

## Training and Development

Our skilled, knowledgeable employees, and the investments we make in their learning and development, power Halliburton's success and growth. To help our employees excel in their careers and meet personal goals, we provide industry-recognized, best-in-class employee development programs, processes, and training. We prioritize initiatives that help democratize learning within Halliburton to make learning as accessible as possible to every person in the company. We also take action to cultivate a strong leadership pipeline of experienced talent who are prepared to help guide Halliburton into the future.

### Talent Development and Succession Management

Halliburton establishes its talent development and succession management strategies on a "build from within" philosophy. We regularly identify and develop new leaders through intentional identification and training efforts. Our strategy promotes business continuity, retention, and teamwork, and maintains a strong competitive advantage when it comes to both short- and long-term success.

### Our Skilled and Committed Workforce Sustainability Commitments



- Provide an environment that upholds our core values of collaboration and respect, and provides all employees opportunities for growth and development.
- Have a skilled and committed workforce by listening and responding to our employees' feedback and committing to an engaged workforce that feels valued with the right support and resources to be successful.

To build a reliable leadership pipeline, the Halliburton Succession Management process identifies the readiness of potential successors for critical roles. In 2024, we had a 73% internal fill rate for leadership roles and an 88% internal fill rate for executive-level positions. Our strong internal fill rate is a direct result of our process to identify successors and offer tailored development plans.



Employees discuss talent development in China



2024 HalAcademy

### Technical and Leadership Development

We host processes and programs that include Hire to Country Manager (H2CM), HalAcademy, the Emerging Leader Process, and Business Leadership Development (BLD) to recruit, train, and promote members of our employee population who have leadership potential. This approach has facilitated high retention and continuity among Halliburton talent and promotes teamwork and camaraderie.

### Hire to Country Manager Process

H2CM is a leadership development track for potential product service line country managers. This role is an essential managerial role and critical to Halliburton's success. The ultimate goal of H2CM is to develop strong, competent leaders who can help build an even stronger organization. The H2CM process enhances visibility into the internal talent pipeline for our product service line country manager roles, as well as for roles in earlier phases of the training process that also build capabilities related to customer focus, frontline leadership, and business acumen.

The H2CM training process includes a week-long Country Manager Boot Camp (CMBC) where participants are given a realistic view of the country manager role. In 2024, we hosted 11 CMBCs. A total of 168 employees who represent our locations around the world participated.







2024 President's Leadership Excellence Class

### **Twenty Years of Business Leadership Development**

BLD celebrated 20 years as the cornerstone of leadership training for Halliburton's rising leaders. Many of our current leaders participated in this program: 91% of our executive leadership team completed courses in the series, and eight of our nine executive committee members graduated from the President's Leadership Excellence Program, BLD's most senior training opportunity. Since BLD's inception, we have hosted sessions in more than 30 cities. More than 9,000 participants have completed more than 16,000 courses.

In 2024, 642 participants engaged in BLD courses. Among participants, 52 different nationalities were represented and 22% were female.

### **Emerging Leader Process and Frontline Leader Readiness Assessment**

Halliburton developed a targeted Emerging Leader Process that supports our succession management plan. Through this process, we identify and train employees who demonstrate high leadership potential. These employees then participate in the Frontline Leader Readiness Assessment (FLRA), a formal simulation facilitated by a leading third-party assessment authority, to assess their timing-related readiness.

In 2024, 352 employees participated in the potential factors portion of our Emerging Leader Process. Of these employees, 89 completed their FLRA requirements. Once they have completed the FLRA, participants receive insight on their proficiency, a leadership coach, and a tailored development plan.

### **Industry-Recognized Training and Education**

For the 12th consecutive year, our Halliburton Global Competency Assurance program maintained its status as the only full-spectrum oilfield services company competency program with global accreditation from the International Association of Drilling Contractors with no restrictions.