

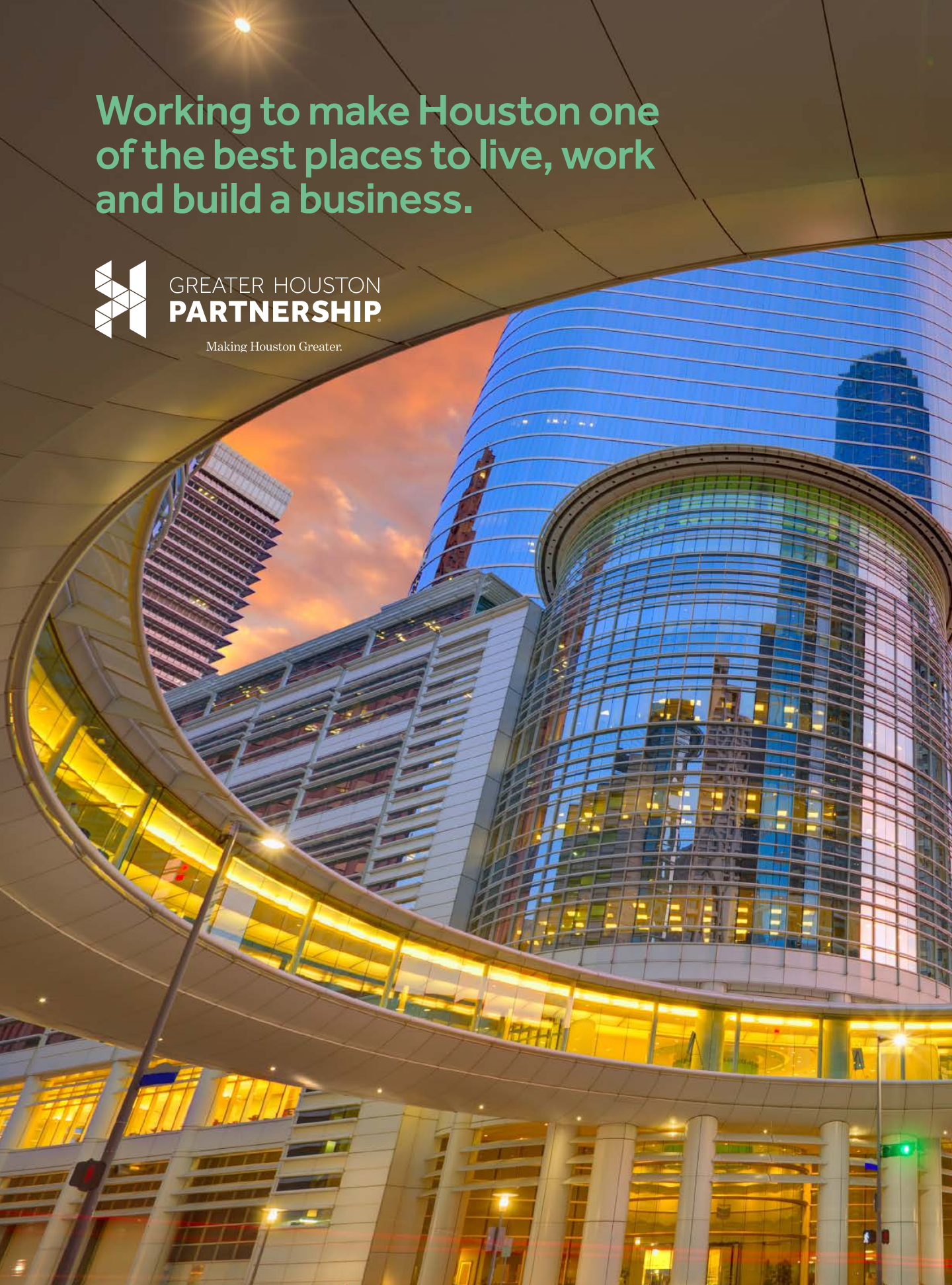
IMPACT REPORT



Making Houston Greater

GREATER HOUSTON **PARTNERSHIP**

Working to make Houston one of the best places to live, work and build a business.



Dear Members,

When we formally launched the Greater Houston Partnership's *Houston Next* strategic plan in 2019, we knew Houston and the world around us was rapidly changing. This realization called for a guiding strategy that would extend the region's positive trajectory while leaving room to react to opportunities as they presented themselves. In 2021, for example, the Houston Energy Transition Initiative (HETI) was launched in recognition of the need to accelerate change in the core industry that has shaped Houston's path for more than a century.

The year before, in late 2020, we launched One Houston Together to move the needle on diverse talent attraction and development and minority business procurement.

These strategic plans were a result of Partnership leaders acknowledging that the needs of our region are everchanging and that our organization must establish sources of funding and engagement to address targeted issues with metric-driven objectives. In this report, you will find perspectives and stories illustrating how the Partnership has leveraged member expertise and engagement to make an impact on greater Houston region by delivering solutions to the most pressing needs.

We are grateful to you - our members - for your support and dedication to the Partnership's mission.

Regards,

Bob Harvey

BOB HARVEY
President and CEO

Katie Pryor

KATIE PRYOR
Chief Development Officer
Senior Vice President, Member Engagement

THANK YOU HOUSTON NEXT INVESTORS

PLATINUM

CenterPoint Energy
Phillips 66

GOLD

Chevron

SILVER

BP America Inc.
ConocoPhillips
Crown Castle
ExxonMobil
HCA Houston Healthcare
H-E-B
Hess Corporation
Insperity
John L. Nau, III
LyondellBasell
Oxy
Reliant, an NRG Company
Shell USA, Inc.
TC Energy
Texas Medical Center
Westlake Chemical Corporation

BRONZE

Calpine Corporation
Motiva Enterprises, LLC
Sysco Corporation

ALLY

Baker Hughes
Burns McDonnell
Camden
The Dow Chemical Company
Halliburton
Houston Methodist
Memorial Hermann Health System
Mustang Cat
Onstead Family Foundation
PNC
Service Corporation International
Silver Eagle Distributors

SUPPORTER

Allegiance Bank
Amegy Bank
Baylor College of Medicine
Bracewell, LLP
Deloitte
Gilbane Building Company
Group 1 Automotive Inc.
Ernst & Young
Hines
Hunton Andrews Kurth LLP
Intel
JLL
KPMG, LLP
Locke Lord
Lone Star College
Janice McNair
Midway Companies
PWC
San Jacinto College
SCF Partners
St. Luke's Health
Tudor, Pickering, Holt & Co. LLC
Vinson & Elkins

Investors as of 11/11/2022

HEADQUARTERS

HOUSTON

An HQ City



KEY TO ESTABLISHING HOUSTON'S POSITION among the world's leading cities, the Partnership will focus efforts on attracting both domestic headquarters locations and the regional headquarters of foreign multi-nationals seeking a foothold in North America.

In January 2022, ExxonMobil announced its plans to relocate its corporate headquarters to its Houston campus in Spring from Irving, Texas. This relocation marks the 25th Fortune 500 company for the Houston area. The move was a decision that will enable closer teamwork to accelerate and increase value delivery through company-wide approaches.

"Closer collaboration and the new streamlines business model will enable the company to grow shareholder value and position ExxonMobil for success through the energy transition." **Darren Woods, Chairman and Chief Executive Officer, ExxonMobil**

ExxonMobil's move will be completed mid-year 2023.

ExxonMobil's announcement came after Hewlett Packard Enterprise and NRG. Houston has third highest concentration of Fortune 500's in the U.S. behind New York and Chicago.

#3

CONCENTRATION
OF FORTUNE
500 HQS

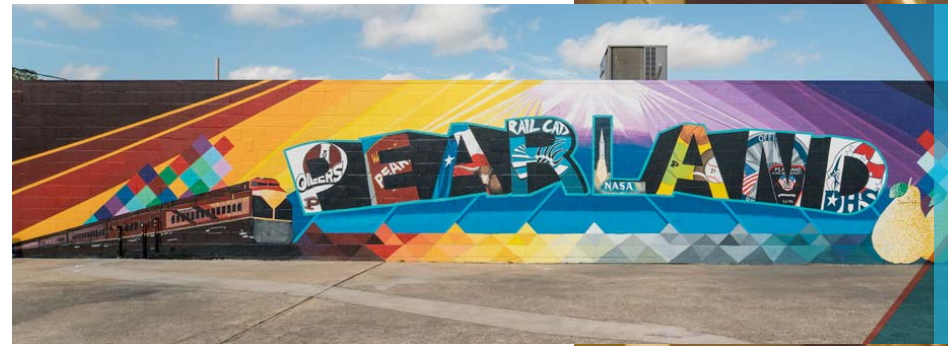
The Partnership also worked with our regional economic development allies to support the relocation or establishment of several headquarters projects in 2022 including:

ALFRED TALKE LOGISTICS SERVICES, a German-based provider of transportation and logistics for the chemical industry announced plans to open a new business and transportation center (BTC) for its Talke USA division in Mont Belvieu, Texas, just east of Houston, establishing the site as the company's U.S. Headquarters. The project is estimated at \$25 million in capex and will create 240 jobs.

"The opening of Talke USA's BTC is a milestone in our development in the United States and serves as a basis for the high safety and quality standards Talke provides to its global and local customers. We are very happy to be increasing our presence in the Mont Belvieu community and in the wider Houston region."
Richard Heath, CEO and president of USA

CELLIPONT BIOSERVICES, a cell therapy contract development and manufacturing organization will relocate its headquarters from San Diego to The Woodlands. Cellipont's services include the creation of master and working cell banks, analytical and process development, and manufacturing services for a range of clients from preclinical (research & development) to Phase I-II with near term Phase III to commercialization capabilities. The project is estimated at \$60 million in capex and will create 150 jobs.

"Cellipont is excited to move forward with this next stage of our company's development as a best-in-class cell therapy CDMO. As our client programs advance through the clinic and toward commercialization, we are working diligently to offer them state-of-the-art facilities and capabilities. This site near Houston is an ideal location to serve clients and patients across all of North America, with two major airports and a strong local workforce,"
Deborah Wild, Chief Executive Officer, Cellipont Bioservices

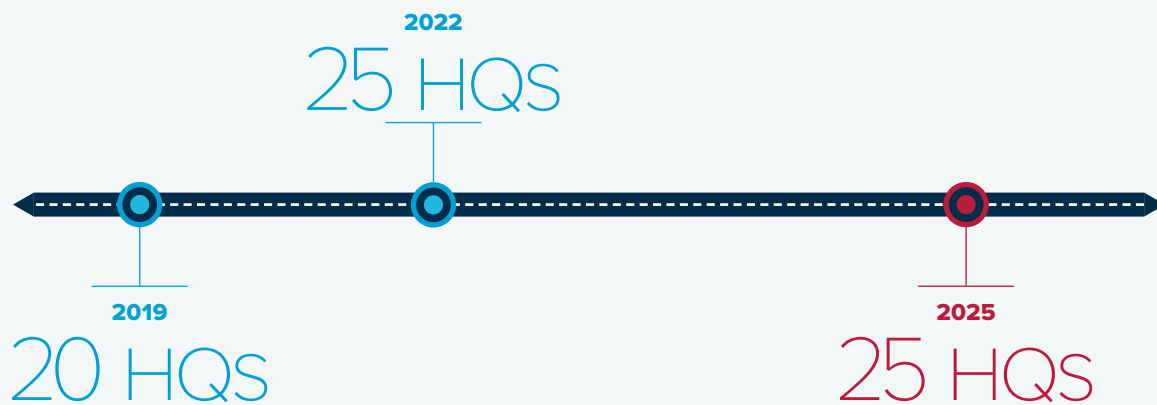


SYZYGY PLASMONICS, a Houston-based Energy 2.0 start-up announced they will move a short distance into a new headquarters, R&D, and manufacturing facility in Pearland. They are commercializing a decarbonization platform for the heavy-chemical industry using photocatalytic reactors, a technology that originated at Rice. The project is estimated at \$2.5 million in capex and will create 120 jobs.

"The city of Pearland began working with Syzygy on its relocation in 2021 and is honored to add a visionary company to the growing list of employers that call our community home. Syzygy's selection of Pearland for its new headquarters demonstrates how our community's outstanding quality of life and business-friendly leadership continues to attract high-caliber companies to the area."
Kevin Cole, City of Pearland Mayor



METRIC / 25 Fortune 500 Headquarters by 2025 - GOAL MET



STRENGTHENING

International Innovation Ties

HOUSTON REGION DELEGATION WORKS

to build bridges between local and European startup communities

In June, the City of Houston and the Greater Houston Partnership led a trade and investment mission to Paris, France. The mission focused on promoting Houston as a leader in innovation, energy transition, and education while enhancing key government and business relationships between the Houston region and Paris. The regional delegation also attended the opening of Rice University's first international campus, the Rice University Paris Center, which will expand global education and research opportunities.

91

INBOUND
INTERNATIONAL
DELEGATION VISITS
HOSTED

3

INTERNATIONAL TRADE
AND INVESTMENT MISSIONS
As of October of 2022

#5

HOUSTON RANKING FOR
BEST CITY FOR
INTERNATIONAL INVESTMENT
Financial Times





Member Perspective

SCOTT GALE
EXECUTIVE DIRECTOR,
HALLIBURTON LABS

Member Perspective | Scott Gale

“At Halliburton Labs, we seek to enable a crossroad that integrates industry, academia, government, and investors to benefit clean energy entrepreneurs. These startup communities come together in distinct ways with each born out of different incumbent capabilities and policies. Halliburton Labs seeks to learn from and build connective tissue with these startup communities to meet emergent energy entrepreneurs and develop new ways to provide support as they scale. Our engagement and support of these startups help the participants create a better, integrated global community of clean tech, tough tech enthusiasts who give their time, talent, and treasure to accelerate the adoption of cleaner, affordable energy.

With this mission in mind, we joined members of the Greater Houston Partnership, as well as other economic development and business leadership, for a week of outreach between the City of Houston and the City of Paris. Together, this delegation facilitated a dense week of programming that connected officials representing both cities, global corporates with offices in Paris, French universities, plus local startups, and startup development organizations.

Participation in the delegation enabled Halliburton Labs to make many new connections with local entrepreneurs in addition to government and university officials who serve the startup community.

A few highlights include an Interstellar Lab facility tour, which highlighted the journey of a compelling scale up company that rethinks agriculture for Earth and beyond. Along with the Partnership, Halliburton Labs worked to build a day at Station F to showcase startup technologies. Station F is the largest startup hub in Europe with thousands of entrepreneurs who rotate through facility resources housed in a refurbished train station owned and supported by local billionaire entrepreneur Xavier Niel. Our time there highlighted the incredible entrepreneurial community and innovation that local universities and energy partners like TotalEnergies support. Additionally, we joined with the Rice community, including past university President David Leebron, Dean Rodriguez of Rice Business and Rice University President and Halliburton Labs Advisory Board member Reggie DesRoches, as they celebrated the opening of the Rice University Paris Center, the first international outpost for Rice.

We forged new connections and strengthened existing ones through these experiences for the benefit of our Halliburton Labs’ participant companies and to accelerate the future global energy system.”

“As a participant of the delegation representing Halliburton Labs and the Houston startup community, we saw firsthand the benefits of the Partnership’s work in making meaningful connections across multiple stakeholder groups. Their efforts create a center of gravity to attract influential members of the community that would be challenging to replicate as any single organization.



VICE MAYOR PRO-TEM MARTHA CASTEX TATUM, RICE UNIVERSITY PRESIDENT REGINALD DESROCHES, FORMER RICE UNIVERSITY PRESIDENT DAVID LEEBRON AND COUNCIL MEMBER KARLA CISNEROS AT OPENING OF RICE UNIVERSITY PARIS CENTER



#1

U.S. CITY FOR
TECH JOB GROWTH

Dice

243K

HOUSTON TECH WORKFORCE

3RD

HOUSTON RANKING FOR
FASTEST GROWING TECH
ECOSYSTEM

Houston Exponential, PitchBook

BOLSTERING

Growth and Opportunity for Key Industries

REGIONAL DELEGATION BRINGS opportunity to highlight Houston as Life Sciences Hub on the West Coast

In June the Partnership led a delegation to San Diego for the BIO International Convention, one of the world's largest gatherings of leaders working to empower biotech innovators and their ecosystem. Throughout the convention, Houston created a trade show activation that highlighted the tremendous momentum happening in Houston's life sciences and biotech ecosystem. Through conversations at the activation, the Partnership team was able to capture interest from several companies wanting to learn more about Houston as a potential market in which to do business.

The Partnership recently completed work to develop a comprehensive strategy that will support the growth of our region's life sciences sector focused on three areas:

- Prioritizing life science segments including cell and gene therapy manufacturing, molecular diagnostics, and biologics drug development and manufacturing.
- Developing a robust workforce and education pipeline to address a projected gap for core healthcare occupations, plus so-called "true bio" jobs like scientists and lab techs.
- Positioning Houston's key life science assets in our marketing messages.

#2
HOUSTON RANK IN THE U.S.
FOR THE TOP 10 EMERGING
LIFE SCIENCE CLUSTERS
CBRE

138K
JOBS CREATED
Jan. '19 - Sept. '22



TMC INNOVATION

Member Perspective | Ann Tanabe

“BioHouston is a non-profit organization leading the effort to establish the Houston region as a global competitor in the life science industry.

Recently, BioHouston participated in a Partnership led delegation to the BIO International Convention in June 2022. Opportunities like this truly expand our organizational reach to a global audience and allow us to position Houston's life sciences ecosystem to industry leaders.

A prime example of why activities like these are impactful, during the convention, a representative of an Australia-based company visited the Partnership's activation highlighting the region's ecosystem. His organization, which already had a small footprint in Wisconsin, was looking to relocate. We were able to share more about the life sciences activity happening in Houston. After the convention, he came to Houston, which gave us an opportunity to showcase the innovative work and commercial developments in the region that he might not otherwise have considered. This is a prime example of the power of face-to-face conversations that the Partnership's support at BIO International facilitates. Activities like this are a critical step in the collaborative efforts to attract leading life sciences companies to our region.

Partnership members and the business community at large can reap substantial benefits when they participate in Partnership initiatives. I think the Houston metropolitan region has been able to demonstrate that we have something to meet everybody's needs, whether in The Woodlands, Pearland, Sugarland, Missouri City or within the city of Houston. Different areas of our community offer different strengths and options for mature companies, expanding enterprises and startups. From the life science community perspective, life science companies can gain access and exposure to a variety of industries including services,



Member Perspective

ANN TANABE,
CEO, BIOHOUSTON

energy, aerospace and healthcare, which creates a thriving cross-pollination effect when you bring these together as the Partnership does.

For example, spotting opportunities where life science companies can build manufacturing facilities or tap into our local talent base to build their teams. That's the kind of valuable knowledge our clients look to us to provide.

It's a resource and a community that benefits any business or organization. Being involved is the key – because the benefits expand with participation in initiatives like BIO International and other events that put Houston's climate of opportunity in the spotlight.”

Economic Development Ally Perspective | Danielle Scheiner

“The Conroe Economic Development Council (CEDC) has been actively involved with the Greater Houston Partnership since our inception in 1996 and we are proud to be a part of a regional organization that promotes economic development in Conroe as part of the greater Houston metropolitan area.

The Partnership understands that to succeed in economic development, we need to foster a strong, diverse economy, maintain a first-rate quality of place, and ensure equitable and inclusive opportunity for all our residents and businesses.

As an active partner in the Partnership's Houston Region Economic Development Alliance (HREDA) and the Regional Economic Development Advisory Committee, as well as participating in trade shows and missions with the Partnership from time to time, we have benefitted greatly from the relationships built with Partnership staff and regional partners, not to mention potential prospects.

Life Sciences has been identified as an important target industry that is primed for growth in Conroe and the region. This year, we had the opportunity to participating in BIO International in San Diego, which offered us the opportunity to interact with companies in the biotechnology, biomanufacturing and biopharma space.

We were able to make strategic connections with companies from all over the globe that already had an interest in the Houston region to aid our recruitment efforts. Conroe is becoming a strong market for life sciences, as well as traditional advanced manufacturing. VGXI, the first occupant of Conroe's 248-acre Deison Technology Park, is a manufacturer of plasmid DNA for vaccines and gene therapies.



Economic Development Ally Perspective

DANIELLE SCHEINER,
EXECUTIVE DIRECTOR, CONROE ECONOMIC DEVELOPMENT COUNCIL

Our mission is to enhance the strength and stability of the greater Conroe economy through the support of existing industry and the attraction of manufacturing and service sector business which bring new capital and employment opportunities into the community. Stated simply, we are about jobs and capital investment.

Our involvement in the Partnership helps us to develop opportunities to attract jobs and capital investment. We have landed projects based on the leads that have developed through the Partnership or where the Partnership has served as a regional responder to a prospect lead. We can point to real results through capital investment and job creation from our involvement with the Partnership.”

“ For BioHouston, the work of the Partnership aligns with our mission to connect, convene and catalyze. Beyond simply connecting and getting to know one another, we are having conversations with regional allies that allow us to learn where growth is happening.



HOUSTON DELEGATION AT BIO INTERNATIONAL

“ The Partnership understands that to succeed in economic development, we need to foster a strong, diverse economy, maintain a first-rate quality of place, and ensure equitable and inclusive opportunity for all our residents and businesses.

PUBLIC EDUCATION

EXPANDING

Opportunity for Houston Students



ALDINE ISD HIGH SCHOOL GRADUATES

LEGISLATIVE WORK CONTRIBUTES to building a strong education system that is properly funded, accountable and equitably serves all students in the region.

Strengthening education systems at all levels of learning has been among the Partnership's top priorities since its founding. Our efforts in this area have included working closely with leadership at regional school districts, higher education institutions and community colleges, and our elected officials to ensure all students have access to high-quality learning that equitably prepares them to enter the workforce.

For the past several Texas legislative sessions, school accountability reform has been part of the Partnership's work to strengthen our public education system and has seen positive progress due to our efforts and collaboration with leaders. For the 2021-22 school year, the Texas Education Agency's accountability ratings showed significant improvement in some of the region's largest school districts, signaling the work to enhance the state's accountability system through legislation is delivering positive outcomes for Houston-area students.



Member Perspective

RANDY BATES,
PRESIDENT,
ALDINE ISD SCHOOL BOARD

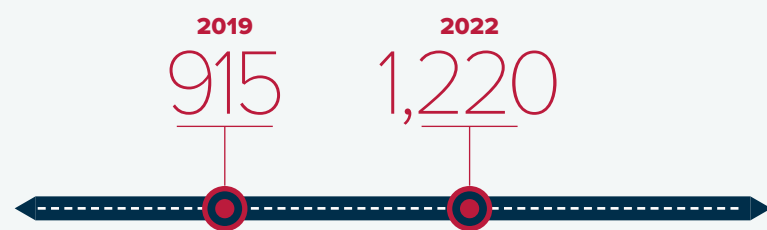
Member Perspective | **Randy Bates**

"The strength of Texas' economy is rooted in its skilled workforce, which fuels growth, prosperity, and innovation. For our state and local economies to continue to thrive, Texas needs to continually develop students into workforce-ready talent that can meet the labor needs of today as well as the future. This endeavor requires an understanding of how students are currently doing so that school leaders and policymakers are equipped with the knowledge to make smart decisions and sound investments.

Fortunately, Texas has a strong accountability system, which is critical for the continued success and improvement of Texas' public schools. Texas' accountability system establishes rigorous academic standards, measures student progress against those standards, and attaches consequences to the results. Our accountability system also provides clear, accurate, and timely information.

House Bill 22, the 2017 legislation that enacted Texas' current school accountability system, was passed with the support of a broad coalition of stakeholders, and notably, the Greater Houston Partnership. The Greater Houston Partnership's ability to organize effective advocacy and convene the business community around the goal of improving student achievement was invaluable."

METRIC / Increase number of students attending A&B rated schools



Numbers represent campuses with A or B rating in Metro Houston

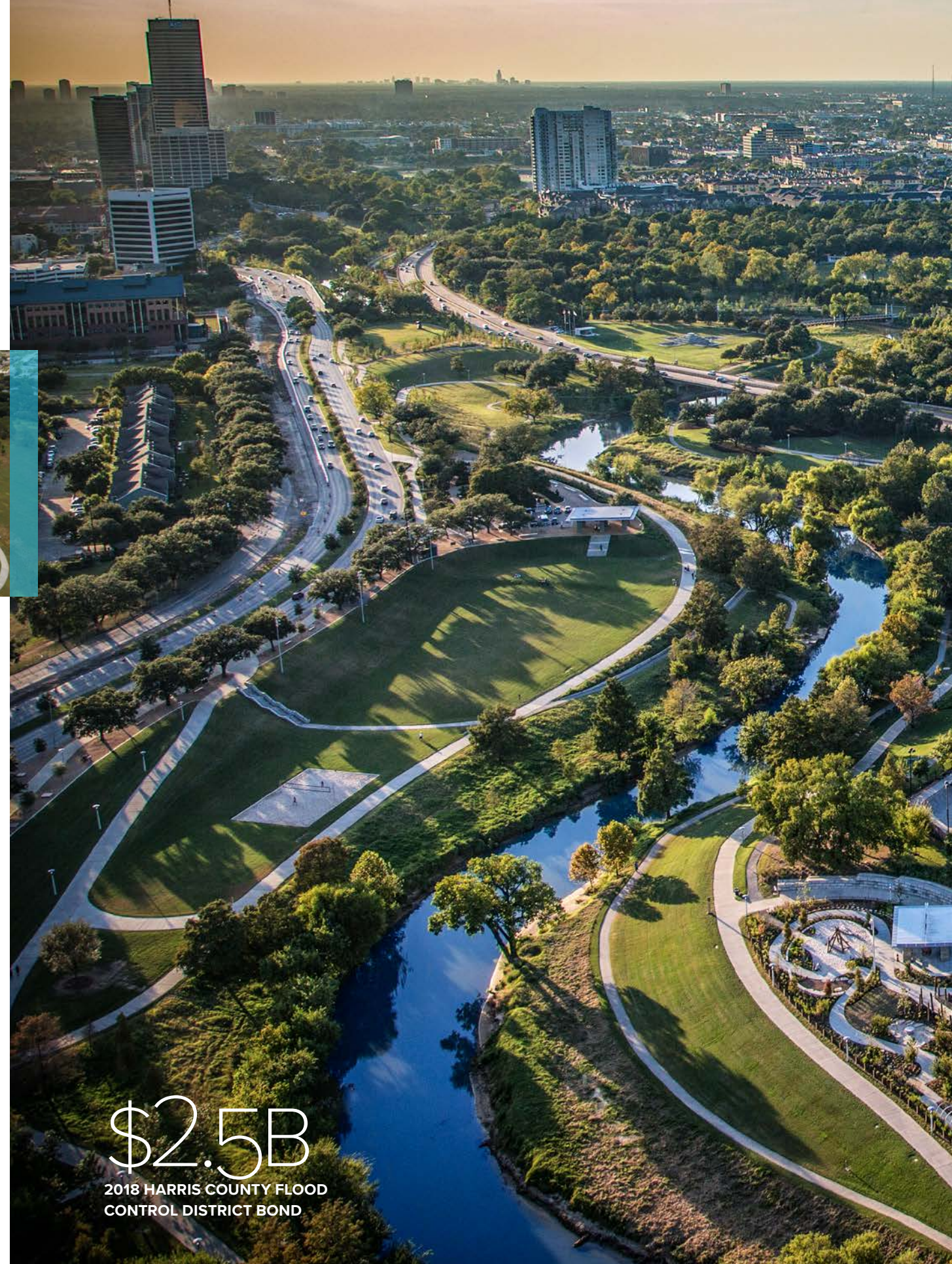
33%

**INCREASE IN A&B
CAMPUSES**

FLOOD MITIGATION AND RESILIENCY

FOSTERING

A More Resilient Region



LEGISLATIVE EFFORTS bolster flood mitigation funding and response

Houstonians enjoy a great quality of life with access to greenspace, hubs of arts, culture and international cuisine, however, there are a handful of both challenges and opportunities presented by resiliency and infrastructure where the Partnership has focused its efforts to improve quality of life for all Houstonians.

Hurricane Harvey and the preceding flooding events rapidly brought to the forefront the critical need to improve Houston's flood resiliency infrastructure. The Partnership played a leading role by building a data-driven case for the state to cover communities' unanticipated local match needs, while also advocating for the creation of the Flood Infrastructure Fund (FIF) to help communities become more resilient to future storms. As a result of establishing FIF, more than \$138 million in state funding has been spent on flood mitigation projects within the Partnership's 12-county region.

At the federal, state, regional and local level, the Partnership has prioritized our policy-related work to address much-needed infrastructure funding that supports flood recovery and mitigation, an issue that will remain at the top of our policy impact agendas for years to come.

In 2017, Hurricane Harvey devastated many Texans, particularly communities in Southeast Texas and the Houston region, and highlighted the need to make drastic improvements to an already-delicate flood zone in our state.

Both Gov. Greg Abbott and the Texas Legislature recognized this as a priority, and we got to work heading into the 2019 legislative session on proposals to spur many of these much-needed improvements.

#11

HOUSTON RANKING
IN AMERICA'S
BEST CITIES

Resonance Consultancy

\$2.5B

2018 HARRIS COUNTY FLOOD
CONTROL DISTRICT BOND

“ Through various discussions on this important issue, the Greater Houston Partnership brought together the business community, which has provided data-driven insights related to ensuring this region of our state continues to thrive despite the potential for future floods and the impact that such events could have on Texans and businesses here.



Elected Official Perspective

SPEAKER DADE PHELAN, SPEAKER, TEXAS HOUSE OF REPRESENTATIVES

Elected Official Perspective | Speaker Dade Phelan

“My team and I worked hand-in-hand with communities impacted by Harvey, including the Greater Houston Partnership, to identify potential mechanisms for improving our state’s recovery and response to future flooding events.

Through our work together, the Legislature in 2019 passed landmark legislation transforming how our state responds to and recovers from future floods by addressing the issue of flood control and investing in mitigation planning and projects. The Legislature also appropriated \$2 billion toward Harvey-related recovery efforts and earmarked several hundred million dollars in additional state funding for flood infrastructure projects.

Some of our work in 2019 has already paid off: The Flood Infrastructure Fund, created by legislation I spearheaded in the Texas House, has been a critical component of various projects in Jefferson and Orange counties that will be essential as the state continues to plan for future flood events.

Through various discussions on this important issue, the Greater Houston Partnership brought together the business community, which has provided data-driven insights related to ensuring this region of our state continues to thrive despite the potential for future floods and the impact that such events could have on Texans and businesses here.

We are grateful for all kinds of perspectives that help inform our policy-making process. And, thanks to input from groups such as the Greater Houston Partnership, our state is now better positioned to respond and recover from future disasters in a cooperative fashion for years to come.

As I often say though, there’s more work to be done. And the Texas House is already studying various issues related to flood mitigation and infrastructure funding during the interim so that we can hit the ground running on making even more improvements to these important issues when the Legislature reconvenes in January.”



\$1.238B
ACTIVE OR COMPLETED PROJECTS DEDICATED TO FLOOD MITIGATION IN 12-COUNTY GREATER HOUSTON REGION

\$138M
STATE FUNDING SPENT FROM FLOOD INFRASTRUCTURE FUND

METRIC / Houston's Position in The Economists Global Livability Survey (U.S. Ranking)

#13 2020 RANKING **#19** 2022 RANKING **#7** 2025 GOAL

While this metric dropped from its position of #13 in 2020, the decrease reflects improvement in the scores of other cities, not a decline in Houston's quality of life. Houston's score improved in past 12 months.

Source: The Economists Intelligence Unit

ONE HOUSTON TOGETHER

BUILDING

Peer Community to Strengthen DEI Efforts

One Houston Together is a data-driven effort of 100+ businesses, institutions, and nonprofit organizations

One Houston Together is the Greater Houston Partnership's commitment to leverage the power of the business community to reduce inequities. Progress through One Houston Together depends on collective action by the business community to drive change in two priority areas: increase racial equity in the corporate talent pipeline as well as board leadership and grow spending with Minority Business Enterprises.

In 2021, the Partnership completed the first-ever regional Equity & Inclusion Assessment to develop a baseline for how businesses and organizations are progressing. With the results of the assessment serving as a guide for where the most impact could be made, One Houston Together created:

- A Talent Roundtable and Supplier Diversity Roundtable to convene Houston-region C-suite and senior leaders to share best practices, offer peer learning, and set regional indicators of progress. The two roundtables hosted 10 convenings.
- Launched the first Houston Buyer Cohort with 13 companies committed to set time-bound goals to increase spending with Houston-region MBEs.
- Developed a comprehensive Minority Business Enterprise (MBE) Economic Impact Report with Houston Minority Supplier Development Council to demonstrate impact of MBEs and opportunities for growth.
- Develop case studies to amplify Houston-region learning and best practices in talent advancement and supplier diversity.
- Hosted two Chief Purchasing Officer convenings to leverage local expertise and drive action of our region's decision makers.

\$14B

**ECONOMIC ACTIVITY
GENERATED BY
CERTIFIED MINORITY
BUSINESSES IN THE
HOUSTON REGION**

Member Perspective | Karen White

"Frost is proud to participate in One Houston Together's two roundtables focused on Talent Resources and Supplier Diversity. We chose to participate in One Houston Together to better understand the Global Diversity, Equity & Inclusion Benchmarks (GDIEB) tool and how it will be used in the Houston Region. Frost is committed to attracting top talent as we expand here in Houston. So, better understanding how our region attracts more qualified, diverse talent, how Houston is reskilling and upskilling current employees, and how the area is preparing our future workforce are critical in bringing the best employees to Frost. We are very interested in learning from the members of the Supplier Diversity Group regarding their programs, spend and goals.

Being involved in One Houston Together is quite valuable to Frost because the effort provides us data on inclusion and diversity in our region, as well as tools on how to measure our efforts and access to an exceptional network. Our company also gets the opportunity to contribute to building a more diverse and inclusive Houston.

While we are still determining how best to share our data and evaluating the type of programs we would like to bring to Frost, we know that it's critical that the programs and initiatives align with and be informed by our core values and mission. That said, I appreciate the data provided and the speakers that share their programs and initiatives through the One Houston Together roundtables that help us think through processes, programs and initiatives. Also, a major responsibility of my position is to build relationships in all of the Regions we serve and One Houston Together provides that opportunity.

Being involved with One Houston Together has had a positive impact on both me and Frost. Again, the data and information shared is very valuable, as we enhance our Core Work Values of Integrity, Caring and Excellence and our inclusive Culture with the DEI&B lens. I've also invited our Houston Region HR representatives to join the Talent Resources Group, so that they can be aware of what's happening on the talent front in Houston.

I believe Partnership members and the business community can benefit from the data, knowledge and expertise of the speakers offered through One Houston Together. The Partnership is offering us the opportunity to contribute to our great city and it's a wonderful chance to expand one's network."



Member Perspective

KAREN WHITE
CHIEF DIVERSITY AND
INCLUSION OFFICER,
FROST BANK

“ Being involved in One Houston Together is quite valuable to Frost because the effort provides us data on inclusion and diversity in our region, as well as tools on how to measure our efforts and access to an exceptional network. Our company also gets the opportunity to contribute to building a more diverse and inclusive Houston.

\$8.5B

**GDP CONTRIBUTION BY CERTIFIED
MINORITY BUSINESSES**

70.5K

JOBS SUPPORTED BY MBES

Member Perspective | Lynn Buckley

“Community engagement is important to Baker Hughes and our ESG and DEI pillars. What we’ve found with One Houston Together is an opportunity to better understand the areas where we can provide support to the local community and how we can be positive part of the growth happening in our region.

On a personal level, my family and I relocated to Houston in 2019 and quickly began to look for opportunities to engage in the community in a meaningful way. Frankly the history and dynamic culture found here is not something easily replicated in other cities. Through my involvement in One Houston Together, I’m afforded a bird’s eye view of Houston’s incredible diversity, the opportunity that affords us, and what’s to come for the region.

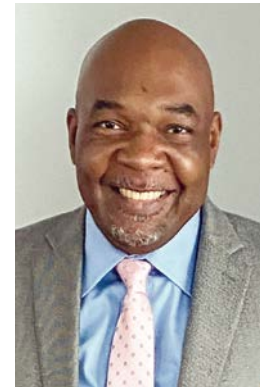
As Baker Hughes’ supplier diversity program expands, we are constantly looking for new methods of measuring the impact of our purchasing practices on the businesses we work with. We want to better understand how the products and services we’re buying are

helping grow our partner companies. Through our participation in the Equity & Inclusion Regional Assessment, we were able to see impact data by zip code, which has been a missing piece in this type of analysis. We are excited to participate in the assessment in 2023 to see how our efforts are advancing.

Baker Hughes continues to expand our DEI activities, from internal targets to customer expectations and further to program-specific goals such as supplier diversity. We are constantly refining our efforts based on the needs identified in the communities where we operate. One Houston Together provides us much-needed data and feedback to help us make the required adjustments to have an impact on the community and DEI spaces.

A phrase that I use from time to time is “iron sharpens iron” and within the One Houston Together cohort that I am part of, that is exactly what happens. We have a wide range of companies working together in hopes of not only expanding the impacts of our diverse buying activities but also better understanding outcomes. Some companies’ programs have traveled further down the road than others. This allows for us to see challenges, brainstorm via lessons learned and to work as a group toward possibly solutions. This is driven by the work OHT does to put the right teams in a room together to solve tomorrow’s challenges in our local community and DEI spaces.

I am pleased Baker Hughes has furthered our involvement with OHT and the initiatives available. We were quickly able to identify areas that we needed to further evaluate, and also appreciate that we are on track in others. Programs like OHT provides the support and safe space for important questions to be asked and a wealth of knowledge available for sharing. There are many companies seeking this type of guidance and OHT can hopefully help them in ways of starting, continuing or stabilizing their journey.”



Member Perspective

LYNN BUCKLEY
 SUPPLIER DIVERSITY & BUSINESS
 DEVELOPMENT SOURCING LEADER,
 BAKER HUGHES



ONE HOUSTON TOGETHER ROUNDTABLE GATHERINGS

“ Through my involvement in One Houston Together, I’m afforded a bird’s eye view of Houston’s incredible diversity, the opportunity that affords us, and what’s to come for the region.

HOUSTON DIVERSECITY SUMMIT

CREATING

New Pathways to High Demand Roles

APPRENTICE NETWORKING EVENT



APPRENTICESHIP NETWORK UNITES leaders to scale programs that achieve an equitable economic recovery

Launched in fall 2021, the Greater Houston Apprentice Network brings together leadership from major employers, the public sector, community colleges, non-profit training providers, and apprenticeship intermediaries, to scale up apprenticeship programs in new industries across the Greater Houston area to better prepare the workforce of tomorrow.

UpSkill Houston played a critical role in convening founding members of the Greater Houston Apprentice Network marking another milestone in the nationally-recognized workforce development initiative's history.

GREATER HOUSTON APPRENTICESHIP NETWORK FOUNDING MEMBERS
Accenture
Amazon Web Services
Aon
Dow Chemical
Texas Mutual Insurance Company
The University of Texas MD Anderson Cancer Center
Worley





Member Perspective

MARY BETH GRACY
HOUSTON OFFICE
MANAGING DIRECTOR,
ACCENTURE

Member Perspective | Mary Beth Gracy

“At Accenture, we are working to build a diverse, future-skilled workforce inside our company and across our community. Partnering with UpSkill Houston has accelerated our efforts to mobilize at scale in the Houston community as we pursue creating pathways to digital economy jobs and sustainable careers for historically overlooked groups.

When Accenture and Aon joined forces to launch The Greater Houston Apprentice Network (GHAN) in 2021, we got significant support from Upskill Houston who provided a platform, reach, forums, and contacts for stakeholders in the education community, as well as for interested employers. With collaboration with Upskill Houston, Accenture and Aon can help other employers in Houston and beyond, including clients and peer companies, create well-structured, professional apprenticeship programs based on the best practices we’ve established in our own successful models.

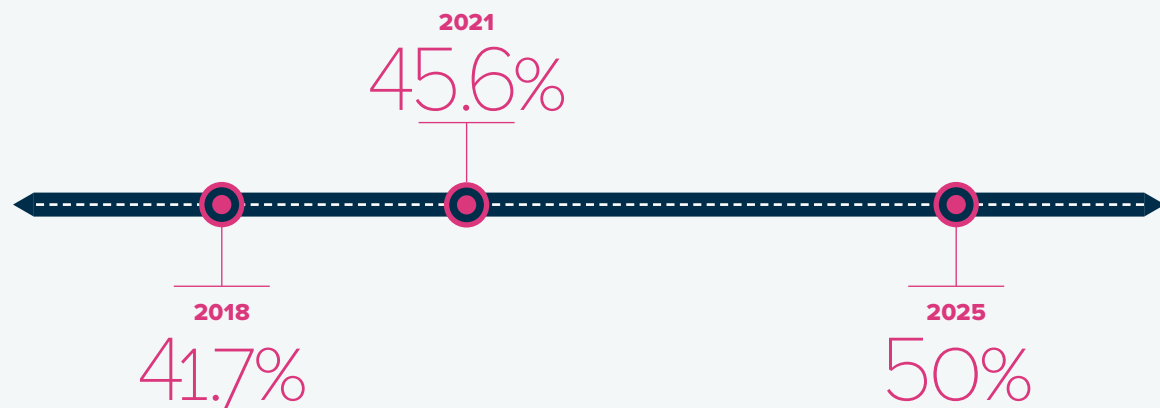
Houston is a growing market with a wealth of diverse untapped talent. The combination of technology acceleration, automation, and COVID-19 has resulted in a disproportionate impact on workers who were already at risk of being left behind and their circumstances impacted severely because of the pandemic—including those without four-year degrees, as well as racial and ethnic minorities.

At Accenture, we believe that apprenticeship programs create new career pathways for non-traditional hires and re-skill those whose jobs have been or will be disrupted. We want to expand and equip the workforce to meet future needs and tap into new talent sources, so we originated an apprentice program at Accenture focused on digital skills and technical roles and founded the Apprenticeship Network along with Aon to expand our impact in the Houston community.

We are grateful for our relationship and continued partnership with Upskill Houston. We look forward to continuing to grow our programs within our companies and across Houston.”

“Our mission aligned perfectly with the focus Upskill Houston has to marshal the collective action of employers, educators, and community leaders to strengthen the talent pipeline needed to connect all Houstonians with good careers that increase their economic opportunity and mobility.

METRIC / 50% OF THE 25-34 YEAR OLD POPULATION WITH A CERTIFICATE OR DEGREE BY 2025



Source: U.S. Census Bureau, American Community Survey



Member Perspective

DAWN SPREEMAN-HEINE
CPCU, CIC,
MANAGING DIRECTOR
COMMERCIAL RISK SOLUTIONS,
AON

Member Perspective | Dawn Spreeman-Heine

“Aon and Accenture, with the support of the Partnership, founded the Greater Houston Apprentice Network (GHAN). Our newfound connection to the Partnership and UpSkill Houston and UpSkill partners has been a springboard for the founding and growth of GHAN.

Aon’s participation in the work of expanding Apprenticeships in the region began in 2020. Aon Houston became one of the expansion cities for the great work being done by Aon, Accenture and Zurich, who founded the Chicago Apprentice Network. As the nation’s most diverse large city, we were empowered to work to advance diversity, equity and inclusion for our local talent, opening up pathways to professional careers to more candidates in greater Houston.

We have engaged with UpSkill Houston employers to talk about Apprenticeships in roundtable events, GHAN network events, at local symposiums, and one-on-one to encourage companies to join GHAN. A few of our GHAN Founding Partners are also UpSkill Houston members and we are eternally grateful for their support! GHAN and our Founding Members help create a vision for employers wanting to hire Apprentices into their own organizations, laying out the pathway and the steps to creating their own Apprentices programs.

Employers with a desire to improve their ability to attract and retain diverse talent and learn more about Apprenticeships would benefit from joining UpSkill Houston to collaborate with like-minded employers committed to workforce development. The Partnership and UpSkill Houston have also supported our growing network of local employed Apprentices, not only at Aon and Accenture, but our other GHAN employer members. Part of professional development is growing your professional network and developing a sense of inclusivity and the connections these new Apprentices are making through the support of UpSkill Houston and GHAN is invaluable.

The impact that this work has made upon Aon locally is very positive and quickly expanding. We have now hired 15 Apprentices into our new program in the past 12 months. Their presence has boosted the energy and engagement of our colleagues who are excited to welcome our new Apprentices to our office, and the Risk and Insurance profession. While the roles they were

“We partnered with the Partnership and UpSkill Houston because of our shared vision, passion and commitment to advancing our workforce to meet the needs of the future, while fostering diversity and inclusion within companies.

hired for are entry level, all can lead to fulfilling professional careers at Aon. The excitement they share with us, every day, is infectious. It has had a marked impact on the diversity in our local office and through the last five years of work by the Chicago Apprentice Network, we have seen a notable improvement in colleague retention. It has also opened up opportunities for new manager training for colleagues who want to move into management. They manage an Apprentice and get management training from our senior managers along the way.

This work has had a great impact on me professionally. Apprenticeships answers serious talent need we have in our businesses, one that was created long ago when as a society we began requiring four-year degrees. As a long-time career professional, that never made sense to me. I have always felt we were missing out on some really great talent, just because a candidate did not have a college degree. We have many, many amazing professionals in our industry that did not have a degree when they started out, many years ago, so it does my heart good to see this movement taking shape. Plus, we seriously need the help in all industries! I am excited and encouraged about the future for these new career professionals and the organizations that choose to brave this new path forward.”

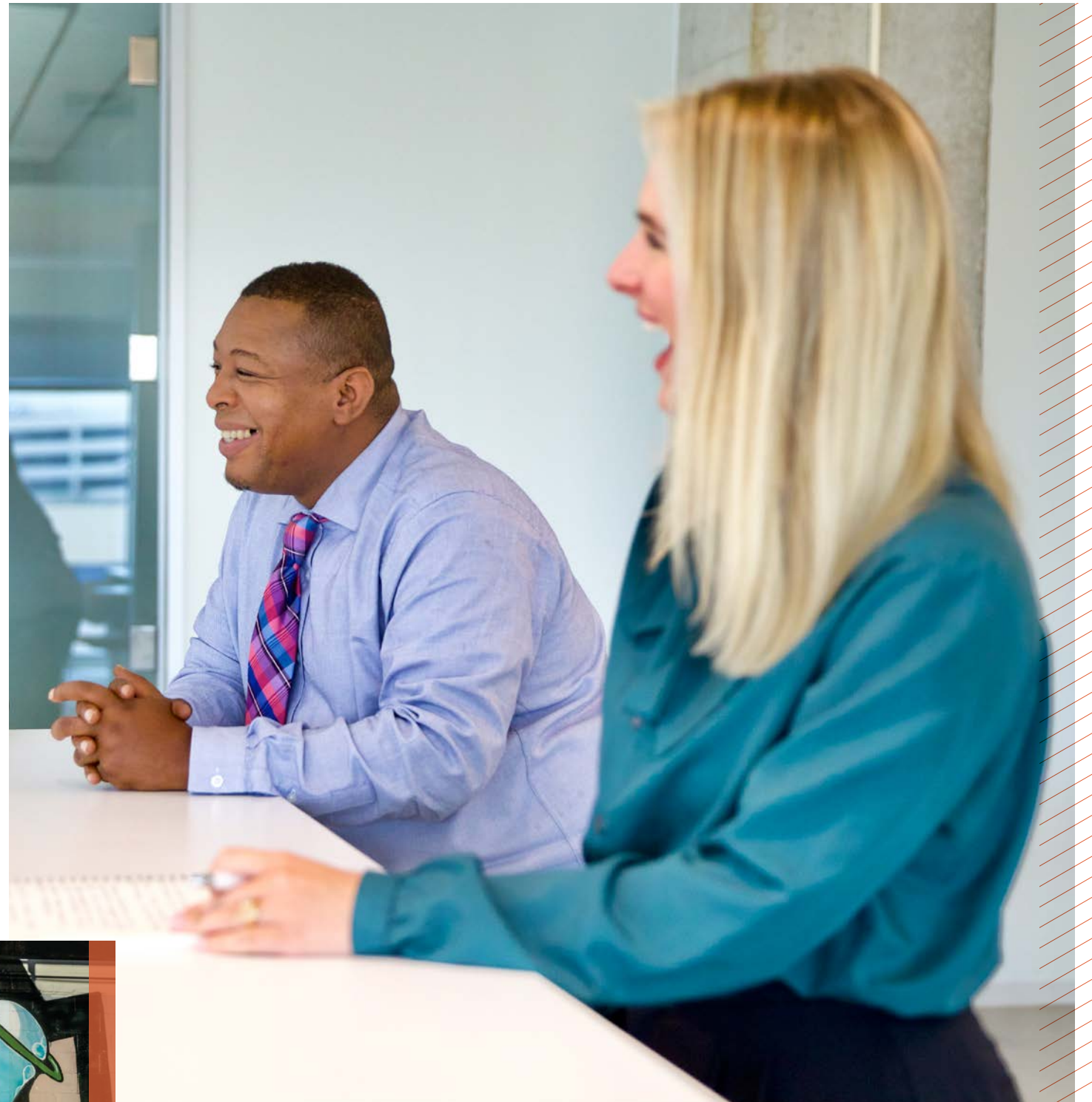
HOUSTON BACK ON TRACK

GETTING Houston Back on Track by Advancing Careers

Initiative offers pathways for fulfilling occupations and strengthens the greater Houston workforce

The post-pandemic climate calls the region to address the specific workforce gaps created by COVID-19's impacts in order to fuel the workforce needs of our key industries.

To meet this need, UpSkill Houston established Houston Back on Track, designed to be a sustained, strategic catalyst in building Houston's talent pipeline with a focus on bridging workforce needs in the region's key industries including health care, energy 2.0, and manufacturing among others serving as a key coordinator between displaced workers, community organizations, educators and employers.



1,300

JOBSEEKERS REFERRED TO
COMMUNITY PARTNERS FOR CAREER
COACHING AND JOB TRAINING

Since July 2022



METRIC / Median Household Income*

2018
\$65,394

2021
\$70,893

Source: Partnership calculations based on U.S. Census Bureau data
*NOMINAL DOLLARS



HOUSTON BACK ON TRACK CONNECTS QUALITY JOB SEEKERS TO EMPLOYERS AND ASSISTS THEM ALONG THE WAY.

THIS SEGMENT SPONSORED BY HOUSTON BACK ON TRACK & GREATER HOUSTON PARTNERSHIP



Member Perspective | Regina Mellinger

“Partnering with Houston Back on Track has enabled Primary Services to elevate this commitment and reach those most in need of resources to rebuild their future, leading to economic prosperity and a skilled workforce across the greater Houston area.

One of the most joyful rewards of the recruiting and staffing industry is not only connecting people with opportunities for career success but also facilitating their journey in achieving lifelong professional and personal dreams. This dedication to the whole person and maximizing each individual’s potential is the foundation upon which Primary Services was founded in 1988.

As a full-service agency, we focus on providing Houston Back on Track candidates with resources that lead to technical skill development, enhanced confidence and long-term economic mobility. Our approach features equity and inclusion initiatives that equip candidates with enhanced skills pivotal to their success while elevating the applicant pool for employers. To provide the most robust candidates possible, our team offers candidates resume review sessions, virtual hiring events, interview preparation and extensive access to Houston’s top companies.

8,600 ACTIVE USERS

21%

IDENTIFY AS SPANISH SPEAKERS

Houston Back on Track Website



Employer Perspective

REGINA MELLINGER
FOUNDER, OWNER AND PRESIDENT,
PRIMARY SERVICE

Houston Back on Track and the Greater Houston Partnership are providing Primary Services with fruitful avenues to build pathways for fulfilling occupations that strengthen the greater Houston workforce, particularly for customer service representative roles that lead to career ladders in the retail and new energy sectors. Through our partnership, we are developing a customized testing platform that will vet qualified candidates for target employers and match them with the most relevant roles based on designated criteria. This advanced technology will streamline the sourcing process, saving hiring managers and candidates time and money searching for the right fit. By appropriately matching talented candidates with pertinent job opportunities, candidates flourish and businesses thrive.

Houston Back on Track provides an opportunity for Primary Services to directly influence our community by inspiring and educating those who compose it. It is our privilege to partner with Houston Back on Track to provide tools that develop the whole person through meaningful work and equip them with the possibility to make their professional dreams a reality.”

“With a robust member network and evolving workplace needs, partnership with Houston Back on Track has transformed the feasibility for employable Houstonians to achieve their career goals by utilizing our trainings and personalized skill development resources.”



HOUSTON ENERGY TRANSITION INITIATIVE

The Greater Houston Partnership is dedicated to strengthening Houston's position as the Energy Capital of the World. The economic vitality and growth of our region's economy is inextricably tied to the energy industry, and the industry is changing rapidly to meet growing global energy demand while simultaneously lowering emissions. The Partnership's Houston Energy Transition Initiative (HETI) builds on the best of traditional energy skills and systems to leverage Houston's industry leadership to accelerate global solutions for an energy-abundant, low-carbon future.

WITH DECISIVE ACTION TO LEAD ENERGY TRANSITION, HOUSTON COULD GAIN UP TO

560K

JOBS

To achieve this strategy, HETI has established sector-specific working groups to advance areas where Houston has a strategic advantage. Active working groups include:

- **CCUS:** Focused on identifying and removing barriers to CCUS deployment in Houston.
- **Hydrogen:** Led collaborative effort to assess the economic potential and environmental impact of clean hydrogen to Houston - resulting in the whitepaper, "Houston as the epicenter of a global clean hydrogen hub."
- **Capital Formation:** Identified opportunities to fund the energy transition by bringing capital to Houston and growing Houston's energy finance market resulting in the whitepaper, "Perspective on the Energy Transition Capital of the World Houston's Opportunity to Win by Catalyzing Capital Formation."
- **Industry Decarbonization:** Developing a unified narrative and shared vision for Houston to lead industrial decarbonization and providing a forum to accelerate decarbonization across the energy value chain.

THANK YOU HOUSTON ENERGY TRANSITION INITIATIVE (HETI) MEMBERS

- Baker Hughes
- Bechtel
- bp
- Chevron
- Calpine
- CenterPoint Energy
- ConocoPhillips
- Dow
- ExxonMobil
- Hess
- HFI Global
- LyondellBasell
- Plains All American Pipeline
- Wood
- Shell
- Sunnova
- Oxy
- NRG
- Schlumberger
- TC Energy

Investors as of 11/11/2022

“ HETI’s goal is to drive sustainable and equitable economic growth in the Greater Houston region as we create value from the world’s transition to low-carbon energy systems. Two of Houston’s greatest strengths are its diversity and the willingness of Houstonians to come together to tackle big challenges. It is the combination of these strengths that will ensure our continued economic success through the transition.

— **Bobby Tudor**
Chair, Houston Energy Transition Initiative
CEO, Artemis Energy Partners
Retired Founder and CEO, Tudor, Pickering, Holt & Co.



JANE STRICKER & BOBBY TUDOR AT FUTURE OF GLOBAL ENERGY CONFERENCE



\$10M+

INVESTED IN HOUSTON-AREA UNIVERSITIES FOR ENERGY TRANSITION*

*Since HETI launch

60+

ENERGY TRANSITION STARTUPS LAUNCHED OR RELOCATED TO HOUSTON*

*Since HETI launch

ADVANCING Energy Transition Leadership

Strong partnerships position HETI as vital part of Houston’s energy transition journey

The Houston Energy Transition Initiative (HETI) is a coalition of industry, academic and community partners working together to ensure the long-term economic competitiveness and advancement of the Houston region as leaders of the global energy transition.

Through the sector-specific working groups, this core group of Partnership members are leading the effort to an energy abundant, low carbon future on behalf of the industry. Additionally, HETI's climate equity initiative will develop a framework for effective community-based research meant to facilitate mutually beneficial relationships between corporate climate action and communities impacted by the transition.

Member Perspective | Jim Gable

“Entering its second year, the Greater Houston Partnership’s Houston Energy Transition Institute (HETI) is poised to be a vital part of the energy industry’s next chapter.

For decades, Houston has been the global engine of energy innovation and growth. Its success is driven by a deep pool of engineering and industry talent, world-class university expertise, growing startup community, committed energy companies and vast energy infrastructure. The region is well-positioned to lead in the industry’s evolving effort to deliver new and lower carbon solutions to meet society’s growing energy needs while strengthening the region’s global competitiveness.

HETI seeks to drive sustainable and equitable economic growth in the Greater Houston region by leveraging technology, policy and market initiatives to enable a lower carbon energy future for all. This ambition aligns with Chevron's own aspirations. Chevron is one of the world’s leading integrated energy companies. We believe affordable, reliable and ever-cleaner energy is essential to achieving a more prosperous and sustainable world. To advance our lower carbon strategy, we are focused on lowering the carbon intensity in our operations while growing new, lower carbon businesses. We know that advancing these ambitions depends on innovation and collaboration – in big ways and small.

In big ways: Chevron and its partners plan to develop the Bayou Bend Carbon Capture and Sequestration hub, near Houston, which seeks to be one of the first offshore carbon dioxide storage projects in the U.S. Chevron is also among a dozen companies that have joined the Houston CCS Alliance. Companies in the Alliance have extensive operations in the Houston area and are committed to emissions reductions. Collectively, we have many of the necessary skills and expertise to make the region a leader in carbon capture and storage.



Member Perspective

JIM GABLE
PRESIDENT, CHEVRON
TECHNOLOGY VENTURES

“ We believe that the collaboration and innovation envisioned by the Greater Houston Partnership and HETI will be key to the region’s ability to create, commercialize and scale revolutionary technologies, building on the Houston region’s strengths and further cementing the Houston region’s competitive standing in the future energy system.”

In small, impactful ways: In partnership with HETI and a host of partners - including Greentown Labs, Halliburton Labs, The Ion Houston, and the Rice Alliance for Technology and Entrepreneurship - the organization I lead, Chevron Technology Ventures (CTV), supported the Energy Transition Ventures Day pitch contest at Innovation Agora/CERAWeek in March 2022. The overall winner, Texas-based analytics startup Parasanti, ultimately joined CTV's Catalyst Program, an initiative to support early-stage companies providing breakthrough technology solutions to the global energy industry.

With CTV’s more than two decades of accessing early-stage external innovation, that we would participate in Ventures Day was never in question. Supporting the communities where we operate is a core Chevron value. A Greater Houston Partnership member since 1913, Chevron is committed to building the innovation ecosystem in Houston.

At Chevron, we look to the future of energy with optimism, as energy is essential to human progress. We intend to be a leader in efficient and lower-carbon production of traditional energy while growing the lower-carbon businesses that will be a bigger part of the future. We see HETI as a critical partner in further developing the Houston innovation ecosystem to lead the evolution to a lower-carbon energy system.”

Member Perspective | **Juliana Garaizar**

“The Greater Houston Partnership was instrumental in bringing Greentown Labs to Houston. From organizing our CEO Emily Reichert’s exploratory meetings during her first visit to Houston at CERAWeek three years ago to the mission of key Houston stakeholders to Greentown in Boston to organizing several fundraising trips, hosting a VIP reception with the Mayor and our official expansion announcement at the George R Brown Convention Center.

Greentown Labs became a Partnership member after expanding to Houston and now participates in the Energy 2.0 Committee, which our CEO now chairs and is occasionally hosted at Greentown. When the Partnership launched the Houston Energy Transition Initiative (HETI) in 2021, Greentown jumped at the opportunity to be engaged in this work and has participated in their Ventures Pitch Day at CERAWeek in the Future of Global Energy conference as well as their Industry Decarbonization Roundtables.

Greentown felt it was important to expand our involvement with the Partnership by also participating in HETI as a way to give back to the Partnership and its ecosystem for all the help they provided in bringing us to Houston. Our Chief of Staff Lara Cottingham is a member of the HETI Advisory Board and I am involved in the Capital Formation working group. Both of these engagements have been valuable for our team and for the work to advance energy transition in Houston.



Member Perspective

JULIANA GARAIZAR
HEAD OF HOUSTON INCUBATOR
AND VP OF INNOVATION,
GREENTOWN LABS

Greentown Labs finds great value in the roles that the Partnership and HETI play in workforce transition, capital formation, engaging with universities and highlighting and attracting Energy 2.0 companies to Houston perfectly complement Greentown’s role in connecting its startups with these key stakeholders. As a convener, HETI’s role is instrumental in the energy transition in Houston, a mission that both HETI and Greentown Labs share.”



Our members' continued
investments support our mission
of making Houston greater.

Thank you for your commitment.



GREATER HOUSTON
PARTNERSHIP

Making Houston Greater.

713-844-3678 | MEMBER.ENGAGEMENT@HOUSTON.ORG

PARTNERSHIP TOWER

701 Avenida de las Americas, Suite 900 Houston, TX 77010

AUSTIN | BRAZORIA | CHAMBERS | FORT BEND | GALVESTON | HARRIS
LIBERTY | MONTGOMERY | SAN JACINTO | WALKER | WALLER | WHARTON