

## Health and Safety

We prioritize the safety of our employees and contractors with our Journey to ZERO, a set of tried, tested, long-term safety programs and processes. Journey to ZERO includes Halliburton Critical Focus Areas (CFAs), Life Rules, Stop Work Authority (SWA), Management of Change, Significant Incident Review, and Tiered Assurance.

In 2024, the operational discipline of our Halliburton Management System (HMS) and our focus on execution enabled us to outperform our industry group HSE indicators, which are highlighted in [Sustainability Highlights](#) and reflect record safety and service quality (SQ) performance.

Learn more on the [Health, Safety, Environment and Service Quality](#) page of our website.

### Our Occupational Safety - Journey to ZERO Sustainability Commitments



- Target outperforming total recordable incident rate and lost-time incident rate in the International Association of Drilling Contractors sector benchmarking.
- Achieve HSE training compliance >95%, driver competency >95%, and 100% completion of our annual Journey to ZERO strategic objectives.



Field employees on a job site in North Dakota

Journey to ZERO

The Journey to ZERO approach to safety and service quality expresses our commitment to our employees, customers, and communities. It demonstrates that we prioritize high standards, embrace challenges, and do not compromise execution.

In alignment with our [HSE policy](#), our Journey to ZERO is owned by everyone at Halliburton, and is led by a senior-level team focused on executing improvements to individual safety, process safety, and environmental performance as we deliver our services. The HSE and Sustainable Development Executive Committee oversees HSE and SD matters, including annual strategies, HSE statistics, and the HSE audit program, and is accountable to the Board of Directors’ HSE Committee. The chief HSE officer chairs the HSE Committee.

Specific Journey to ZERO focus areas shift each year, but the guiding principles remain consistent:

- Leadership commitment
- Continuous improvement of the HMS
- Training and competency
- Communicate and address risks
- Technology and process improvement
- Verification of our HSE and SQ performance

Our 2024 Journey to ZERO efforts included our continued focus on risk management, HSE and SQ culture, and environmental sustainability. We tracked the leadership visits completed each month and focused on fostering quality engagement with critical leadership roles during these visits. We also tracked progress on our GHG emissions, waste, and water activity-based reduction efforts, highlighted in the [Environmental](#) section of this report. Halliburton completed 100% of our 2024 Journey to ZERO objectives.



Journey to ZERO

Our vision to achieve **zero** safety incidents, **zero** environmental incidents, and **zero** non-productive time – every day, on every job.



Risk Management

Our 2024 risk-management efforts included a continued focus on Halliburton's in-person 5 Checks to Go and Risk Management Execution training. The regional trainers and subject matter experts we developed in 2023 provided local support and enabled us to expand training to 2,500 additional employees.

5 Checks to Go

Starting work is not Step 1

- 1 Review Plan
- 2 Verify Readiness
- 3 What’s Different?
- 4 Validate Controls
- 5 Final Check



Our Service Quality (SQ) minimums are how we work and manage risk. In 2024, we placed additional focus on sharpening the execution of SQ minimums and critical verifications at our job sites before work begins. We embed the International Association of Oil and Gas Producers (IOGP) industry standard personal safety Life Rules, our process safety Critical Focus Areas, and our 5 Checks to Go within these workflows to support safe and efficient service delivery.

Halliburton’s SQ Minimums



1. 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.



2. Control Points —  
How We Control Our Work

Control points define requirements that provide assurance that the job purpose will be achieved. All product service lines execute their control points as part of each job.



3. Competency —  
How We Ensure Our People  
Have The Skills They Need

Our global competency program builds the knowledge, skills, behaviors, and experiences for execution.



4. Incident Investigation —  
How We Improve Performance

Through our incident investigation process, job-related and non-job-related high-potential risk incidents undergo investigations to identify root causes and prevent incidents from recurring.

Halliburton Life Rules

Key Actions to Prevent Serious and Fatal Injuries



Bypassing Safety Controls



Confined Space



Driving



Energy Isolation



Hot Work



Line of Fire



Safe Mechanical Lifting



Work Authorization



Working at Height

Halliburton's Five Critical Focus Areas



Well Barriers:

Manage well barriers to prevent uncontained release of formation fluids



Hydrocarbons to Surface:

Control the well to prevent unintended flow to the surface



Pressure Control:

Control pressurized systems at all times



Well Proximity:

Plan and maintain non-intersecting drilling trajectories to avoid a collision



Radiation and Explosives:

Adhere to global and local regulatory safety requirements at all times

Stop Work Authority Observations



Halliburton's Stop Work Authority (SWA) remains a risk-management practice of critical importance. Our SWA program authorizes all employees and contractors to stop a task if they observe unsafe actions or conditions, or if they have concerns about the controls over an HSE or SQ risk. In 2024, employee engagement in SWA remained strong.



Leadership Visits

Leadership visits focus on engagement with frontline employees to ensure our service quality minimum processes work as intended. Leaders review the execution of critical verification activities and gather process improvement feedback.

Our focus on leadership visits reinforced desired behaviors, such as the completion of 5 Checks to Go before work begins, and helped deliver our year-over-year improvement in total recordable incident rate and lost-time incident rate.

HMS and Industry Standard Certifications

HMS plays a central role in putting our Journey to ZERO in action. The standards and work methods that form HMS define how we work and enable us to address potential risks inherent in our businesses. HMS incorporates major management system standards,

including those for quality management (ISO 9001), environmental management (ISO 14001), and health and safety management (ISO 45001). The system also meets and exceeds the requirements of the industry-specific API standards for manufacturing (API Q1), providing services in the oil and gas production sector (API Q2), and the API RP 75 standard for offshore safety and environmental management.

In addition to the global verification of HMS through our internal tiered-assurance program, Halliburton has numerous locations externally certified to API Q1, API Q2, ISO 9001, ISO 14001, and ISO 45001. Halliburton leads the industry with 33 API Q2-certified facilities located in 13 countries.

2024 Health and Safety Facility Certifications

Certifications	Number of countries with API Q1-certified facilities	Number of API Q1-certified facilities	Number of countries with API Q2-certified facilities	Number of API Q2-certified facilities	Number of ISO 45001 certified facilities
TOTAL	6	20	13	33	40



CEO Jeff Miller conducts leadership visit with Artificial Lift team