



2020 Diversity Annual Report



Letter from Larry Culp & Mike Barber

Building a world that works for everyone



With nearly 174,000 employees serving customers in more than 170 countries, GE is an inherently global company. We know that building a world that works requires us to build the best team, one that brings diverse perspectives to make us more competitive and creates value for our customers, shareholders, and employees.

2020 presented challenges on many fronts, including further highlighting one of the most pervasive challenges globally – systemic inequality. As the pandemic worsened, existing inequalities only deepened. At GE, we are committed to building a more diverse workforce and a more inclusive workplace by focusing on transparency, accountability, and community.

TRANSPARENCY

This Diversity Annual Report provides a snapshot of our people and practices that are at the heart of our progress. At GE, we are on a lean journey, an operating philosophy rooted in the Toyota Production System and focused on kaizen, Japanese for continuous improvement. We are scaling lean company-wide with an eye towards operational and financial impact and lasting culture change. Lean reaches well beyond manufacturing to all areas of our company including diversity. The foundation of continuous improvement is looking at the data. This is an essential step to determine root cause and develop action plans that lead to sustainable change. To that end, our report today transparently shares our diversity data. We recognize that this data only covers two dimensions of employment diversity – global gender and U.S. race and ethnic minority. This is the beginning of a journey to improve the depth

and breadth of our diversity data, and we expect to include a more extensive data set over time.

ACCOUNTABILITY

Reviewing the data, we are not satisfied with where we are today, including representation of race and ethnic minorities among our executive ranks. It is clear we have work to do and as with any business imperative, accountability is key to achieving progress.

Driving meaningful change starts with exceptional leadership. To accelerate progress on our diversity priorities, we made intentional organizational leadership changes in 2020. Earlier this year, we created the role of Chief Diversity Officer (CDO) for GE and a CDO was named for each GE business. The CDO positions were created to help keep our company accountable to our diversity initiatives. Each business CDO is tasked to work with the CEOs and their leadership

teams to ensure diversity is integrated in the business rhythms, not run as a separate initiative. We worked hard to find leaders who know how to drive accountability and achieve results while also coming from a variety of functions and backgrounds to enhance our collective perspectives.

Collectively we are developing and driving key performance indicators (KPIs) for diversity and inclusion for each GE business. These KPIs are tracked and owned with the same level of operational rigor as our operating KPIs and are no less important.

COMMUNITY

We are firm believers in the importance of fostering community, within our own company and the local communities where our employees, customers, and their families live and work. Internally, we're proud to have been an early leader in the creation of strong Employee Resource Groups (ERGs)

nearly 30 years ago. These groups accelerate development through mentoring, learning, networking, organizing outreach and service activities, and addressing challenges that are important to their members and the company through targeted initiatives. To add support and leadership, last year, we named senior executive sponsors for each group.

A highlight from 2020 for both of us was participating in the African American/Affinity Forum (AAF) Virtual Symposium that brought together more than 1,000 AAF members from 25 countries for conversations around strengthening advocacy for diverse talent, fostering community, and accelerating the development of AAF members and allies. It was clear from the sessions that our employees want to be part of the change and their energy and commitment is invigorating.

In addition to our ERGs, we also launched the CDO Council, bringing together our business CDOs and HR diversity leaders to share best practices and drive new levels of connection and accountability across the Company.

Recognizing that education is an important driver towards economic inclusion, the GE Foundation announced more than \$1.5 million (USD) in grants in 2020. These grants help create more equitable access to opportunities for STEM education as well as help to remove financial barriers for minority-owned businesses to participate in training (e.g., cyber security and lean) so they are positioned to compete for business with larger enterprises.

We believe strengthening our community externally and internally will help create sustainable change.

MAKING PROGRESS

As we move forward in 2021, we are strengthening our focus on accountability, transparency, and community by expanding our diversity strategy to include mitigating bias in our talent processes; growing engagement in our ERGs globally; expanding our understanding and collection of our diversity data globally; and further developing and promoting allies and sponsors. As a company, we look to improve every day, every quarter, and every year. That includes being motivated to demonstrate progress in diversity and inclusion.

We are deeply committed to practicing greater humility, transparency, and focus as we rise to the challenge of building a world that works for everyone.

In 2020, GE turned 128 years old. A company cannot last 128 years unless it celebrates innovation and embraces the diversity of thought needed to solve the world's biggest challenges. This has been core to who we are from our founding days.

Thomas Edison is best known as the inventor of the modern light bulb, but Edison was only one of several people trying to illuminate people's homes and lives at the time. Lewis Latimer was an African American whose patents and other inventions (most notably his work on carbon filaments) made light bulbs last longer. Edison hired Latimer in 1884, and he quickly became a key member of Edison's team. Eight years later, Edison co-founded GE.

Edith Clarke, the first woman to receive a master's degree in electrical engineering at MIT, joined GE, becoming the first woman professionally employed as an electrical engineer in the U.S. During her 26 years with GE, she made significant contributions to long distance power transmission and in 2015, was elected into the National Inventors Hall of Fame. That spirit of inclusion, collaboration, and innovation has continued to be a part of the GE culture.



*Left Image: Lewis Latimer (Credit: Queens Borough Public Library)
Right Image: Edith Clarke (Credit: SWE Archives, Walter P. Reuther Library, Wayne State University)*

We believe that the work we do at GE is fundamental to a world that works. Together with our customers, the GE team keeps power flowing, planes flying, and hospitals operating. These aren't small tasks, but for every challenge that seems daunting there's an opportunity to rise to it. That's something we've come to know a thing or two about over the last century and something we will do again in the face of inequality.

We are deeply committed to practicing greater humility, transparency, and focus as we rise to the challenge of building a world that works for everyone.




H. LAWRENCE CULP, JR.
Chairman & CEO, GE




MICHAEL J. BARBER
Chief Diversity Officer, GE

GE's 2020 Workforce Representation Data



GE IS A TRULY GLOBAL COMPANY:



Sixty-eight percent of our employees are based outside of the United States and our workforce represents nationalities from more than 170 countries.

Over the past three years, the GE Board of Directors has undertaken significant refreshment efforts to look for fresh perspective, diversity of thought, and the right experience for GE. Of our 11 Directors, eight are new to the Board since 2017, including five from underrepresented identities.

The data shared is representative of GE's workforce as of December 31, 2020*, and covers two dimensions of diversity: global gender and U.S. race and ethnic minority. We see this as the beginning of a journey to improve the depth and breadth of our diversity data. In the future this might include self-identified data types such as sexual orientation, disability, and military service.

GENDER: all gender data is global.

HISPANIC/LATINX: the term Hispanic refers to communities with Spanish-speaking origins. Latinx is a broader term that includes anyone of Latin American origin. In this report, we have chosen to use Hispanic/Latinx to be inclusive of both communities.

LEADERSHIP: encompasses the top 1.5% of all active employees.

MULTIRACIAL: a standalone category in our data that represents a person who identifies as "two or more races" as categorized by U.S. government reporting standards.

PROFESSIONAL: accounts for all active non-production employees.

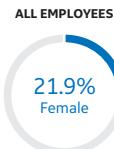
RACE/ETHNICITY: all race/ethnicity data is U.S.-only.

ROUNDING: all percentages have been rounded to the nearest tenth.

* Data for December 31, 2020 was extracted on February 10, 2021

GE

GLOBAL DATA

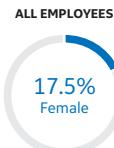
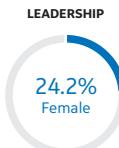


UNITED STATES DATA

	ASIAN	BLACK / AFRICAN AMERICAN	HISPANIC / LATINX	AMERICAN INDIAN / ALASKAN NATIVE	NATIVE HAWAIIAN / PACIFIC ISLANDER	MULTIRACIAL	TOTAL RACE & ETHNIC MINORITY
Leadership	11.1%	3.4%	3.4%	0.2%	0.1%	0.7%	18.8%
Professional	12.1%	4.4%	5.0%	0.2%	0.1%	1.5%	23.4%
All Employees	8.7%	6.8%	6.5%	0.3%	0.2%	1.6%	24.1%

GE Aviation

GLOBAL DATA



UNITED STATES DATA

	ASIAN	BLACK / AFRICAN AMERICAN	HISPANIC / LATINX	AMERICAN INDIAN / ALASKAN NATIVE	NATIVE HAWAIIAN / PACIFIC ISLANDER	MULTIRACIAL	TOTAL RACE & ETHNIC MINORITY
Leadership	6.4%	3.9%	3.4%	0.5%	0.0%	0.2%	14.5%
Professional	7.4%	4.7%	4.2%	0.2%	0.1%	1.3%	17.8%
All Employees	5.1%	6.3%	5.3%	0.3%	0.1%	1.2%	18.4%

GE Capital

GLOBAL DATA

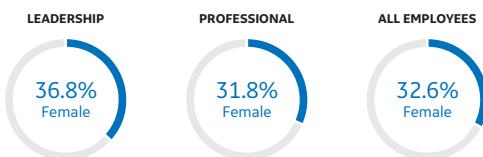


UNITED STATES DATA

	ASIAN	BLACK / AFRICAN AMERICAN	HISPANIC / LATINX	AMERICAN INDIAN / ALASKAN NATIVE	NATIVE HAWAIIAN / PACIFIC ISLANDER	MULTIRACIAL	TOTAL RACE & ETHNIC MINORITY
Leadership	11.5%	2.5%	3.3%	0.0%	0.0%	0.0%	17.2%
Professional	12.6%	3.7%	3.4%	0.3%	0.2%	1.2%	21.5%
All Employees	11.6%	5.6%	3.6%	0.3%	0.2%	1.1%	22.4%

GE Corporate*

GLOBAL DATA



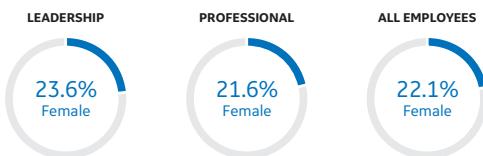
UNITED STATES DATA

	ASIAN	BLACK / AFRICAN AMERICAN	HISPANIC / LATINX	AMERICAN INDIAN / ALASKAN NATIVE	NATIVE HAWAIIAN / PACIFIC ISLANDER	MULTIRACIAL	TOTAL RACE & ETHNIC MINORITY
Leadership	14.2%	2.3%	1.4%	0.0%	0.3%	0.9%	19.1%
Professional	24.4%	4.3%	4.2%	0.2%	0.1%	1.9%	35.1%
All Employees	22.6%	4.5%	4.9%	0.2%	0.1%	1.8%	34.1%

* Corporate also includes GE Research, International Markets, Global Operations, and Digital employees.

GE Digital

GLOBAL DATA



UNITED STATES DATA

	ASIAN	BLACK / AFRICAN AMERICAN	HISPANIC / LATINX	AMERICAN INDIAN / ALASKAN NATIVE	NATIVE HAWAIIAN / PACIFIC ISLANDER	MULTIRACIAL	TOTAL RACE & ETHNIC MINORITY
Leadership	22.7%	1.5%	0.0%	0.0%	0.0%	1.5%	25.8%
Professional	34.6%	1.8%	3.7%	0.3%	0.1%	1.3%	41.6%
All Employees	34.5%	1.9%	3.6%	0.3%	0.1%	1.3%	41.7%

GE Gas Power

GLOBAL DATA



UNITED STATES DATA

	ASIAN	BLACK / AFRICAN AMERICAN	HISPANIC / LATINX	AMERICAN INDIAN / ALASKAN NATIVE	NATIVE HAWAIIAN / PACIFIC ISLANDER	MULTIRACIAL	TOTAL RACE & ETHNIC MINORITY
Leadership	12.0%	3.1%	2.6%	0.0%	0.0%	0.5%	18.3%
Professional	11.6%	6.2%	5.8%	0.1%	0.1%	1.5%	25.3%
All Employees	8.3%	7.8%	6.4%	0.2%	0.1%	1.4%	24.3%

GE Healthcare

GLOBAL DATA



UNITED STATES DATA

	ASIAN	BLACK / AFRICAN AMERICAN	HISPANIC / LATINX	AMERICAN INDIAN / ALASKAN NATIVE	NATIVE HAWAIIAN / PACIFIC ISLANDER	MULTIRACIAL	TOTAL RACE & ETHNIC MINORITY
Leadership	14.6%	2.9%	5.1%	0.0%	0.0%	1.6%	24.1%
Professional	13.1%	3.6%	5.5%	0.3%	0.1%	1.6%	24.3%
All Employees	10.5%	6.4%	7.3%	0.3%	0.2%	2.0%	26.7%

GE Power Portfolio

GLOBAL DATA



UNITED STATES DATA

	ASIAN	BLACK / AFRICAN AMERICAN	HISPANIC / LATINX	AMERICAN INDIAN / ALASKAN NATIVE	NATIVE HAWAIIAN / PACIFIC ISLANDER	MULTIRACIAL	TOTAL RACE & ETHNIC MINORITY
Leadership	7.8%	3.9%	7.8%	0.0%	0.0%	0.0%	19.6%
Professional	8.2%	3.5%	4.9%	0.2%	0.1%	1.8%	18.6%
All Employees	6.3%	8.4%	4.5%	0.3%	0.1%	1.5%	21.1%

GE Renewable Energy

GLOBAL DATA



UNITED STATES DATA

	ASIAN	BLACK / AFRICAN AMERICAN	HISPANIC / LATINX	AMERICAN INDIAN / ALASKAN NATIVE	NATIVE HAWAIIAN / PACIFIC ISLANDER	MULTIRACIAL	TOTAL RACE & ETHNIC MINORITY
Leadership	7.0%	9.3%	4.7%	1.2%	0.0%	0.0%	22.1%
Professional	9.2%	4.0%	8.0%	0.2%	0.1%	1.4%	22.9%
All Employees	6.3%	10.2%	11.7%	0.5%	0.3%	1.7%	30.9%

Meet Our Business Chief Diversity Officers

Joe Allen

GE Aviation



Mark Ortiz

GE Capital



Neenu Sharma

GE Digital



An experienced finance professional with a passion for his community, Joe joined GE in 1989 as part of GE's Financial Management Program. He has held several progressive financial leadership roles across many GE businesses. He served on the GE Corporate audit staff and helped pioneer GE's shared service organization, Global Operations. As Chief Diversity Officer for GE Aviation, Joe leads the creation and implementation of the business's diversity program and establishes institutional accountability and methods for measuring progress.

Mark is the Chief Diversity Officer and Global FP&A Leader for GE Capital. In his FP&A role, Mark is responsible for leading the GE Capital FP&A team's execution of global financial activities for the business. Mark joined GE 29 years ago and has served in roles of increasing responsibility with GE Corporate and GE Capital. He brings his leadership experience to the role of Chief Diversity Officer, where Mark leads efforts to conceptualize, develop, assess, and cultivate diversity, inclusion, and equity efforts throughout the organization.

In her 13 years with GE, Neenu has held various marketing and sales roles and has worked on projects globally in Germany, Brazil, and the Middle East. She has a great track record of working across the organization to achieve important results. Neenu serves as GE Digital's Chief Diversity Officer and acting Chief Marketing Officer. In her community, Neenu also serves on an equity squad that works with the local school's administration, teachers, and parents to promote the needs of minority students.

WHY ARE INCLUSION AND DIVERSITY IMPORTANT FOR YOUR BUSINESS?

"In my experience, I have seen that diverse and inclusive teams drive better outcomes. When we can encourage our colleagues to comfortably bring their full selves to work and help them to unlock their passion, we create more comprehensive solutions."

WHAT INSPIRED YOU TO TAKE ON THE ADDED RESPONSIBILITIES OF CDO?

"Coming from Bolivia and having lived and worked in South and North America, Europe, and Asia, I've seen and experienced first-hand the impact that diversity and inclusion, or lack thereof, can have on a team/organization and its culture. A diverse organization that embraces inclusion and equity has a culture of constant learning, a culture of empathy, and most important, a culture of respect for all. These attributes accelerate our ability to reach our full potential. Driving progress on diversity, inclusion, and equity is not just about doing the right thing, but it is good for business, our community, and our employees. I am honored to help drive these efforts across the business."

WHY ARE INCLUSION AND DIVERSITY IMPORTANT FOR YOUR BUSINESS?

"At GE Digital, we often talk about the power of teams and how inclusive and diverse teams are best equipped to solve our customers' problems worth solving.' Our inclusion and diversity efforts are focused on creating a culture of belonging for all employees so that teams can unleash their creativity and innovate breakthrough outcomes for customers."

Tanya E. Spencer
GE Gas Power

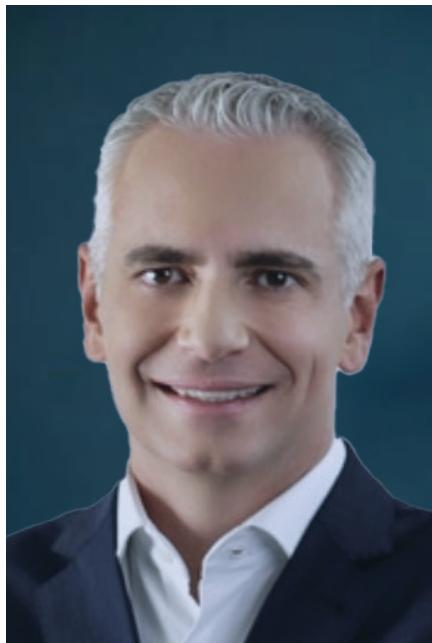


Tanya joined GE 28 years ago with a degree in electrical engineering and a passion for strategy development. She has excelled in driving results and inspiring teams from GE Oil & Gas in Nigeria to GE Gas Power in Atlanta. Tanya is well-versed in implementing growth strategies; she sparks change that positively impacts business outcomes. Tanya serves as Chief Diversity Officer for GE Gas Power and the Accelerated Leadership Program Manager for GE Corporate, GE Gas Power, and GE Power Portfolio.

WHAT GIVES YOU CONFIDENCE IN GE'S PROGRESS ON INCLUSION AND DIVERSITY?

"My first interaction with GE, as a company, was with a recruiter who was visiting my alma mater, Tuskegee University. The fact that they were at Tuskegee, a Historically Black University & College, demonstrated the commitment to diversity. After joining the company, I was able to participate with the African American/Affinity Forum, which provided development and leadership opportunities, networking, and mentoring, which were instrumental to my career growth. While we lost some of the focus over the past few years, we have done diversity well in the past and will do it again."

Luiz Verzegnassi
GE Healthcare



Luiz brings more than 25 years of experience to his dual role as President and CEO of GE Healthcare Services and Chief Diversity Officer for GE Healthcare. Luiz oversees the development and execution of GE Healthcare's service offerings and operations globally. He also establishes goals and priorities related to inclusion and diversity and provides leadership to achieve those goals in partnership with HR, senior leadership, and Employee Resource Groups. Luiz is a passionate leader with a reputation for delivering results and developing talented teams.

WHY ARE INCLUSION AND DIVERSITY IMPORTANT FOR YOUR BUSINESS?

"Culture is one of our top business priorities and inclusion acts to strengthen our winning culture. We believe that diversity comes to life in our business by fostering a culture in which everyone is respected and heard. Our vision at GE Healthcare is to be a place where every voice makes a difference and every difference builds a healthier world."

Darion Jeralds
GE Power Portfolio – Hitachi Nuclear



As Strategic Sourcing Leader for GE Hitachi Nuclear Energy, Darion manages commercial sourcing operations, leads materials planning strategy, and develops supply chain initiatives to lower costs and drive continuous improvement. As Chief Diversity Officer, he also uses lean to drive strategies that ensure diversity in the workforce, while fostering a culture of inclusion. Darion has served in various sourcing leadership roles for GE Corporate and GE Power. He is a proven leader with a reputation for delivering results.

WHY ARE INCLUSION AND DIVERSITY IMPORTANT FOR YOUR BUSINESS?

"Inclusion and diversity are important for GE Hitachi because we depend on the brightest talent, the strongest teams, and the best ideas to achieve our mission of delivering carbon-free power to the world. We value the innovation and creativity that is generated through the collection of diverse perspectives and we are committed to building teams that reflect the communities around us. We also believe that by fostering an environment of respect, acceptance, and belonging, we will deliver better outcomes for our customers."

Alma Batista

GE Power Portfolio – Power Conversion



As Chief Information Officer for GE Power Conversion, Alma leads the business's information technology organization in delivering beneficial and secure technology solutions. She drives strategy and implementation while also supporting professional growth and development of her team. She is a strong leader who delivers results, which are valuable qualities that Alma brings to her additional role as the Chief Diversity Officer for GE Power Conversion. Alma joined GE 23 years ago and has served in roles of increasing responsibility with GE Capital, GE Energy, and GE Power Conversion.

WHAT GIVES YOU CONFIDENCE IN GE'S PROGRESS ON INCLUSION AND DIVERSITY?

"Two things: First, that we understand that this is a challenging problem that does not have a quick and simple solution. It's important that we appreciate the level of effort that must go into building sustainable change. Second, the amount of support within the organization to do this work. So many people have come forward with their ideas, wanting to be part of the solution."

Allison Pineau-Good

GE Power Portfolio – Steam Power



As Chief Compliance Officer for GE Steam Power, Allison is a key voice of integrity, ensuring laws and GE's Spirit & Letter are respected. Her focus is on preventing issues (awareness trainings, communications, and embedded controls), detecting when mistakes happen, and responding quickly. She provides leadership, domain expertise, and partners with multiple stakeholders across the business. As Chief Diversity Officer Allison leads the creation and implementation of the business's inclusion and diversity program and establishes institutional accountability, policy equity, and methods for assessing progress.

WHAT INSPIRED YOU TO TAKE ON THE ADDED RESPONSIBILITIES OF CHIEF DIVERSITY OFFICER FOR YOUR BUSINESS?

"Having lived abroad more than half of my life, I live, breathe, and experience a different culture daily. Being a Chief Diversity Officer means being an ambassador of all cultures and origins and knowing when to advocate for necessary, meaningful, and sustainable change."

Deborah Parker

GE Renewable Energy



As Quality and Reliability General Manager for Onshore Wind at GE Renewable Energy, Deborah is responsible for driving and maintaining process improvement through impactful action plans and workouts. As Equality Leader for GE Renewable Energy in the Americas, Deborah partners with leadership and people managers to create and implement initiatives around ensuring a diverse workforce and fostering a culture of inclusion. Deborah has extensive experience in operating roles, building quality management systems, and business transformation.

WHAT INSPIRED YOU TO TAKE ON THE ADDED RESPONSIBILITIES OF EQUALITY LEADER?

"I believe that diversity in the workplace results in many benefits to the company and the brand. Promoting diversity demonstrates a value for individuality within the organization, a recognition that every person can contribute with different, creative, and new ideas and solutions."

Michael J. Barber

Chief Diversity Officer, GE



Mike is the Chief Diversity Officer for GE. In this role, Mike leads GE's diversity strategy to drive sustainable change with an added focus on driving leadership accountability and metrics, building an inclusive culture, and reinvigorating inclusion and diversity learning and mentoring. Mike joined GE in 1981 and, prior to his role as GE CDO, he served as GE Officer and President and CEO of GE's Molecular Imaging and Computed Tomography (MICT) business. Additionally, Mike was the first leader for GE's strategy on global health, called healthyimagination, to improve the quality, cost, and access to care by 15% or more on a global basis. During his career, Mike held a variety of roles in engineering, operations, and product management.

WHY DID YOU TAKE ON THE ROLE OF CHIEF DIVERSITY OFFICER FOR GE?

"After spending over 39 years at GE, being in engineering, operations, and leading a business for the last several years, I had decided it was time for me to retire. Then, with everything that transpired in 2020, especially in the U.S., I was intrigued when Larry Culp was clear that he wanted somebody who had more of an operational background for the role. Larry wanted inclusion and diversity to be embraced, understood, and driven in the same way business leaders approach other priorities. So, when he approached me to see if I would be interested in helping him make that transformation in the company, I understood the real opportunity this was to make GE better. It's something worthwhile that I wanted to be a part of and decided to postpone my retirement."

Getting Better: Using Lean to Become More Diverse & Inclusive

GE's commitment to accelerating our lean transformation extends to our diversity efforts. At the core of a lean mindset is problem solving and getting to the root cause of a challenge. With that in mind, we have approached our diversity data through a lean lens.

A fundamental part of problem solving is simply defining the problem in a transparent way with data. Good problem solving creates a marketplace for the truth – it is about putting the good and the bad on the table and looking at it all. Only by applying a data-based, questioning lens can you understand the real problem and what it is you have to improve. Once you define the problem and get to the root cause, you can identify actions to close the gap and sustain improvements.

Here are two examples of how GE businesses are using lean and problem solving for inclusion and diversity challenges.

GE RENEWABLE ENERGY: IMPROVING THE HIRING RATE OF BLACK AND AFRICAN AMERICAN TALENT

GE Renewable Energy set out to improve recruitment and hiring rate of Black and African American talent in the United States. They leveraged Kaizen, a lean approach for identifying and implementing the necessary changes. A kaizen event involves everyone – managers and workers alike.

The business assembled a team of 12 people – including current Black and African American employees, hiring managers, and employees from Human Resources. They immersed themselves in a kaizen event for two weeks.

The team created a value stream map (VSM) to visualize all the steps currently followed during the external recruiting and hiring process. VSMs increase the visibility to different flows, like information, people, and equipment, to help uncover waste and inefficiencies. The VSM highlights areas for improvement and leads to an action plan. The team identified eight opportunities for further kaizen that impact hiring, including: a lack of diverse candidates, a lack of recruiting strategies specific to Black and African Americans, and a lower ratio of diverse interviewers.

Next, the team prioritized those opportunities and turned them into action plans. The actions to close the gap include creating standard pipelining and recruiting strategies for future open roles, and training people leaders on strategies to attract more diverse candidates. These kaizen opportunities will be implemented over the course of the year to change the way we recruit and hire.

GAS POWER: FOCUSED PRIORITIES SETTING AND KAIZEN

GE Gas Power's cultural mission is clear: build a safe, winning, and inclusive culture where every employee is treated with respect and dignity every day. Inclusion and diversity play a central role in being successful.

Looking at inclusion first, the team is focused on defining the leadership behaviors and practices needed to foster dignity and respect, implementing learning and development programs that focus on unconscious bias,

crucial conversations, allyship, empathy, and improving the performance management process to drive accountability.

In the area of diversity, lean is helping the business identify areas that drive the most improvement. For example, value stream mapping and problem solving identified three focus areas to grow gender and underrepresented minority representation in the business: development, hiring, and attrition.

For development, the team found that most movement into executive leadership occurs through promotion, but the business needs to grow the pipeline of diverse talent. For hiring, the business is refreshing the processes to increase visibility to more women and underrepresented minority candidates in the interview process. Finally, for attrition, the business will apply lean methodologies to dig deeper into understanding gaps in the existing talent pipeline.

GE Gas Power is in the early days of this effort and will spend time in 2021 digging deeper into these areas to determine the most effective path forward, but starting with the data to identify gaps has given them a solid footing to work from.

*Representation goals are not hiring quotas. All GE job openings are filled by qualified candidates, based on the merit and attributes of individuals considered as a **whole**. This includes experience/background, education, skills, and competencies.*

Meet Our Employee Resource Groups



For nearly 30 years, GE's Employee Resource Groups (ERGs) have added value to our colleagues and businesses by helping to engage and develop the diverse talent needed to build a world that works. These are communities built on common backgrounds and experiences that welcome all employees to learn, connect, advocate, and foster a sense of belonging. Currently, there are seven company-wide ERGs and further expansion is expected in 2021.

AFRICAN AMERICAN/AFFINITY FORUM (AAF)

The AAF has a deep-rooted history and culture within GE as the oldest ERG. Born out of activism, the AAF was founded on the principle of community, attracting, promoting, and developing diverse talent in America and across GE's global operations. As the group evolves from awareness and allyship to advocacy, they remain committed to driving transformative growth.

ASIAN PACIFIC ALLIES & FRIENDS (APAF)

APAF was founded to support GE's Asian Pacific Islander (API) employees and offers global education, mentoring, and networking opportunities to grow leadership abilities. The group promotes the value of the API community and works closely with API students interested in pursuing GE careers.

DISABILITY ADVOCACY NETWORK (DAN)

The DAN's mission is to provide support and resources that enable people with disabilities, their families, and allies to connect and thrive. With nearly 2,000 members, DAN raises awareness and fosters a sense of inclusion in our communities through events, education, and advocacy efforts.

HISPANIC FORUM (HF)

The HF is committed to creating an inclusive environment where Hispanics can thrive and become a culture catalyst for GE and our communities, through promoting Hispanic heritage, showcasing Hispanic talent and value, and enabling strong networks and alliances across ERGs. HF draws upon the talents and passions of its members to explore and share Hispanic culture, elevating important conversations on social and economic issues, as well as community support.

PRIDE ALLIANCE (PRIDE)

The Pride Alliance is welcoming of employees who identify as part of the lesbian, gay, bisexual, transgender, queer, asexual, and intersex (LGBTQAI+) community and their allies. The group raises awareness around LGBTQAI+ issues and provides support and advocacy for creating inclusive work environments. The Pride Alliance promotes GE's commitment to developing LGBTQAI+ talent and engages in meaningful conversations with senior leadership.

VETERANS NETWORK (VN)

Building on GE's strong commitment to military veteran recruitment and development, the Veterans Network was established in 2009 to make GE an employer of choice for veterans, reservists, and guardsmen. The Veterans Network creates a GE community of veterans and veteran leaders to support and encourage the career development and growth of all members.

WOMEN'S NETWORK (WN)

The WN was created in 1997 to attract, develop, inspire, and retain female professional talent. It is all about growth. It exists for the women working at GE to cultivate their leadership skills, business practices, personal contacts, and career opportunities. By engaging and developing their membership in areas such as technology, operations, and commercial roles, they are promoting growth leaders who will ensure both their career success and GE's growth as a company.

Celebrating Employee Acts of Service

Throughout 2020, our employees and ERGs continued to find safe ways to volunteer in the communities where they live and work. Here are some examples:



SHIVAM PAUL

GE Healthcare

At the onset of COVID-19, Shivam found herself navigating the responsibilities of work, family, and homeschooling all within the same 24 hours. As a way to wind down every night, Shivam and her son started making cloth faces masks and donating them to nurses and doctors at the Intensive Care Unit at VCU Hospital and Henrico Doctors' Hospital, both in Richmond, Virginia. Shivam also helped with many direct requests from doctors, friends, and colleagues; she found herself making things like N95 mask covers, masks with wires, masks to tie, masks to insert a filter, and more.

[Read more ▶](#)



TANJU BAYRAMOGLU

GE Gas Power

In addition to his role at GE Gas Power, Tanju is a maker. When COVID-19 hit, Tanju connected with other makers, found resources on how to build personal protection equipment (specifically face shields), and helped mobilize efforts. He launched Atlanta Beats Covid (ABC), an online resource for those looking into face shield building and for general information on what people can do to support professionals affected by COVID-19 in the Atlanta, Georgia area. Over eight months, ABC helped deliver more than 70,000 pieces of PPE to the community.

[Read more ▶](#)

Taking Steps Towards Greater Economic Inclusion

In summer of 2020, GE announced it would take action to drive sustainable change with real impact on diversity and inclusion. Most recently, we announced the allocation of \$1.5 million (USD) in grants from the GE Foundation to target education, one of the most important accelerators to economic inclusion.

HERE'S ARE THE HIGHLIGHTS OF THAT ANNOUNCEMENT:

Inclusion and Diversity Scholarships: The GE Foundation is funding scholarships, leadership development, and mentoring programs through contributions to four organizations: the National Society of Black Engineers (NSBE), the Jackie Robinson Foundation (JRF), Advancing Minorities' Interest in Engineering (AMIE), and the National Action Council for Minorities in Engineering (NACME).

The goal is to help diverse high school students pursue higher education in science, technology, engineering, and mathematics (STEM) fields. Some of the initiatives will focus in five cities with a strong GE presence – Atlanta, Georgia; Cincinnati, Ohio; Greenville, South Carolina; Milwaukee/Waukesha, Wisconsin; and Schenectady, New York – to connect students with GE employee volunteers.

The programs will help eliminate financial barriers for students to go to college and include immersive summer experiences to help them transition from high school to college. These scholarships and programs are expected to launch as early as spring 2021.

Improving Access for Minority Business Enterprises (MBEs):

The GE Foundation is supporting two innovative development programs with the National Minority Supplier Development Council (NMSDC). These programs are designed to prepare MBEs for contract opportunities with the U.S. government and corporations.



Pictured: GE employees at the 2019 SASE National Conference.

GE is supporting the creation of a cybersecurity program that aims to improve the MBEs' capabilities in a growing industry through the pilot of a first-of-its-kind cyber ready certification program. And through the NMSDC Online University, the Lean Supplier Capability Development Program will

provide licensed lean e-learning courses plus immersive action workout sessions facilitated by GE lean experts.

Together, these programs aim to help improve minority suppliers' ability to operate, be competitive, and win contracts. These scholarships and programs are expected to launch in spring 2021.

GE & SASE: A Partnership to Prepare & Grow Asian Heritage Professionals

GE's Asian Pacific Allies & Friends (APAF) ERG promotes the value of the Asian Pacific Islander Americans community through volunteering, educating, mentoring, and so much more. Under the pillars of recruiting and outreach, GE has long partnered with the Society of Asian Scientists and Engineers (SASE) to engage emerging professionals and build better leaders for tomorrow.

GE's relationship with the SASE dates back to 2010. The organization was founded just a few years prior to give Asian heritage collegiate students a way to connect with corporations to learn business and leadership skills. GE joined as a corporate partner, embracing SASE's focus of on-campus engagement and proactive top talent recruitment.



STANEY PULLOLICKEL

GE Capital

Staney has a long-standing relationship with the Senses Center, a non-profit daycare center in Dubai that offers physical, occupational, speech, and sensory integration therapies for special needs children. When COVID-19 hit, Staney wanted to help ensure that the children and staff who live and work at the center would have the resources they need. Coordinating over different social media apps, Staney and a core team of GE volunteers organized a virtual food drive for Senses.

[Read more ▶](#)



KARLA CHELI

GE Digital

Karla has been an active member of the São Paulo, Brazil chapter of GE Volunteers for over 20 years, leading projects and supporting efforts that aim to meet the critical needs of those in the community. One organization they support is Arsenal of Hope, a refuge for young males and adult men who may not have work, a home, food, their health, or family. The center serves 1,200 people daily, providing a welcoming place to rest, bathe, eat, and attend vocational courses. Karla and other GE Volunteers have been collecting and donating food, clothes, and hygienic products to Arsenal of Hope for years, as well as through the pandemic, when these products are needed more than ever.

[Read more ▶](#)



MIRIAM CALVO GASANZ

GE Renewable Energy

In Barcelona, Miriam, GE Renewable Energy's Senior Engineer of Program Management, and her colleague Roman Jimenez-Carmona, Mechanical Engineer for GE Renewable Energy's Offshore Wind business, felt the need to give back, even from home, as they noticed dwindling medical supplies, especially PPE.

Working with T-Print3D, they freed up two GE 3D printers for the greater maker network to create face masks and other PPE for medical workers and others in their community. Miriam and Roman also helped organize a donation drive through the local GE Volunteers chapter to provide resources needed to print PPE alongside the printers themselves.

[Read more ▶](#)

APAF's outreach and engagement with SASE have grown over the years; many GE volunteers support SASE events and programs on college campuses and in cities across the nation. They also attend SASE's annual national conference. One current and two former GE vice presidents serve on the SASE board of directors.

Building on the success of collegiate engagement, two years ago, SASE expanded to include professional development – specifically leadership training – for early to mid-career individuals. Professional development opportunities enhance employee retention. They also bring things full circle, as GE and SASE have found that early to mid-career individuals who are engaged play a critical role in the young talent recruitment process.

The GE/SASE partnership continues to flourish. In 2020, the SASE annual conference was held virtually, with more than 40 GE employees and six GE executives taking part in the three-day event. Attendees heard from external speakers, participated in breakout groups, and connected with influential leaders.

Building a Pipeline of Female Talent

Despite many well-intentioned efforts, careers in engineering, manufacturing, and IT remain dominated by men. Tackling the ongoing gender imbalance within the STEM community is important to bolstering the future for innovation through diverse teams and perspectives.



Pictured: GE Renewable Energy's John Harrison and his daughter (Left) and GE Digital's Joy Beddingfield and her daughter (Right) taking part in the 2020 Women's Network Virtual Run.

For the last 18 years, the GE Women's Network has been working with the Society of Women Engineers (SWE) to build a strong pipeline of female talent. Local hubs of the Women's Network hold fundraising events throughout the year, pooling money to fund as many \$5,000 SWE scholarships as possible. Awards are provided to female students who are studying, or will study, STEM at accredited U.S. universities. Scholars

also become part of GE's network; they are matched with a mentor within the company, invited to partake in professional development activities, and given line of sight to internship and employment opportunities.

Because of the fundraising in 2019, the GE Women's Network funded 15 SWE scholarships for the 2020-2021 school year. The scholars are SWE members who are incoming college freshmen right up to PhD candidates, and their fields of study include mechanical engineering, industrial engineering, materials science, and computer science.

When COVID-19 hit, the Women's Network abruptly halted its in-person fundraising events, including hub-wide dinners, trivia nights, leadership auctions, and luncheons. While disappointed, the local hubs quickly came together to discuss virtual options, determined to continue the SWE partnership and maintain their commitment to women pursuing degrees in STEM.

The group hosted two major, nationwide events in 2020. In the fall, the Women's Network Virtual Run put local hubs head-to-head in an athletic and fundraising competition that raised almost \$18,000. Later in 2020, the group hosted the Women's Network Leadership Auction, raising almost \$19,000 through an online silent auction.

We Are GE

Meet some of our GE colleagues who are rising to the challenge of building a world that works for everyone.



Angie Norman

Executive Lean Leader – Finance, GE

Angie shares more about her journey in math and science and advice for creating a more equal, enabled world [in this video](#).



Donovan Buckley

Senior Engineer, GE Research

Donovan shares his own journey and discusses the importance of representation [in this video](#).



Russell Stokes

President & CEO, GE Aviation Services and Chairman, GE Power Portfolio

Watch Russell reflect on a personal experience in remembrance of Dr. Martin Luther King Jr.



Jamie Pierce

*Executive Project Management,
GE Renewable Energy*

Jamie helps with some of the most complex projects for GE Renewable Energy and served in the U.S. Navy for 30 years, including 13 years of active duty as a helicopter pilot. [In this video](#), Jamie shares more about his own story and experiences, and discusses the importance of recruiting and hiring veterans.



Andrea Henriquez

Sales Manager, GE Healthcare

Andrea's family roots are in Columbia and [in this video](#), she shares how her Colombian heritage and the women in her life have helped shape her story and the way she works and leads her team.



Lauren Duncan

*Customer Technical Program Leader,
GE Aviation*

Lauren is an engineer with GE Aviation and also serves as the global transgender advocate for GE's Pride Alliance. Lauren shares her story [in this video](#).



Nackia Salmon

Senior Project Manager, GE Aviation

Read Nackia's story about her own incredible journey and how her passion project called My Story is helping others share their stories to shift hearts and minds.



Jonathan Metz

Lead Finance Systems Analyst, GE Hitachi

Jonathan shares his personal story of finding strength and purpose through his invisible and visible disabilities [in this video](#).



Tony Mathis

President & CEO – Edison Works, GE

Read Tony's story about how a fascination with aviation and engineering led him to join the Air Force and later lead GE Aviation's military systems business.



Josephine Chang

Deputy General Counsel, GE Capital

Josephine was born in Beijing and immigrated to the United States when she was 12. [In this video](#), Josephine shares more about her personal journey and how she found power in embracing her identity.



Building a world that works

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