
- · Physical health
- Emotional health
- · Financial wellness
- · Community involvement

#### **Well-being Program Case Study**



The Halliburton Charity Color Run and Walk benefitting the American Heart Association (AHA) Go Red For Women campaign was held at the Halliburton North Belt Campus in Houston in March 2017. Hosted by the Halliburton Charitable Foundation, the event raised more than \$32,000 for the AHA. Everyone who participated took to heart the idea of going red – and yellow, orange, purple, pink and green.

Lining the courses of the 5K (3.1-mile) run and the 2.9K (1.8-mile) walk were volunteers who were assigned the task of hurling handfuls of colored cornstarch at participants running and walking by. In total, volunteers threw over 1,100 pounds of colored cornstarch at the 1,200 participants.

More than a dozen of our top leaders took part in the Executive Colorpalooza after the run and walk concluded. For this event, executives were rounded up into a special lineup to receive a colorful (and mostly friendly) dusting from folks who made an extra donation for the opportunity.

The mission of the American Heart Association is to wipe out the No. 1 killer of both women and men worldwide, and Halliburton is deeply proud to support their efforts. Our commitment to the AHA is an integral part of our efforts to foster the wellbeing of our employees and our communities.

#### **Security and Training by Country**

#### Malaysia

Type of Security: Auxiliary Police

Training:

Malaysia Police training

#### Nigeria

Type of Security: Police

Training:

Nigeria Police training

#### Iraq

Type of Security:

Private Contractor and Police

#### Training:

Voluntary Principles on Security and Human Rights, Montreux Document; regular firearm and executive protection training Iraqi Police – Iraq Police training

#### Pakistan

Type of Security:

Private Contractor

Training:

Weapons handling, basic guard duties, incident reporting

#### Angola

Type of Security: Local Private Contractor

Training:

Government-certified and private contractor firearm training center

#### Kenya

Type of Security: Kenyan National Police

Training:

Kenyan Police training

#### Venezuela

Type of Security: National Guard

Training:

National Guard training



#### **MATERIAL TOPICS - ENVIRONMENT**

- Energy and Greenhouse Gases
- Environmental Stewardship

The long-term success of Halliburton is dependent on industry-leading environmental performance in our operations and effective stewardship of natural resources.

Halliburton strives to continuously improve our environmental impacts. We achieve this by focusing on minimizing the environmental footprint of our operations, and by providing the products and services that enable our customers to do the same.

# **106** tons

We reduced the greenhouse gas emissions intensity of our operations to 106 tons per million dollars of revenue, a decrease of 18 percent.



We reduced overall spill volumes by 29 percent year-on-year to achieve a 3-year low.

## PERCENT

Halliburton makes available chemical safety information in 37 languages.

37

# **Energy and Greenhouse Gases**

Energy consumption and greenhouse gas (GHG) emissions are major components of our environmental footprint. We strive to reduce these aspects of our overall impact through improving the efficiency of our own operations, and by offering products and services to our customers that enable them to maximize the value of their assets while using less energy and generating fewer emissions.

#### **ENERGY**

Energy consumption is a material sustainability topic for Halliburton, and maximizing energy efficiency is central to our efforts to reduce the environmental footprint of our operations. We achieve this through operational efficiency in our manufacturing and field operations, through sustainable design and construction of our facilities, and by developing sustainable products and services for our customers.

To address the environmental impact of our global real estate, sites are designed and built to Leadership in Energy and Environmental Design (LEED) standards. Several of our key sites, including our main Houston location, known as the North Belt campus, hold current sustainable building certifications. All of these certifications as of the end of 2017 are listed on page 33.

Halliburton also works to provide global energy solutions that go beyond conventional energy sources. We are leading the field in geothermal energy and in carbon capture and storage, and we have been service providers in these areas for decades.

#### **GREENHOUSE GASES**

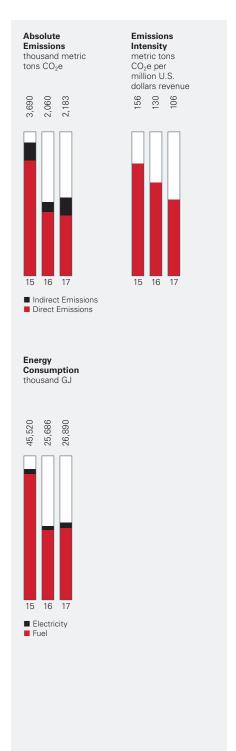
Halliburton is continually working to reduce the impact of emissions to air that result from our activities, and to reduce greenhouse gas emissions across our operations.

One element in this effort has been our leadership in the deployment of diesel engines that meet the U.S. Environmental Protection Agency Tier 4 standard. The Tier 4 standard sets stringent requirements for non-road diesel engines to lower emissions of particulates, nitrogen compounds and other pollutants by as much as 90 percent. We work directly with engine manufacturers and invest in research and development to reduce emissions from the equipment we design, manufacture and use. Today, Halliburton surface equipment is among the cleanest available, and it comprises the largest fleet of Tier 4-compliant diesel engines currently in operation in the U.S. and Gulf of Mexico.

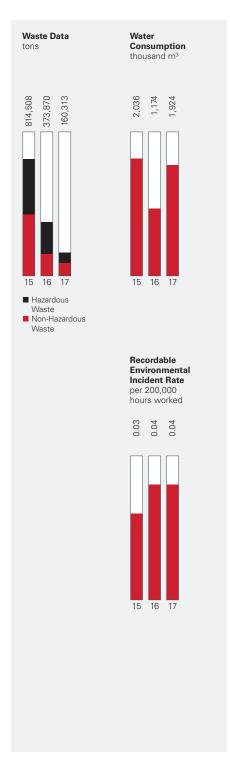
Energy consumption and greenhouse gas emissions are major components of our environmental footprint. We strive to reduce these aspects of our overall impact through improving the efficiency of our own operations, and by offering products and services to our customers that enable them to maximize the value of their assets while using less energy and generating fewer emissions.

Halliburton greenhouse gas emissions increased by 6 percent in absolute terms year on year in 2017; this is primarily driven by increased operational activity in the year.

Continuous improvement in operational efficiency enabled the Company to reduce emissions intensity in 2017, with emissions per million dollars of revenue down by 18 percent on 2016 to 106 metric tons. Our primary source of GHG emissions is diesel use in equipment in the field. The improvement in emissions intensity seen in 2017 is predominantly the result of greater fuel efficiency in our equipment fleet, and improvements in the efficiency of asset utilization to generate revenue.



#### Environment, continued



# Approximately 123,000 safety data sheets and labels in 37 languages are available through our website.

#### **Environmental Stewardship**

Environmental stewardship is an expression of the Company's commitment to reducing environmental impacts across the value chain, including the direct impacts of our own activities. The environmental aspects discussed in this section include water, waste, spills and our global chemical stewardship processes.

#### **ENVIRONMENTAL PERFORMANCE**

Waste generated by Halliburton decreased by 57 percent from 2016 to 2017. This is primarily the result of the business returning to more normal levels of waste generation relative to operational activity following the exceptionally high waste generation seen through the industry downturn in 2015 and 2016. The exceptionally high waste levels seen in the previous two years resulted from Halliburton rationalizing inventory, assets and our real estate portfolio to match operational activity. Waste reduction efforts and continuous improvement projects across the global business have also impacted waste generation and disposal methods. As a result of these efforts, the percentage of waste disposed by landfill or incineration has fallen from 68 percent in 2016 to 38 percent in 2017.

Water consumption data covers our fixed facilities and excludes field operations as water use in the field, for example in hydraulic fracturing, is typically supplied and managed by our customers. There has been a 64 percent year on year increase in consumption in 2017 compared to 2016. Of this, 10 percentage points are attributable to improved data coverage in Latin America which enabled us to include the full impact of our water consumption in that region. The remaining increase was driven by an uplift in operational and manufacturing activity as a result of growth in the North America land market.

Our recordable environmental incident rate (REIR) in 2017 is 0.04 incidents per 200,000 working hours, the same as in 2016. Total spill volume decreased by 29 percent from 2016 to 2017 because of improved controls.

#### **CHEMICAL STEWARDSHIP**

Chemical Stewardship plays a key role at Halliburton in our overall commitment to sustainability and the management of the HSE aspects of the products and services that we provide to our customers worldwide.

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. Scores are assigned to products and ranked on the severity of their potential hazards in several key HSE categories. The CSI is aligned with the hazard determination principles of the United Nations Globally Harmonized System of Classification and Labeling of Chemicals (GHS) and with other international regulatory standards.

Using the CSI, our customers can compare Halliburton chemical products within the same class of use and application, enabling them to choose those products that optimize performance and minimize potential HSE risks.

All Halliburton chemical products are backed by Safety Data Sheets (SDS) which comply with the latest regulatory requirements, including GHS. Our SDS identify the chemical content of our products and their potential health and environmental hazards. Halliburton publicly discloses the information about the chemicals used in our operations, providing a value-added resource for customers, employees, regulators and the communities in which we operate. Approximately 123,000 SDS and labels in 37 languages are available through our website.

#### **Environment Case Study**



Halliburton worked with the conservation group Monarch Rescue to restore and donate several sites in North Carolina for Monarch butterfly conservation.

The locations were acquired by Halliburton as part of a company acquisition and, after a thorough assessment by our Global Environment team, were found to be suitable for restoration as pollinator and butterfly habitat.

Over the course of the project, Halliburton will donate a total of 529 acres of land to the Southern Appalachian Highlands Conservancy. Following donation, the land will be restored to meadowland, and planted with milkweed and other plants to support native pollinator and Monarch butterfly populations.



#### **Sustainable Building Awards**

#### LEED - Gold

Houston North Belt - Life Center

#### LEED - Silver

Houston North Belt - Child Care Center

Houston North Belt – Plaza 1

Houston North Belt - Plaza 2

Houston North Belt – Technology Center Houston North Belt – Administration Building

#### LEED - Certified

Rio de Janeiro - Technology Center

#### GreenMark Gold

Singapore – Facility 3

# **Environmental & Social Data**

	2017	201
ENVIRONMENTAL DATA		
Energy Consumption (GJ)		
Fuel Consumption		
Diesel	23,249,327	22,639,37
Coal	1,088,192	970,46
Natural Gas	761,656	584,44
Other	6,805	4,49
Electricity Consumption	1,784,500	1,487,22
Total	26,890,480	25,686,00
reenhouse Gas Emissions (TCO <sub>3</sub> e)		
Direct (Scope 1)	1,837,736	1,770,69
Indirect (Scope 2)	260,784	205,27
Indirect (Scope 3)	84,142	84,14
Total	2,182,662	2,060,11
reenhouse Gas Emissions Intensity (TCO,e/\$M Revenue)		
Scope 1, 2 and 3	106	13
/aste Disposal (Metric Tonnes)		
Non-hazardous	89,896	269,88
Hazardous	70,417	103,99
Total	160,313	373,87
Incineration	3.959	180.42
Total Landfill	57,315	73,85
Total Recycled	36,091	60,47
Total Reuse	6,106	41,32
	· ·	
Composting	3,532	7,33
Total Energy Recovery	50,291	4,38
Onsite Storage	2,386	3,47
Deep Well Injection	633	2,61
Total	160,313	373,87
Vater Consumption (m³)  Total	1.924.248	1,174,05
	1,924,240	1,174,05
Spills and Discharges	0.04	0.0
REIR (Incidents per 200,000 hours worked)		
Total Volume of Spills (m³)	142	19:
SOCIAL DATA		
atalities		
Employee	1	
Contractor	0	
Total	1	
njuries and Process Safety Incidents		
LTIR (Incidents per 200,000 hours worked)	0.12	0.1
TRIR (Incidents per 200,000 hours worked)	0.36	0.3
RVIR (Incidents per million miles traveled)	0.33	0.3
haritable Giving (\$'000)		
In-kind Donations	2,107,489	2,739,33
Halliburton Foundation	5,826	5,41
Employee Giving	1,312	1,29
Corporate Giving	1,104	67
Total	2,115,731	2,746,71
Procurement (\$M)		
Spend with Small and Diverse Suppliers	937	61
Business Ethics		
Code of Business Conduct Reports	180	13

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# United Nations Sustainable Development Goals Mapping

The United Nations Sustainable Development Goals (SDGs) were adopted by the global community in 2015. In 2017, 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. The results of this exercise are shown in the table below.





























HALLIBURTON MATERIAL TOPICS

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

HALLIBURTON KEY PERFORMANCE INDICATORS

#### **Fconomic**

Economic		
Corporate governance and business ethics	16. Peace, justice and strong institutions	Hours of training on anti-corruption and Code of Business Conduct
Economic performance	No poverty     Quality education     Decent work and economic growth	<ul> <li>Percentage of spend with local suppliers</li> <li>Spend with small and diverse suppliers</li> <li>Training hours per learner</li> <li>Spend on educational support programs</li> </ul>
Supply chain sustainability	4. Quality education 8. Decent work and economic growth 12. Responsible consumption and production	Percentage of spend with local suppliers     Spend with small and diverse suppliers
Social		
Health, safety and wellness	3. Good health and well-being	Total Recordable Incident Rate     Lost-Time Incident Rate
Diversity and inclusion	5. Gender equality 8. Decent work and economic growth	Percentage of localization of workforce     Spend with small and diverse suppliers
Community engagement	<ol> <li>No poverty</li> <li>Zero hunger</li> <li>Good health and well-being</li> <li>Quality education</li> <li>Peace, justice and strong institutions</li> </ol>	Charitable giving     Percentage of localization of workforce
Environment		
Energy and greenhouse gases	<ul><li>7. Affordable and clean energy</li><li>13. Climate action</li></ul>	<ul><li>Energy consumption</li><li>Greenhouse gas emissions</li><li>Greenhouse gas emissions intensity</li></ul>
Environmental stewardship	6. Clean water and sanitation 14. Life below water 15. Life on land	Water use     Recordable Environmental Incident Rate     Spill volume     Waste generation and recycling rate

# Report Information

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 2017.

In this report, the data encompasses all of our product service lines, countries, joint ventures and non-wholly-owned subsidiaries.

This report contains descriptions of our 2017 sustainability initiatives. Wherever possible, assessments of performance trends from 2015 to 2017 are provided to better highlight the trends' significance 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. Our analysis of the materiality of topics is described on page 5.

The boundaries of this report correspond to those of the 2017 Halliburton Annual Report.

The data included in this report come from the Company's official management and reporting systems for the various functions described in this document. No external assurance has been sought for the contents of this report.

The 2017 Corporate Sustainability Report was drafted in accordance with the Core Requirements of the Reporting Guidelines of the Global Reporting Initiative, Version G4.

#### **PREVIOUS REPORTS**

**2016 Sustainability Report** Calendar Year 2016

**2015 Sustainability Report** Calendar Year 2015

**Big Vision**Calendar Year 2014

What Moves Us Calendar Year 2013

Look Beneath the Surface Calendar Year 2012

#### **Report Parameters**

Reporting period: Calendar Year 2017

Published date of previous report: March 2017

Reporting cycle: Annual

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#### For More Information

For additional copies, please contact:

Global Manager of Sustainability Global HSE & Service Quality Halliburton 3000 N. Sam Houston Parkway E Houston, Texas 77032 United States

Email: sustainability@halliburton.com

## **HALLIBURTON**

281.871.2699 www.halliburton.com

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