



Baker Hughes



Forward.  
Together.

2021 Diversity, Equity, and Inclusion Annual Report

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**Lorenzo Simonelli**  
Chairman and CEO



An uncompromising commitment to diversity, equity, and inclusion is more than just the right thing to do. It's critical for our business strategy and purpose of taking energy forward.

To lead the energy transition, we need the best minds from around the world, working together, bringing with them an endless stream of new ideas, different perspectives, and unique experiences.

That is the vision we have for Baker Hughes. That is who we are as an energy technology company.

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## About Baker Hughes

Baker Hughes is an energy technology company that provides solutions to energy and industrial customers worldwide. Built on a century of experience and conducting business in over 120 countries, our innovative technologies and services are taking energy forward—making it safer, cleaner, and more efficient for people and the planet.

Visit us at [bakerhughes.com](https://www.bakerhughes.com)



## Welcome from our Chief DEI Officer

With nearly 54,000 employees conducting business in over 120 countries around the globe, the Baker Hughes organization is a beautiful tapestry of cultural diversity. The diversity of our people and an unyielding focus on an inclusive culture position us well to continue to drive innovation, operational effectiveness, and strong financial performance as we move through the energy transition.

It is my pleasure to introduce the inaugural Baker Hughes Diversity, Equity, and Inclusion (DEI) annual report. This report provides you with the opportunity to learn about our people, our organizational culture, and how we are living the values of diversity, equity, and inclusion at Baker Hughes. It highlights our key focus areas, goals, and progress as we reflect on our DEI journey in 2021.

Baker Hughes continues to take important steps towards cultivating a culture that benefits our workforce as much as it does our customers and the communities where we conduct business. In 2021, a prominent focus was establishing a DEI structure that will sustain us throughout our journey. It culminated in the creation of a comprehensive DEI framework including strategic goals, key metrics, and accountability processes. This framework provides a solid foundation to build on existing efforts—many of which are highlighted in this report.

I'd like to personally thank my colleagues around the globe who have been engaged in a wide variety of efforts over the past year. The realization of achieving DEI excellence is only possible through the collective action of every one of us.

Together we are taking energy forward.

**Nicole Durham**  
Chief Diversity, Equity, and Inclusion Officer

# Diversity, Equity, and Inclusion Framework

## Together, we are taking energy forward

### Our commitment

We're shaping the future of the energy industry—and that future belongs to all of us.

We believe unique ideas and perspectives fuel innovation, and our differences make us stronger.

In 2021, we adopted a framework that successfully blends both current and aspirational goals for Baker Hughes. The framework provides a common foundation by defining the elements and specific focus areas that are needed to drive a path forward, celebrates the unique individual attributes of each one of us, ensures fair treatment and access to opportunity, and promotes a workplace where differences are valued and interactions are respectful.

### Four foundational goals



### Applying the equity lens

Engaging in equity work requires us to evaluate our policies, programs, and processes to ensure fair treatment and access to opportunity to maximize every individual's potential. Below are examples of where we apply the equity lens:

#### Pay equity

Conducting rigorous analyses to identify and close the gaps between gender and racial equity in pay

#### Leadership development

Providing development programs based on the unique needs of our employees

#### Talent acquisition process

Continuing to enhance our interview processes to minimize the impact of unconscious bias

#### Parental leave policy

Ensuring equitable opportunity for parents or caretakers to bond with their families in times of need

#### Return-to-office post COVID pandemic

Understanding the unique circumstances of employees and providing flexibility in our approach to return to the office

#### Supplier diversity

Creating a platform that ensures women-owned, minority-owned, and small businesses can compete for contracts

#### Charitable giving

Ensuring our philanthropic efforts contribute to and partner with a diverse array of charitable organizations around the globe



# Global points of progress

- Baker Hughes Executive DEI Council
- Women’s Cultivate+ Leadership program (OFE)
- DEI Forum (OFS)
- Cultural Transformation initiatives (DS and TPS)

## North America region

- A** National Day for Truth and Reconciliation observance
- B** Juneteenth observance
- C** TPS North America Inclusion & Diversity Taskforce
- D** DS Solution Selling Externship program for women
- D** DS Neurodiversity pilot program
- D** DS Women in Commercial Conference

## Latin America region

- A** First all-female field operations crew
- A** Regional DEI Council
- B** Projeto Mulheres Capacitadas for employability, training, and career development
- B** Brazilian Petroleum and Gas Institute mentorship program for women

## Europe region

- A** Teach a Child in Africa grant
- B** GO STEM team
- C** ENDEAVOR new employee onboarding program
- C** Family Office back-up childcare
- C** DEI Council (Germany)

**DS:** Digital Solutions product company  
**OFE:** Oilfield Equipment product company  
**OFS:** Oilfield Services product company  
**TPS:** Turbomachinery & Process Solutions product company



## Russia Caspian region

- A** Dara Foundation mentorship program volunteers
- B** Partnership with Women in Energy Association
- B** Baker Hughes Women’s Mentorship program

## Middle East, North Africa, Turkey & India

- A** Return to work program for women
- B** University mentorship program for women
- C** COVID-19 relief Initiative
- D** First female country director in Turkey
- E** First female service delivery manager in Oman

## Sub-Saharan Africa region

- A** Accessible parking installed at Baker Hughes facilities
- B** Bursary sponsorship program
- B** Letsibogo Girls School mentors

## Asia Pacific & Australia region

- A** Australia, New Zealand, and Papua New Guinea DEI Council
- B** Australasian Oil & Gas Exhibition & Conference DEI Conference sponsor
- B** Bicycles for Humanity
- C** Jandakot apprentice program
- C** Bushfire Volunteers innovation program
- D** Malaysia country-wide volunteer initiative
- E** Signatory with Korea Foundation for Women in Science, Engineering and Technology (WISSET)



### WOMEN IN OUR WORKFORCE

18.8%  
overall

11.2%  
STEM roles

33.0%  
Board of Directors

18.1%  
senior leadership

### GOAL 1



## Diverse workforce

Ensure we have access to and support for diverse pipelines of talent; prioritize development and retention



"I'm very open to harnessing the power of diversity in people and engaging them to figure out how we're going to get there. If we recognize that we are all different, we can multiply our positive influence."

**CHARLES LAWRENCE**

Global Quality Excellence Leader at Druck, a Baker Hughes business, and member of the Enabled Employee Resource Group, UK

At Baker Hughes, we value differences in gender, race, ethnicity, age, gender identity, sexual orientation, ability, cultural background, religion, veteran status, experience, thought, and more across the globe. We understand our people are central contributors to our purpose of taking energy forward. As an energy technology company conducting business in more than 120 countries, we believe a diverse workforce is critical to our success, and we aim to attract the best and most diverse talent to support the energy transition.

Metrics allow us to gain insight into our workforce and measure the overall health of our Diverse Workforce pillar. DEI dashboards are at-a-glance snapshots that provide senior leadership with visibility and insights on DEI progress and areas of opportunity. These dashboards, along with other qualitative measures, are utilized by executives to create DEI Annual Plans, which are tailored to address the unique needs of each business.

Recruiting and hiring diverse candidates is a priority at Baker Hughes. A workforce that is representative of the communities in which we conduct business provides valuable insight into the cultural nuances in

different regions of the world and helps us forge more meaningful connections, not only with our employees but also with vendors and customers.

We have enacted a number of initiatives to support our global goal of increasing the number of diverse employees. These include training on unconscious bias: pilot projects on blind resumes and debiasing job descriptions, interview templates, and assessments, as well as expanding our talent acquisition efforts to include executive search services.

### De-biasing the talent acquisition process

Everyone holds unconscious beliefs about social and identity groups formed by our personal experiences, societal stereotypes, and cultural context. It's human nature. But when we consider the people in our workforce, we need to make sure we are making objective decisions and mitigating the impact of unconscious bias.

The Baker Hughes applicant tracking system uses automated prompts at each stage in the recruitment process, providing a reminder to pause for a bias check. Below are examples of these pop-up reminders:

#### Recruiter reminders

**Screening candidates** Have a structured interview approach—structured interviewing negates biases.

**Scheduling interviews** Set up all candidates for success by providing important information about the interview. This helps level the playing field because not all candidates are familiar with the interview process.

#### Hiring manager reminders

**Creating a requisition** Remember that every open position is an opportunity to promote diversity of thought, ability, ethnicity, gender, and more.

**Interviewing candidates** Schedule five minutes before an interview to remind yourself to let go of any bias you may have. Think about what might be influencing your perception when you capture your feedback.

### PEOPLE OF COLOR IN THE US

35.8%  
overall

31.6%  
senior leadership

25.0%  
women of color

### OUR WORKFORCE BY AGE

10.2%  
under 30

70.4%  
30-50

19.4%  
over 50



## GOAL 2



# Inclusive culture

Cultivate a culture and environment where everyone feels they belong and can thrive and contribute

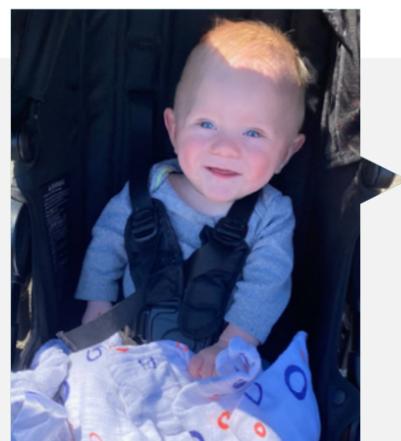
We strive to be an equitable, inclusive, and safe workplace, with opportunities for our employees to grow and develop in their careers, supported by learning and development opportunities, competitive compensation, health and wellness benefits, and programs that build connections between our employees and their communities.



“I appreciate the support Baker Hughes has provided me in my professional development. I can say the CORE community has been one of my career highlights in 2021.”

**DAPO BAKENNE**

Project Manager and member of the Multicultural and Black Employee Resource Groups, Nigeria



### Panametrics, a Baker Hughes company, sends onesies to celebrate new arrivals

“My son Isaac was born prematurely on June 3<sup>rd</sup> and spent 12 weeks fighting for his life in the NICU. It’s been such a road to get him where he is, and I’ve felt supported by my company every step of the way. He is now thriving and doing great!”

**RICHELLE KING**

Senior Sales Staff Manager, Panametrics, United States

### Supporting each other during uncertain times

The challenges of today’s environment can sometimes be overwhelming. As change continues to impact the way we live and work, caring for one another and prioritizing health and safety is critical. Ensuring our policies are equitable around the globe and that our talent has equitable access to opportunities to grow, engage, and thrive are paramount.

As part of our global benefits, employees have access to the Baker Hughes Employee Assistance Program (EAP). The program offers help navigating daily life, managing remote work, coping with significant life events, and even dealing with a global pandemic. Other ways we support each other include:

- Downloadable resources for parents, including tips on homeschooling, a list of questions to ask when selecting a childcare option for families, and ideas for pandemic-friendly activities for kids
- Virtual instructor-led yoga and fitness classes offered weekly
- Caregivers support group for those providing care to elderly or disabled family members

# CORE

### Community focused on development

CORE, a new leadership development community piloted in 2021, brings employees together from around the world in a collaborative, digital environment. Each quarter, the CORE community provides curated, on-demand learning resources, virtual workshops, and social activities focused on the Baker Hughes values: Grow, Care, Lead, and Collaborate. Through these engagements, employees not only gain knowledge and skills, but they also build their global network and actively practice leadership behaviors as they share their expertise and learnings with others.

In 2021,

**2,748**

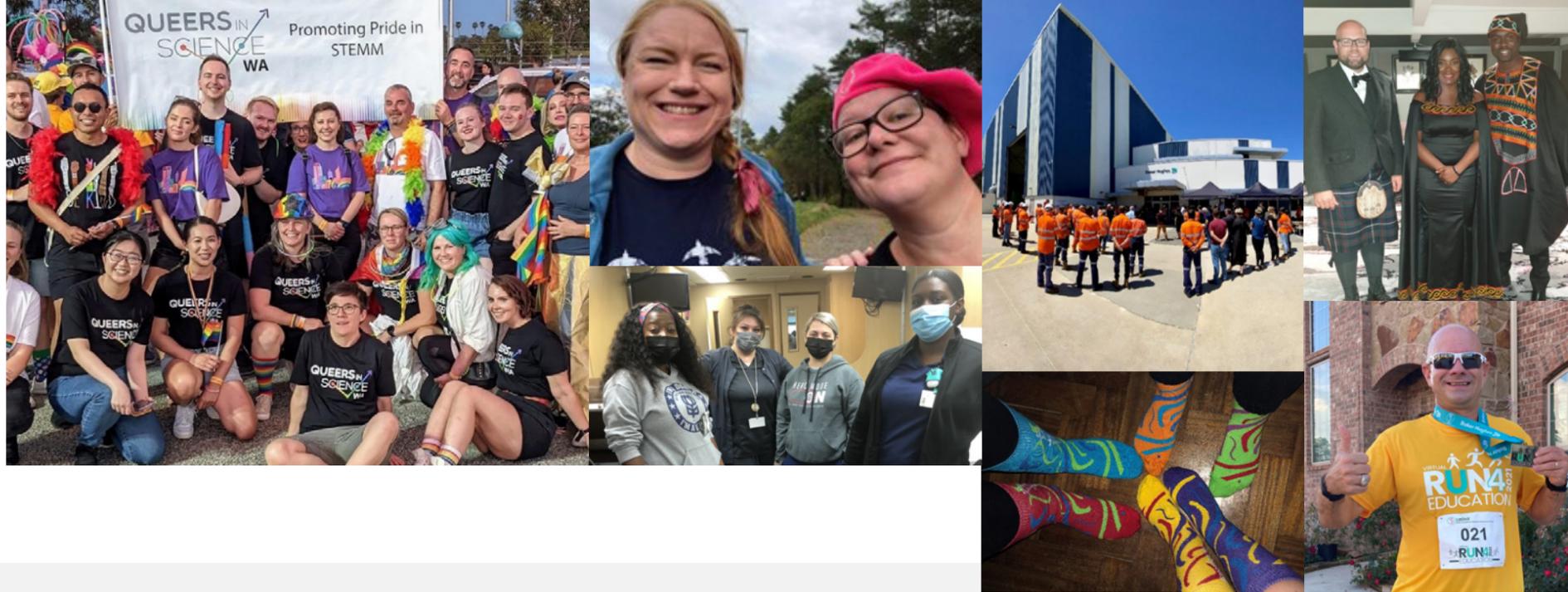
employees opted into the CORE community, completing

**3,487**

hours of training

# Employee Resource Groups driving engagement

The Employee Resource Groups (ERGs) at Baker Hughes provide a powerful influence on driving change by elevating the conversation and awareness around key issues. Their efforts have consistently assisted the advancement of DEI throughout our organization and fostered closer connections between employees in communities around the world. Below is a sampling of ERG programs and activities throughout 2021.



- Asian Pacific American Heritage Month
- Lunar New Year global events
- Stand Up Against Bias campaign
- Townhall on Digital Solutions Avitas
- Society of Asian Scientists and Engineers events
- Virtual Talent Show



- Black History Month
- Award winning mentoring circles program
- Supporting black-owned restaurants
- Imposter syndrome panel discussion
- COVID 19 Vaccines: Myths & Facts webinar
- African cuisine cooking event



- World Day for Cultural Diversity
- International Day of the World's Indigenous Peoples
- International Mother Language Day
- Developing a Global Mindset Workshop
- Unconscious Bias Webinar with MIT
- Virtual country tours



- International Pride Month
- International Coming Out Day
- LGBTQIA+ People in STEM webinar
- Empower Effective Allies workshop
- Making the Holidays Happier webinar
- The Rainbow Olympics discussion and trivia event



- National Disability Employment Awareness Month
- UN International Day of Persons with Disabilities
- National Stroke Week
- Disabled to Enabled signature event
- Disability Awareness & Etiquette webinar
- Sign Language Workshop



- Hispanic Heritage Month
- BHC3.ai business learning session
- Hispanic Forum Scholarship Fund Run4Education
- UNACAR University Workshop
- Houston area blood drive
- Virtual speed networking



- Memorial Day
- Remembrance Day
- ANZAC Day
- Signatory of the UK Armed Forces Covenant
- Project Hero honor rides dedicated to helping veterans and first responders
- Holiday meals program for veterans in need



- Women's History Month
- International Women's Day
- Breast Cancer Awareness Month
- Women Leading Change Event
- Mentoring sessions and webinars
- Dress for Success fundraiser



GOAL 3



Supplier diversity  
Support and build strong partnerships with a diverse array of local and global suppliers that share our values



“Supplier diversity provides positive impact for the economy, our company, and the communities we serve, especially with women-owned businesses in our region. I educate others and emphasize that, by expanding our supplier base and tapping into different sources, it will benefit all of us.”

MUNEERA AL-AUDAH

Localization Program Manager, Saudi Arabia

\$82,637,390  
spent with diverse suppliers and small businesses in 2021

Baker Hughes recognizes that having a diverse supply chain will result in better communities and stronger business solutions. Our supplier diversity programs are fully operational in the United States and Latin America, and will expand to the UK and Europe in the coming year.

Dedication to building a strong foundation on which to grow this initiative was our priority in 2021. In the United States, we launched an internal awareness campaign

to educate our employees on Supplier Diversity and the positive impact it makes on our company, customers, vendors, and community. The campaign included learning sessions, networking events, and an open forum with our Employee Resource Groups. Outside Baker Hughes, we continue to strengthen our relationships with professional associations such as the Women’s Business Enterprise Alliance, and WEConnect International.

2021 Rigel Award

The Houston Minority Supplier Development Council (HMSDC) recognized Baker Hughes with the prestigious Rigel Award for reporting the largest increase in annual expenditures with HMSDC Certified Minority Business Enterprises in 2021.

Below: LaToyia Brooks Harris, Supplier Diversity Program Leader, accepts the Rigel Award on behalf of Baker Hughes.



World Wide Technology

Founded by David Steward and Jim Kavanaugh in 1990, World Wide Technology (WWT) began as a small start-up company and has grown to be the largest minority-owned business in the United States. WWT has been a key global information technology solutions provider for Baker Hughes since 2015.

Above: CEO Jim Kavanaugh and Chairman Dave Steward





**GOAL 4**



## Customer and community

Provide maximum value to our customers and be good stewards in our communities as we take energy forward



“Volunteering provides the opportunity for us to come together and reinforce connections with our colleagues and their families, invest in our communities, and raise awareness around the social impact we can bring by working together. I am honored to be recognized as one of Baker Hughes’ Outstanding Volunteers.”

**TERESA PUCCI**  
Plant Manager, Italy

Baker Hughes believes in contributing to the communities where we live and work by sharing our time, talent, and resources. We are connecting globally and locally in new ways to drive scale and speed on solutions to humanity’s biggest challenges.

In 2021, Baker Hughes contributed:

**\$2,578,208**

Company and Foundation financial contributions

**\$45,215,573**

total combined contributions to charity

**16,905**

employee volunteer hours

Baker Hughes recognized 15 individuals and teams from around the world for their outstanding community service during 2021. Volunteering our time and talent is one of the many ways Baker Hughes employees demonstrate our values and contribute to the world.

Despite the COVID-19 pandemic, many people found unique and innovative ways to give back to their communities through personal service projects, virtual volunteer programs, and socially distanced volunteer events in Trinidad, Italy, Malaysia, Russia, Nigeria, Scotland, Brazil, Australia, UK, and the US.

### Supporting organizations around the world

The Baker Hughes Foundation seeks to advance environmental quality, education, health, safety, and wellness around the world by supporting organizations with shared values, demonstrated leadership, evidence of impact, financial soundness, and the capacity to implement initiatives and evaluate their success. Below are examples of Foundation grants awarded in 2021:

- Established new partnerships with four Historically Black Colleges and Universities (HBCUs) in the United States for the 2021-22 academic year
- Identified new programs in partnership with our ERGs for diverse and inclusive causes including K-12 education, literacy, refugee relief, LGBTQ+ causes, and support for people with disabilities
- Promoted access to clean water in local communities in partnership with Geoscientists Without Borders
- Commissioned the planting of 250,000 trees in five different regions of the world with One Tree Planted
- Provided support for those affected by the Caldor fire in partnership with the Red Cross of Northern Nevada
- Partnered with UNICEF’s Campaign to End the Pandemic, which promoted equitable access to COVID-19 vaccination and other treatments



“Planting trees has long-term environmental benefits for people and wildlife as much as for the climate.”  
With support from the Baker Hughes Foundation, we can restore landscapes and create a healthier planet for future generations.”

**MATT HILL**

Chief Environmental Evangelist at One Tree Planted

