



# Engagement

Halliburton's management and Board of Directors receive a wide range of feedback about our business performance, strategic priorities, and initiatives. We engaged in regular discussions with our shareholders, customers, employees, and others in 2024. The Halliburton [website](#) plays an important role in our outreach efforts and transparency.

## Shareholders

Halliburton's Board values continuous improvement. We prioritize regular engagement with our shareholders through consistent, open dialogue that helps us gather valuable feedback and ensures we are aware of investor viewpoints.

During the fall of 2024, we participated in off-season investor meetings to better understand our shareholder priorities and concerns prior to the proxy voting season. We offered to engage with our largest shareholders, as well as several others who had contacted Halliburton. We offered engagement to and communicated with shareholders representing approximately 52% of our shares as well as the two largest shareholder proxy advisors, Institutional Shareholder Services (ISS) and Glass Lewis. As a result of this outreach, we hosted video-conferences with eight shareholders who represented approximately 46% of our shares and proxy advisor Glass Lewis. These meetings included conversations with Robert A. Malone, Lead Independent Director, and Halliburton senior management. ISS indicated they did not have any overriding questions or concerns and opted to pass on fall 2024 engagement.

We provided our shareholder presentation to all of our largest shareholders and others who contacted Halliburton, even if they were unable to participate in a video call. Our 2024 updates to these materials highlight the latest information about our Board oversight and engagement; our executive compensation program; our people; health, safety, and environmental (HSE) performance and strategies; and our approach to sustainable energy solutions. We also offered to follow up to discuss any questions or concerns. Our aim is to provide all shareholders the opportunity to communicate their expectations and stay abreast of our activities, regardless of whether they are able to attend a formal meeting.

In addition to providing an off-season investor engagement program, we solicited additional shareholder feedback with our annual and quarterly reporting, earnings conference calls, and investor meetings. We also conducted outreach to investment research analysts and other parties who are not shareholders, but who have interest in and offer feedback about Halliburton's activities. As part of these campaigns, Halliburton's senior management and Investor Relations team hosted regular meetings and conference calls. In 2024, we participated in 16 sell-side conferences, three non-deal roadshows, and 278 investor meetings.

Our senior management and Directors presented shareholder feedback to the full Board of Directors for discussion and consideration as part of its oversight responsibility.

## Customers

Customer feedback plays an important role in Halliburton's ability to improve current solutions and to align our research and development (R&D) investments with customer needs and goals. Halliburton's executive leadership, business development team, and product lines conduct regular customer engagement to develop and maintain an in-depth understanding of the strategies, priorities, and requirements relevant to our customers. We gain a thorough understanding of customers' short- and long-term efficiency, technology, and sustainability goals through direct communication with them. Our collaborations with our customers provide insights into how we can best develop and offer solutions that both maximize asset value and aid efforts to further the future of energy.

## Employees

We promote a welcoming work environment to ensure the well-being of our employees and our own continued success. We engage in activities and initiatives like town hall meetings, check-ins (our performance-management process), workshops, employee resource groups, performance feedback, and a biannual Employee Pulse Survey (EPS). These activities and initiatives occur in local geographies or at the global level for individual product service lines or functions.

Halliburton also creates multiple avenues and mechanisms for employee engagement to encourage openness and teamwork in our global workforce. We value employee feedback and consider our biannual EPS an important opportunity to hear from employees about what matters to them. Results are reviewed in detail at the highest levels of the organization, including with members of the Executive Committee. The input we receive helps us identify ways we can improve our workplace for all employees. The results continued to reflect that Halliburton employees believe in the Company's strategy and the importance of their work. Read more in the [Employee Pulse Survey](#) section of this report.

## Suppliers

Halliburton's ability to provide world-class service to our customers is enabled in part by our cultivation of a resilient, sustainable supply chain that creates value for Halliburton and our customers. We engage with an array of suppliers, both local and global, who share our commitment to integrity and ethical business practices.

To ensure our ethical standards are upheld, we gather feedback from our suppliers on matters that include health and safety procedures, human rights compliance, and environmental impact. We collaborate with them to improve the resilience of our supply chain and ensure compliance with evolving supply chain legislation and trade compliance requirements. Our sourcing platforms, meetings, workshops, and training sessions help facilitate consistent, in-depth engagement with suppliers.

## Regulators

Halliburton is a global company, and our operations take place in countries and jurisdictions that have different regulatory requirements. We remain engaged with the regulators and agencies that create and enforce regulatory standards to protect the environmental, social, and economic fabrics of the countries where our operations take place.

As industry leaders with over a century of experience, we work with governments, regulators, and policymakers to give them a better understanding of our business and industry. Our Government Affairs program also works with these entities to help them understand our technologies and products, make in-depth information about our business available, and facilitate collaboration with them on issues our customers, employees, and other stakeholders prioritize. We also keep abreast of regulatory changes and feedback and conduct updates to business operations in accordance with changing regulations and rules.

Government officials and policymakers contact us to learn from our knowledge and experience about energy-related topics. In recent years, these conversations have often focused on our new technologies, electric fracturing, carbon capture and storage, and geothermal energy opportunities. At times, we also assist foreign service offices, consulates, and embassies around the world as a resource on questions about technology and local content.

## Local Communities and Non-Governmental Organizations

Halliburton promotes the economic and social well-being of the communities where we work. We meet with non-governmental organizations, community groups, and nonprofits to better understand their concerns and requirements; engage in charitable giving to local community organizations through corporate giving initiatives and charitable foundations; and host volunteer opportunities to give back to communities that are focused on our four Pillars of Giving: Social Services, Education, Health and Safety, and Environment.