



Baker Hughes 



2022 UK  
gender pay  
gap report



# Contents

- 3 About Baker Hughes
- 3 Baker Hughes in the United Kingdom (UK)
- 4 Our gender pay gap report
- 5 Combined company statistics
- 8 Our approach to driving greater inclusion in Baker Hughes
- 10 Our approach to driving greater inclusion in the UK
- 12 Gender pay gap results by legal entity

## About Baker Hughes

Baker Hughes (NASDAQ: BKR) is an energy technology company that provides solutions to energy and industrial customers worldwide.

Conducting business in over 120 countries and with approximately 55,000 employees, we design, manufacture and deliver leading technology solutions for our customers.

Powered by our people and scale, we drive productivity and optimise outcomes for ourselves and our customers.

Our innovations have revolutionised the industry for over a century. From the first rotary drill bit to the world's most extensive portfolio of compressors and best-in-class gas turbines, and digital solutions managing industrial assets across various sectors, our solutions illuminate a future where industry leads the development of new, decarbonised energies to reduce climate change impact.

Our technology solutions reduce the carbon intensity of our operations and help our customers meet their sustainability goals, advancing the industry's shared goals to net-zero emissions and a sustainable energy future.

Our global headquarters is in London, UK, as well as Houston, Texas, USA.

At Baker Hughes, we are taking energy forward—making it safer, cleaner and more efficient for people and the planet.

### Baker Hughes in the UK

Baker Hughes currently employs approximately 4,400 people in the UK. We have manufacturing sites and offices throughout England and Scotland. Locations include Aberdeen, Bristol, Cramlington, Farnborough, Great Yarmouth, Leicester, Liverpool, London, Montrose and Newcastle.







## Our gender pay gap report

In line with the Equality Act 2010 (Gender Pay Gap information Regulations 2017), Baker Hughes reports on three of its largest entities: Baker Hughes Energy Technology UK Ltd, Baker Hughes Limited, and Druck Limited separately, as well as voluntarily disclosing the results of the combined company, Baker Hughes. This analysis is based on data up to April 5, 2022. This is referred to as the “snapshot date.”

As we continue to prioritise diversity, equity and inclusion (DEI) at Baker Hughes, we have focused on diversifying our workforce, with a particular

emphasis on increasing gender representation, and we are encouraged by areas of progress made in the past number of years. We continue to experience strong hiring rates for women—25% in 2022 across all UK entities—contributing to the overall increase of women in the workforce from 19% in 2021 to 20% in 2022. We understand that continued progress will require an ongoing commitment from our organisation. We continue to use the tool RoleMapper to develop diverse and inclusive vacancy listings that attract the widest possible pool of qualified and diverse talent.

By leveraging RoleMapper, we’ve been able to remove language that could be considered biased from our job posts, create standardised and consistent job adverts, promote key DEI messaging around culture and job flexibility, provide a consistent brand experience for applicants, and automate the job ad creation process.

## Combined company statistics

### PAY GAP

Male employees earn on average (mean)

**12.8%**

more

than female employees

Male employees earn on median

**14.6%**

more

than female employees

According to the Office of National Statistics, the pay gap in the UK is \*14.9% mean as of 2022.

### BONUS GAP

Average (mean) male bonus earning are

**17.1%**

higher

than female bonus earnings

Median male bonus earnings are

**21.3%**

lower

than median female bonus earnings

**94.4%**

of female employees received a bonus

**92.3%**

of male employees received a bonus



In 2017, Baker Hughes and GE Oil & Gas went through a merger, legal entity consolidation, and branding changes. The numbers reported here have been consolidated to provide meaningful year-over-year analysis. 2017 data was originally

reported by Baker Hughes and GE Oil & Gas as separate legal entities. 2018 data was reported under the name "BHGE." Data for 2019, 2020, 2021, and 2022 is reported under the Baker Hughes legal name.

**PAY GAP**

		2022	2021	2020	2019	2018	*2017
<b>Gender pay gap</b>	Mean %	12.8%	14.8%	16.2%	23.5%	23.6%	23.1%
	Median %	14.6%	17.5%	16.7%	24.3%	20.8%	21.7%
<b>% of Female employees by pay quartiles</b>	Lower quartile	28%	29%	29%	34%	33%	32%
	Lower middle quartile	19%	19%	18%	18%	16%	17%
	Upper middle quartile	16%	14%	16%	14%	15%	15%
	Top quartile	15%	14%	13%	11%	10%	8%

\* Retrospective combined BHGE results

The results are generally improving year-over-year. The mean and median pay gaps were stable between 2018 and 2019 but narrowed in 2021 and again narrowed further in 2022. Baker Hughes continues to conduct regular reviews of its approach to pay equity between our men and women in the workforce undertaking comparable work. We believe the main driver of the pay gap across Baker Hughes is the lower representation of women in senior leadership and in higher paid roles.

Whilst there is clearly more to do, the company believes it is making some progress towards improving representation of women in the top paid positions as demonstrated by the increase in the percentage of women in the Top Quartile from 8% in 2017 to 15% in 2022.

**BONUS GAP**

	2022	2021	2020	2019	2018	*2017
<b>Mean %</b>	17.1%	15.5%	31.3%	29.9%	18.6%	30.3%
<b>Median %</b>	-21.3%	-22.0%	38.2%	4.8%	26.3%	12.6%
<b>Proportion of men in workforce receiving bonus</b>	92.3%	94.0%	80.4%	81.3%	89.1%	79.9%
<b>Proportion of women in workforce receiving bonus</b>	94.4%	96.1%	85.6%	81.6%	82.0%	81.2%

\* Retrospective combined BHGE results

The data shows a variation in bonus payments as the calculation includes both traditional annual bonus payments, and a wide variety of other types such as equity release, reward and recognition schemes, long services awards, etc., which can pay out at vastly different levels from year to year.

In 2018, there were some large payouts of retention bonuses, and this accounted for a smaller mean gap than in 2017 and 2019. In 2020, there was a larger pay out of annual bonus than in 2019, which again can have a negative effect due to the larger bonus pay outs at the top end having the effect of widening the gap. In 2021,

the mean and median bonus gap trended in the right direction regarding closing the gap between men and women—and having more women in the higher paying roles will have partly contributed to this. It is positive to see that the percentage of women receiving a bonus has generally been increasing, and that the average bonus for women has been increasing year over year. Despite a nominal decline in 2022 across bonus-related datapoints reported, the trend remains positive in comparison with years prior to 2021.





## Our approach to driving greater inclusion in Baker Hughes

At Baker Hughes, our people are central contributors to our purpose of taking energy forward. We understand that innovative minds, engaged employees, and diverse perspectives are needed to meet the world's pressing energy challenges.

With approximately 55,000 employees conducting business around the world, we are able to harness experiences, networks and unique perspectives. We value the differences in gender, race, ethnicity, age, gender identity, sexual orientation, ability, cultural background, religion, veteran status, experience, thought, and more across the globe. We celebrate the diversity and uniqueness of each employee and believe that everyone has the right to be treated with fairness, dignity and respect.

Baker Hughes leveraged the foundational elements of our diversity, equity, and inclusion efforts as we accelerated our energy transition strategy and executed for customers in 2022. We recognise the need to increase our focus on equity more broadly, ensuring fair treatment and access to opportunity for all employees, and we committed to assessing where we have opportunities to do better.

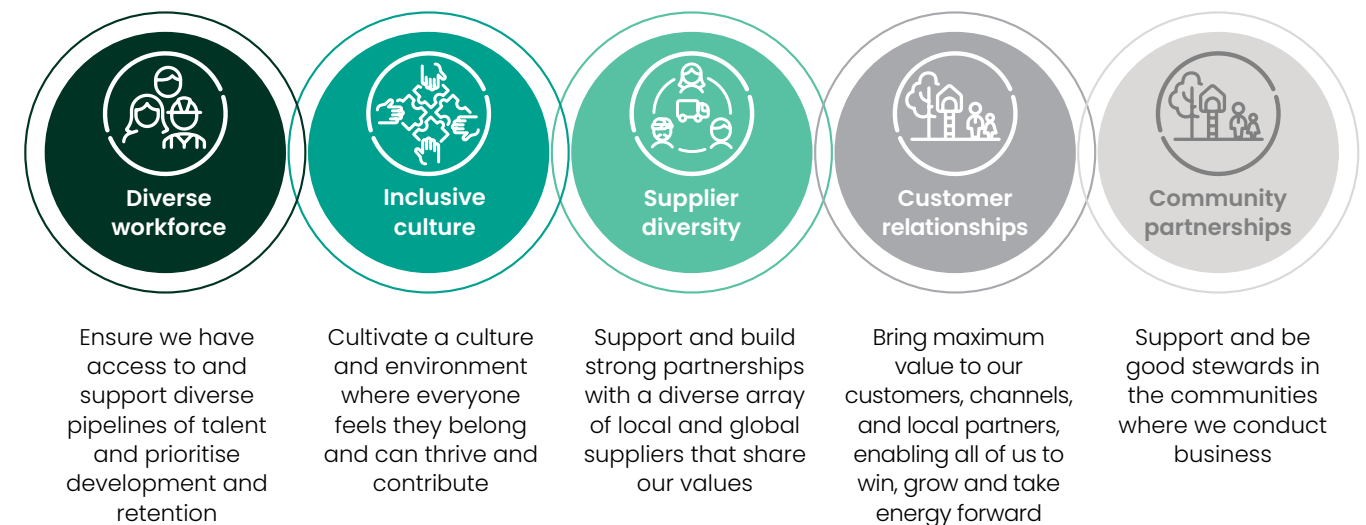
Our Employee Resource Groups (ERGs) provide opportunities for professional development and employee engagement and help create a sense of belonging. Further, we continue to develop our culture through the global Diversity, Equity, and Inclusion (DEI)

Council, our ERGs, and through prioritisation of DEI metrics in our talent strategy.

We know that advancing DEI is about more than implementing activities and programs. It is about embedding the right behaviours to grow an inclusive culture. We seek to align our organisation with the behaviours it will take to deliver on our strategy. These same behaviours will help us advance our culture—one that prioritises trust, open communication, appreciation of differences, and continuous learning.



## We have five strategic DEI goals to guide us as a company in our DEI work:



As we look ahead, we remain committed to continuing to strengthen our focus on DEI. Inclusiveness is a learned behaviour. We have seen a growing recognition within Baker Hughes that the more inclusive we are, the better the environment is for everyone. Our programs seek to engage and equip leaders so they can own, demonstrate, and prioritise diversity, equity, and inclusion in the way they work and lead their teams. We will monitor progress—both qualitatively and quantitatively—to further drive and foster a culture of inclusion.





## Our approach to driving greater inclusion in the UK

We want all employees to feel included and safe to come to work. Our values of Grow, Collaborate, Lead, and Care guide our behaviours and hold all employees accountable for inclusion and diversity.

Our UK DEI council incorporates eight Employee Resource Groups (ERGs) and Community Resource Groups (CRGs). Our ERGs and CRGs cover areas such as gender diversity, STEM, ethnicity, disability, LGBTQ+, veterans, health and volunteerism.

### 2022 highlights

- The business won the Offshore Energies UK (OEUK) Award 2022 for D&I Company of the Year.
- The Women's Network ERG drove internal conversations on issues such as equity, gender diversity, workplace culture, unconscious bias, micro-inequities, and labour and employment policies. The ERG partnered with external industry diversity organisations such as AXIS to drive education, culture improvement, and increased opportunities for women in our industry and company. Our "Girls Get Set" program was particularly successful in 2022 encouraging hundreds of girls to join project teams and consider STEM as a potential career.
- STEM — Baker Hughes sites across the UK continued to partner with local universities and

schools to run annual STEM programs, providing teaching, projects, and career mentoring.

- The Black Employee Network ERG partnered with AFBE-UK (Association for Black and Minority Ethnic Engineers UK) to challenge and inspire people of Black and Minority Ethnic (BME) origins to make enhanced contributions in their respective fields, and to add value to their communities using STEM as a platform through mentorship, workshops, projects, and support through career transition.
- The Veterans ERG signed the UK Armed Forces Covenant at the Silver Level, helping reservists and service leavers bring a variety of transferable skills and qualities to Baker Hughes and ensuring we have positive policies towards issues faced by ex-services personnel.

At a broader leadership level, Baker Hughes' DEI metrics form part of our executive and people leader performance KPIs. HR leaders partner with senior leaders across all our ERGs to ensure that our global DEI program goes beyond conversations and events and increasingly impacts our internal metrics and performance. Our DEI leadership report into the executive vice president – People, Communications & Transformation.

In 2022, Baker Hughes leadership accelerator programs comprised the following:

## ASPIRE

Baker Hughes Development Program

Our ASPIRE initiative is a two-year leadership program for recent graduates. Globally in 2022, more than 50% of candidates hired on the ASPIRE program were women.

## IMPACT

Baker Hughes Development Program

Our IMPACT program is a three-year program designed to fast-track top performing mid-career employees in preparation for executive leadership. In 2022, the gender diversity continued to be 50%.

## CULTIVATE

Baker Hughes Development Program

Our CULTIVATE program focuses on developing high potential female leaders. Including employees from across our technical functions, participants receive mentoring and immersive leadership challenges to support their professional development. In 2022, the number of graduates increased by 15% from 2021 globally, with 15% being located in the UK. Baker Hughes aims to attract the best and most diverse talent to support our purpose and strategy as an energy technology company. We utilise AI technology in our sourcing tools to help us reach, assess, and engage with a larger and more diverse talent pool. We also conduct training on unconscious bias and run projects on blind resumes and de-biasing job descriptions, interview templates, and assessments.



## Gender pay gap results by legal entity

We are reporting gender pay gap and bonus information on the three legal entities that employ more than 250 people in the UK. Together these entities employed 3,850 employees at the snapshot date, accounting for circa 88% of the total UK salaried employees.

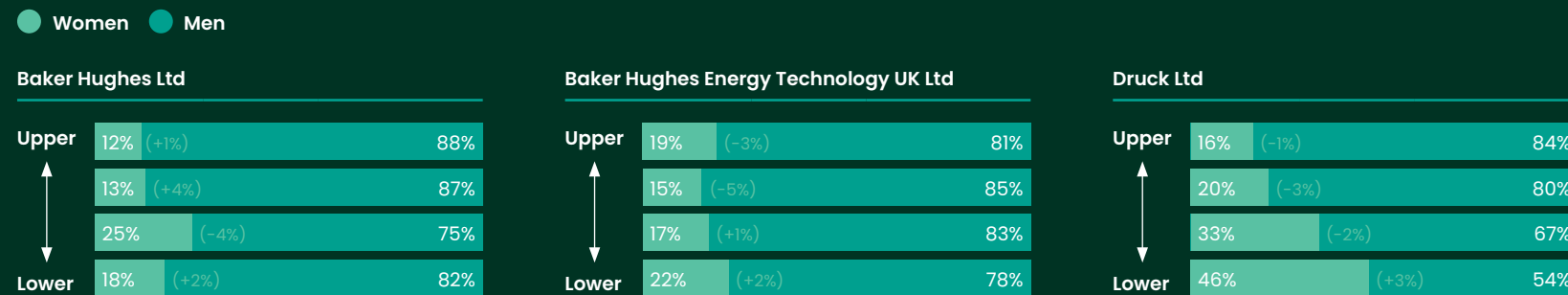
	Reportable pay gap				Reportable bonus gap				% receiving bonus					
	Mean		Median		Mean		Median		Men		Women		Women %	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
<b>Baker Hughes Ltd</b>	12.7%	9.4%	17.7%	12.2%	15.2%	14.4%	-38.9%	-56.2%	93.3%	94.8%	94.7%	98.5%	18%	17.5%
<b>Baker Hughes Energy Technology UK Ltd*</b>	-0.8%	6.6%	4.7%	13.0%	-0.2%	-4.0%	-104.8%	-56.0%	92.1%	93.7%	93.8%	94.7%	18.8%	17.1%
<b>Druck Ltd</b>	25.4%	25.8%	27.7%	32.5%	51.3%	47.5%	40.6%	43.2%	95.2%	95.2%	98%	97.8%	28.9%	28.0%

\* Formerly known as GE Oil & Gas UK Ltd

A negative (-) figure indicates women on average had higher pay or bonus earnings.

## Proportion of men and women in each pay quartile

The below charts show the percentages of men and women in each pay quartile, from lowest paid, "lower" quartile, to highest paid "upper" quartile. Please note that the numbers in brackets are year-on-year movements from 2021 to 2022.



The directors listed below have confirmed that this report is accurate for the respective entities.



**John Morrison**  
Director, Baker Hughes Ltd



**Romain Chambault**  
Director, Baker Hughes Energy Technology Ltd



**Gordon Docherty**  
Director, Druck Ltd



