



# GE Sustainability Highlights 2013





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## A Letter from Jeff Immelt

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To succeed as a global business, we need to help build the communities where we operate. We know this goes hand in hand with our ability to grow. At GE, we call this sustainability: aligning our business strategy to meet societal needs, while minimizing environmental impact and advancing social development.

Today's world is volatile and complicated. The world's population is on pace to reach 9 billion people by 2050. Three-quarters of those individuals will live in cities. And the middle class will soon include an additional 1 billion people from emerging economies. Demand is rising for improved infrastructure; reliable, clean and affordable energy; and high-quality and accessible healthcare.

This is where GE goes to work. As I outlined in my [shareowners letter this year](#), GE's strength lies in our ability to look at what the world needs, combine it with our belief in a better way and then drive to invent and build better futures for our customers and communities.

At GE, this sustainability approach is embedded in the way we work with employees, customers, suppliers and investors; the technology we create; and the philanthropic partnerships we support.

GE's business is fundamentally about people—great people, operating safely and with the highest standards of integrity and environmental protection, set our Company apart. The technologies we're developing,

particularly through our ecomagination and healthymagination commitments, are solving development challenges in ways that are practical, responsible and tailored to local needs. And finally GE's philanthropy, advocacy and employee volunteers are helping to make progress in communities around the world.

As in previous years, this report covers a wide range of topics, from greenhouse gas emissions and water use to revenues and supply chain audits. The bulk of the report is focused on how GE works to help solve problems for our customers and society through innovation and operational excellence.

As we work in 2014 and beyond, we are focused on minimizing our footprint while maximizing our impact—helping to solve some of the world's toughest challenges in infrastructure, transport, healthcare and energy.

A handwritten signature of Jeff Immelt in black ink, featuring a stylized 'J' and 'I'.

**Jeff Immelt**, Chairman and CEO, GE

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# Sustainability at GE

As a 130-year-old technology company, sustainability is embedded in GE's culture and our business strategy.



GE is helping to improve the way the world works.

We all know that the world faces significant challenges. For many, fuel, water, food and raw materials are already in short supply, yet the need and aspirations for more goods and services are growing. Communities need to **build** resilient infrastructure in order to prosper, as well as access infrastructure such as transportation that **moves** people and products, **power** that energizes them, and healthcare to **cure** people. All of this requires innovation to reduce cost (including the environmental cost), improve quality, and provide access to the products, services and jobs needed for a better life. These needs closely align with GE's business strategy, and working to solve some of the world's biggest challenges inspires our thinking and drives our actions. In our 2013 Sustainability Highlights, we describe our work to make a difference in the way we operate our business, in the marketplace, and through our broader involvement in society.

We have worked hard to "operationalize" sustainability at GE with all our functions. Sustainability is embedded in core initiatives such as ecomagination, healthymagination and our governance processes, and is led by teams with deep subject matter expertise. In 2012, GE formed a Sustainability Steering Committee

of leaders from human resources, environment, health and safety (EHS), communication, government and public policy, investor relations, ecomagination, the GE Foundation and the SEC reporting team to guide our strategy. Chaired by the Vice President of EHS, the group meets periodically to review stakeholder feedback, social trends and our reporting framework. These inputs are then reflected back into our programs and discussed with GE's executive management as needed.

We are mindful to provide progress updates in a simple, easy-to-use format. Again, we reached out to our stakeholders to gain their perspectives on how we might best convey our progress. Based on their responses, we have structured our content to reflect how sustainability is embedded in our core business strategy; in how we work, in the products we make and how we make them, and in the difference we make in communities around the world.

Our 2013 Sustainability Highlights are supplemented by the [GE Sustainability website](#), which details our ongoing programs in these areas, as well as our long-term goals and annual performance metrics.





# How GE Works

GE's business is fundamentally about people: our employees, our customers, our investors and the members of the communities where we live and operate.

## Leading by Example

GE's commitment to employee development is built on our strong, inclusive culture of collaboration, experiential learning and meritocracy. We believe that when one person grows and improves, we all grow and improve—and together, we all rise. As a result of this commitment, GE invests significantly in its employees, spending more than \$1 billion on learning and development each year to help employees at every level and career stage. We offer a range of learning platforms. GE Crotonville, our global leadership institute, is at the forefront of contemporary thinking in leadership, strategy and innovation. Founded in 1956, it was the first corporate university in the United States and is the epicenter of GE culture. Crotonville embodies the promise of

career-long learning at GE. We deliver learning experiences on this campus, and online—anywhere in the world. In fact, some of our best classrooms are not rooms at all.

Sustainability is an important theme in key leadership programs. In our 2013 Business Management Course, participants visited and found ways to support local women-owned businesses as part of their cultural immersion in the Asia Pacific region. The 2013 Executive Development Course (EDC) participants traveled to sub-Saharan Africa to study maternal and infant mortality. Their cultural immersion included meetings with dozens of government officials, physicians, midwives, business owners, village leaders and families in an effort to understand particular regional healthcare challenges and opportunities. In addition, the

participants engaged in a service project in the Kibera slum of Nairobi, Kenya, to enhance local healthcare and education opportunities for its underserved population.

### Integrity and Compliance

GE infuses compliance and governance into every aspect of its business. GE leaders set the tone by personally engaging in the compliance program through active oversight of compliance risks, participating in integrity events and leading by example. GE's open reporting environment sets the tone for a culture of integrity.

The GE commitment to perform with integrity is instilled in every employee as a fundamental expectation. This expectation is guided by our global Code of Conduct and integrity policies, *The Spirit & The Letter*, and is underscored by an extensive system of policies, processes, training and communications. It's not just about having a reporting process—it is also about follow-through.

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# 98%

of 2013 integrity investigations closed

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In 2013, we released an updated set of *The Spirit & The Letter* resources for employees, including a two-page Simple Reference Guide, a streamlined *The Spirit & The Letter* employee guide and a new Company intranet site, all of which were redesigned with the goal of making these resources more simple, user-friendly and global. We have also completely redesigned GE's online integrity

training for new employees to make it more interactive and engaging. The rollout of these new resources is an opportunity to reinforce leader and employee communications about GE's unyielding commitment to integrity.

### Cybersecurity at GE

At GE, ensuring the security of our data is, and always will be, a top priority. We work hard at protecting our Company, our assets, our employees and our customers—using a risk-based approach to balance the benefits of open connectivity, productivity enhancements, enriching employee experience, and information security. We have devoted substantial resources to our cybersecurity, which includes maintaining a protected IT infrastructure that enables the protection of sensitive and valuable information stored on GE's networks. In addition, we have committed resources and implemented processes to more effectively prevent, detect and respond to cyber threats. Together, these measures reflect GE's long-term commitment to protecting our employees, serving our customers and preserving shareholder value. We recognize that technology and the nature of its threats and risks are changing, and GE will continue to evolve to meet those changes.

GE believes that collaboration is the best path to effective cybersecurity solutions—bringing together the best minds and the best ideas. Global interconnectedness means that no one company or country operates alone anymore. We are working with others in industry, university and government partnerships to produce the next generation of security solutions. We are also driving progress through research entities, steering committees and standards to help ensure that companies embracing the Industrial Internet are more secure.



1. **GE Crotonville** embodies the promise of career-long learning at GE.
2. **GE is fervent** about protecting information about our employees, our customers, our suppliers and our Company in an appropriate manner.



## Health and Safety

GE aggressively protects the health and safety of its more than 300,000 employees. Our Safety program begins with a commitment to operate according to rigorous internal health and safety standards that meet or exceed the requirements of local laws.

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# 17.5%

reduction in days away  
from work incident rate  
2013 vs 2012

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In 2013, a team of experienced Environmental, Health and Safety (EHS) and operational leaders created a new EHS Framework management system to drive a stronger risk-based hazard-identification and control process that has clarified guidance and is simpler to execute. This simplified system will enable our EHS professionals to spend more time working with employees to identify and eliminate or control hazards.

Because a safe workplace depends on trust and communication between management and employees, GE requires its sites and service organizations to create an active partnership with employees around health and safety. This includes opportunities for employees to directly participate in creating and leading aspects of the health and safety programs, and the use of perception surveys to help gauge results.

## Diversity

With over 300,000 employees, and operations in more than 140 countries, GE reflects both the local communities we serve and the people with whom we do business. We see this diversity and inclusiveness as an essential part of our productivity, creativity, innovation and competitive advantage.

A wide variety of cultural and individual experiences makes the GE environment robust and energizing. At GE, diversity is about the power of the mix — combining different ideas and experiences to deliver the best results. Our culture fosters teamwork and innovation to help our people, business and communities thrive.

GE employees enjoy opportunities to develop both professionally and personally through the GE Affinity Networks. These networks include the African American Forum (AAF), the Asian Pacific American Forum (APAF), the Hispanic Forum, the Veterans Network, the Women's Network, and the Gay, Lesbian, Bisexual, Transgender & Allies Alliance (GLBTA). Each is sponsored by corporate executives who provide leadership, vision and resources to support the group's efforts in making GE a stronger global company.

Ultimately, it's an approach that enables us to develop global leaders who navigate the complexity of our times with clarity, courage and integrity — advancing a culture that uniquely equips all of us for progress.

1. **GE believes** that workplace health and safety begin with a strong culture of operational ownership.
2. **At GE, diversity and performance** go together.



We believe in  
a better way.

300K

employees

>140

countries

\$1B

annual investment in  
learning & development

600

ombudspersons


8.7%

reduction in recordable injury  
& illness rates 2013 vs 2012

8

years as one of *Ethisphere's*  
World's Most Ethical Companies



37% 

reduction in recordable injury  
& illness rates since 2003

Employees by Region 2013 (K)



134	U.S.
87	Europe
50	Pacific Basin
28	Canada & The Americas
7	Middle East & Africa

A photograph of two men standing in a grassy field. The man on the right is wearing a brown trench coat and a cap, smiling. The man on the left is wearing a green jacket and a cap. In the background, several white wind turbines are visible against a clear sky.

# Building Things That Matter

GE is investing in strategic sectors for the future to create value for our shareholders and society, with focus on infrastructure, healthcare and energy.

## Disruptive Innovation in Healthcare

At GE, we believe health is the most valuable thing on earth. All the money in the world can't buy it. Those who have it don't always appreciate it. Those who have lost it will do anything to get it back. Yet everywhere around the world, three things are common to the healthcare challenge: the need for **quality** care that is **accessible** and **affordable**. GE works to improve health outcomes through our healthymagination initiative, the GE Healthcare business, and the GE Foundation.

In 2013, we launched a \$1 billion campaign to combine the unique strength of GE's portfolio of integrated cancer technologies with collaboration between GE and its partners to accelerate innovation in oncology, with the

goal of delivering better care to 10 million patients by 2020. We believe that with this combination of technology and collaboration we can play an important role in transforming cancer from the deadly disease it is today to a chronic condition that can be managed, slowed and even stopped.

## Meeting the Energy and Climate Challenge

In 2005, we committed to invest in R&D, launch new solutions that save money and reduce environmental impact for our customers, and minimize our own environmental footprint. We call this commitment ecomagination. Since 2005, ecomagination has become one of GE's most successful cross-company initiatives. We have invested \$15 billion in R&D and generated more than \$160 billion in revenues.



We have also made it a part of our operations, reducing our greenhouse gas emissions and freshwater use 32% and 45%, respectively.

The energy landscape is dynamic, and new challenges exist today. To meet these head-on, GE has committed to bring our total investment in ecomagination R&D to \$25 billion by 2020 to advance research in natural gas, low-cost renewable energy, and power plant efficiencies. We will also build on our previous success to reduce greenhouse gas emissions and freshwater use 20% from our 2011 baseline. Ecomagination has always focused on innovation to drive results: an economic story with environmental impact, not an “either/or.” You can do both. Even though the energy challenges and landscape have evolved, ecomagination continues to remain relevant.

#### GE's Ecomagination Greenhouse Gas Goal

GE has set aggressive goals for reducing its greenhouse gas (GHG) emissions. GE's existing GHG reduction goal was to reduce its absolute GHG emissions by 25% by 2015 from 2004 levels. Our results so far: 4.98 million MT of CO<sub>2</sub>e, a reduction of 32% from our adjusted 2004 baseline and a 2% increase from 2012 levels. The increase is due to two major acquisitions in 2013.

In February 2014, GE announced a new goal for GHG reductions through 2020. This new goal is a 20% absolute reduction from a 2011 baseline of operational GHG emissions and was developed in concert with “The 3% Solution,” a science-based methodology from the World Wildlife Fund (WWF) and CDP. The 3% Solution helps companies like GE identify an emissions reduction path related to the scientific goal of avoiding the 2 degree Celsius “tipping point” and illustrates that corporations can profit while helping stabilize

the climate. Meeting the 20% reduction goal should result in a 40% reduction in our Company's carbon footprint from the original 2004 baseline.

#### Conflict Minerals

Virtually all of GE's products contain one or more of the minerals tin, tantalum, tungsten and gold (3TG). The mining and trade of these materials from the Democratic Republic of Congo (DRC) and surrounding countries have gained international attention in recent years for the role that they can play as “conflict minerals,” financing deadly armed groups in the region. Because of this potential for association with conflict and human rights abuses, GE strives to ensure that our supply chains are ethical and sustainable and that we are fulfilling our commitment to respect human rights through responsible sourcing practices.

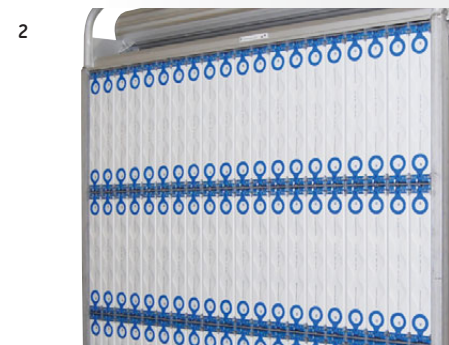
# \$15B

invested in ecomagination  
since 2005

We recognize that conflict is just one of the risks related to mineral sourcing in the DRC, and that critical issues such as poverty, environmental degradation, child labor and gender inequality must be addressed as well. Faced with this reality, we support local development in the DRC mining communities through engagement and philanthropy, including GE Foundation sponsorship of an influential study recently released by the NGO Pact entitled *Breaking the Chain: Child Mining in the Democratic Republic of Congo*.



1. **At the end of 2013** GE had invested \$4.2 billion of our planned \$6 billion, and developed 100 innovations that were healthymagination-certified.
2. **Researchers at work** in the Smart Grid lab at GE's Global Research center in Niskayuna, NY.



1. **Whether labor practices in China, conflict minerals in Africa or resource efficiency globally**, GE is increasingly working with our supply chain to improve performance, respect human rights and protect the environment.
2. **GE's ZeeWeed membrane technology** enables millions of liters of water to be reused.

## Capacity-Building in Our Supply Chain

Suppliers are critical partners in GE's value chain. As GE's businesses have globalized, so has our supply chain, including in locations where environment, health, safety, labor, human rights and other practices can be problematic. We expect our suppliers to obey the laws that require them to treat workers fairly, provide a safe and healthy work environment, and protect environmental quality. GE's [Supplier Expectations](#) govern all facets of the Company's relationships with suppliers, and include specific prohibitions against forced, prison, or indentured labor, and prohibitions against subjecting workers to any form of compulsion, coercion or human trafficking.

Since 2006, the GE Foundation has supported the development by the Institute for Sustainable Communities (ISC) of two Environment, Health and Safety (EHS) Academies in China. The first EHS Academy (now known as the EHS<sup>+</sup> Center), in Guangdong Province, supports students in efforts to meet and exceed expectations of multinational brands while contributing to future standards. The Center delivers high-quality training at a locally appropriate cost. Students from more than 1,500 suppliers and more than 150 brands have participated in courses covering EHS concepts and values, laws and regulations, and risk assessment.

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# 3,150

suppliers assessed

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The success of the initial launch has led to the development of a second EHS<sup>+</sup> Center in Jiangsu, with the goal of training 4,000 EHS professionals annually between both schools (over 10,500 have been trained to date). ISC is currently setting up its third and fourth EHS<sup>+</sup> Centers in Bangladesh and India, and developing an EHS<sup>+</sup> Network to leverage and cross-fertilize expertise and experience across EHS<sup>+</sup> Centers.

## Water Reuse

Even in developed nations like the United States, water resources are being threatened by climate change, drought, population growth, waste and the growing demand for energy, which requires enormous amounts of water. GE sees the importance of achieving water efficiency across our portfolio of businesses, and is committed to providing proven technologies and solutions for water treatment and reuse.

GE technology is in more than 130 countries worldwide; enables the reuse of 3.8 million liters of water daily; and helps produce 6.7 million liters of potable water every day. In particular, GE's ZeeWeed membrane technology enables an oil refinery in Russia to reuse more than 95% of its water. It also turns wastewater in Singapore into ultrapure "NEWater" for the electronics industry. At a treatment facility in Kuwait, GE's membrane technology recycles 375 million liters of wastewater daily for irrigation. Additionally, GE's EDR technology converts raw wastewater in Spain into quality drinking water for 20% of Barcelona's metropolitan area.

We are driven  
to invent and  
build things  
that matter.

94%

of the 25,000 2013  
supplier findings closed

500+

employees presented  
with Extra Step awards

67MMT

of CO<sub>2</sub> avoided by GE  
wind turbines

32%

GHG reduction from  
2004 baseline

6.7M

liters of potable water produced  
daily by GE technology

\$4.2B

invested in healthymagination  
as of 2013



45%



reduction in GE's annual  
freshwater use since 2006

Revenue by Region 2013 (\$B)



68.6	U.S.
25.5	Pacific Basin
25.3	Europe
13.5	Middle East & Africa
13.1	Americas





# Enabling Progress

GE has stayed competitive for more than a century — not because we are perfect, but because we make progress and have continued our investment in research and development, and innovation.

## **GE Volunteers**

GE Volunteers is a global network that includes employees, retirees, Affinity Groups, friends and family — “good people doing great things” — all supported by GE businesses and corporate resources. The global mission of GE Volunteers is to facilitate and support volunteering activities that improve life in the communities where GE people live and work. These are carried out through a wide range of projects in the areas of community-building, education, the environment and health. Every other year the Company recognizes a senior executive who has demonstrated significant commitment to volunteerism, and employees and Volunteer Councils that have made significant service contributions to their communities.

Since 2005, employees and retirees have given more than 10 million hours of their time on more than 37,000 projects spanning 60 countries. Employees volunteered for a total of 1.2 million hours in 2013, with an expectation of maintaining at least 1 million volunteer hours in 2014. GE’s local Volunteer Councils directed more than \$800,000 in grants to community organizations in over 30 countries.

Volunteerism at GE includes “paint and fix” projects, educational tutoring and mentoring, as well as skills-based activities. GE’s scale positions it to mobilize large groups of employees for the greater good, and it does this each year with Global Community Days — days when all employees in one region or area

volunteer in their communities. During 2013, GE was awarded The Jefferson Award for making significant contributions to the community, only the fourth time in the award's 40+ year history that a corporate award was given. In addition, for the second consecutive year, GE was ranked in the Civic 50 as one of the 50 most civic/community-minded companies in the U.S.

### Global Business Initiative (GBI) Meeting in Beijing

At GE, we believe that respect for human rights is both a responsibility and a sound business strategy. GE's growth plans have taken us into emerging markets, where human rights are often under pressure. To help understand and mitigate these risks, GE is a member of an organization known as the Global Business Initiative on Human Rights (GBI). GBI is an organization made up of 18 multinational companies, and its purpose is to bring the discussion of businesses' role in respecting human rights to "emerging market" countries and other regions where human rights are under pressure. Recent GBI gatherings have taken place in Brazil, Egypt and Kenya, and, most recently, in China.

GBI leadership spent over a year planning its January 2013 meeting in Beijing. While there have been similar conferences in China on corporate social responsibility, this was the first that focused primarily on human rights. Following the conference, GBI member companies were unanimously of the view that the Chinese companies were more comfortable talking about business and human rights than we individually or collectively had expected. Insofar as GE has more than 20 joint venture partners in China, this is good news.

As an outgrowth of this meeting, GE participated in a best-practices-sharing forum with Chinese and other companies related to human rights. By sharing such best practices, GE hopes to enhance respect for human rights in a manner that makes a difference for employers and workers in China.

### Advancing Economic Development for Women in the Middle East

GE has been working to empower women in the Middle East through its Women's Network and other initiatives. Offering mentoring programs, placing women in important and visible leadership roles, allowing for flexible working hours, partnering with universities and establishing intern programs, etc., are all effective ways for women to gain greater representation within the GE workforce. Of particular note is a recent partnership formed among GE, Aramco and TATA to create a business-process outsourcing (BPO) entity that will employ over 3,000 women to staff positions at the partners' respective Saudi operations. It is a sign of the times and of the acceptance of the UN Guiding Principles that the Saudi government — after all, Aramco is a government-owned enterprise — would establish an organization whose sole focus is to place women in business and professional capacities.

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**\$125M**  
in philanthropic  
contributions from  
the GE Foundation

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1. **GE is working** to unleash the pent-up female talent that resides in the MENAT region.
2. **A panel in conversation** at the GBI Conference in Beijing, China.



1. **In the Nigerian village of Etche**, near Port Harcourt, GVE Projects—winner of a grant in GE and USADF's 2013 Off-Grid Energy Challenge—has installed a solar-powered electricity grid that currently covers 60 households, bringing light to the village. Reliable and affordable access to electricity means that these children Chinonye (L) and Gift (R) are now able to do their homework in the evenings.
2. **GE works every day to improve the world** by pushing the limits of science and technology for our customers.

## Enabling Progress in Africa

GE Kujenga is our sustainability program in Africa. The word kujenga means “build” in Swahili, and GE is a partner in building Africa’s sustainable future. Our approach is to empower people by building valuable skills, equipping communities with new tools and technology, and elevating ideas that are helping to solve Africa’s challenges.

GE Africa launched a partnership with the United States African Development Foundation (USADF) to run the Power Africa Off-Grid Energy Challenge. The objective of this initiative is to promote innovative solutions that develop, scale up or extend proven technologies for off-grid energy—reaching communities not yet served by existing power grids. This project was launched in Nigeria and Kenya, with six African-owned organizations receiving grants of \$100,000 each. All are organizations that provide off-grid solutions that deploy renewable resources and power economic activities. The Challenge forms part of the larger Power Africa initiative, which has been launched by the U.S. Government to drive growth across the African continent by increasing access to reliable, affordable and sustainable power. The Challenge was launched in Nigeria and Kenya in 2013 and expanded in 2014 to include Ghana, Liberia, Tanzania and Ethiopia.

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# \$100K

distributed-energy grant  
awarded to six African-  
owned organizations

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## R&D

GE invests in technology and innovation. Since 2001, the Company’s research and development budget has more than doubled, reaching \$4.7 billion in 2013. That figure represents 5% to 6% of GE’s industrial revenues. GE’s ecomagination and healthymagination initiatives have established measurable commitments for creating products that, respectively, improve our customers’ energy, carbon and water-efficiency footprints; and the affordability, accessibility and quality of healthcare.

GE’s research footprint continues to expand, and we now have facilities in Niskayuna, New York; Ann Arbor, Michigan; San Ramon, California; Bangalore, India; Shanghai, China; Munich, Germany; Rio de Janeiro, Brazil; and Haifa, Israel. In 2013, we announced the creation of a research center in Oklahoma City, Oklahoma, focused solely on the oil and gas industry. The Center is aimed at accelerating mid- to later-stage oil and gas technologies developed in GE’s Global Research labs, including production systems, well construction, water-use optimization, CO<sub>2</sub> solutions and energy systems.



We are committed to progress—for our customers, employees, shareholders and the world.

1.2M

hours volunteered

37K

Volunteer projects



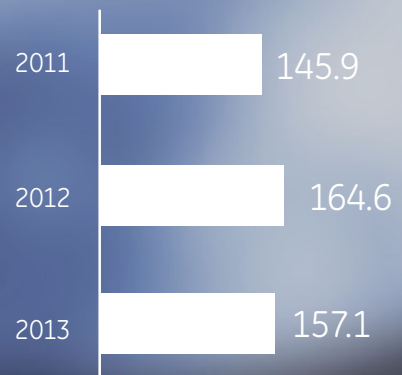
9

Global Research Centers

4.5K

educators have attended conferences

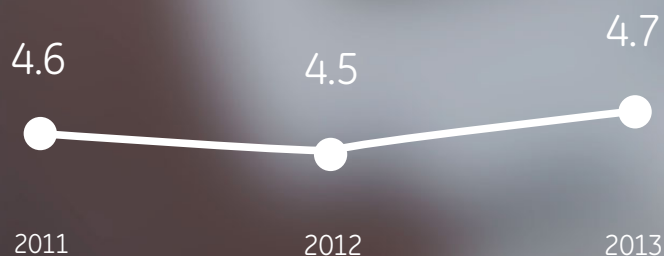
All GE Foundation philanthropic contributions (\$M)



\$4.7B

2013 R&D budget — more than doubled since 2001

Total R&D Investment (in \$B)





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**Learn more about GE and its sustainability performance:**

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[www.gefoundation.com](http://www.gefoundation.com)  
[www.ge.com/globalimpact](http://www.ge.com/globalimpact)

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For reporting concerns about GE's financial reporting, internal controls and procedures, auditing matters, or other concerns to the Board of Directors or the Audit Committee, contact us at:  
[directors@corporate.ge.com](mailto:directors@corporate.ge.com)

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**Feedback**

Your feedback on GE's progress is appreciated. Please e-mail comments or questions to [sustainability@ge.com](mailto:sustainability@ge.com). For more information on GE's sustainability strategy or for stakeholder inquiries, please contact:  
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