



**2021  
Diversity  
Annual Report**

# A Letter from Larry Culp

We are nearly two years into our reinvigorated strategy to generate long-term, sustainable progress on diversity and inclusion at GE. Our investment in identifying root causes and then solutions for challenges and barriers to recruiting, retaining, and promoting diverse talent has never been more critical.

Last year also marked the start of a historic period for GE. In 2022, we are laying the groundwork for the creation of three independent companies focused on flight, healthcare, and energy. Diverse teams and perspectives will help accelerate the innovation needed to create a future of smarter and more efficient flight, develop precision healthcare that personalizes diagnoses and treatments, and lead the energy transition to drive decarbonization. Real, sustainable improvements in diversity and inclusion remain priorities as we position these future companies to one day succeed on their own. We remain committed to further transparency, accountability, and community as we work to realize those improvements.



Pictured:  
**YUAN TAN**  
GE Aviation

## STRENGTHENING OUR FOUNDATION

I am incredibly grateful that Mike Barber agreed to postpone his initial retirement plans to take on the role of Chief Diversity Officer (CDO) at a pivotal moment for the company in 2020. In his time as CDO, Mike was instrumental in examining and retooling our operations and processes that affect diversity and inclusion, both companywide and within each of our businesses. In doing so, Mike and the business CDOs have created a foundation for sustainable progress.



*Across the company, we further deployed lean to better understand and solve for diversity challenges, such as recruitment and retention.*

With Mike's retirement at the end of 2021, we are excited to have Brandi Thomas take on the role of CDO for GE, in addition to her role as GE Vice President and Chief Audit Executive. Brandi's leadership experience – both inside and outside of the company – combined with her history of building diverse teams and deployment of lean, make her the right CDO for GE at this time. I look forward to partnering with her, the business CEOs and CDOs, and my leadership team, to accelerate our progress.

## IMPROVING OUR DATA

Our 2021 Diversity Annual Report builds upon our commitment to improve the depth and breadth of our diversity data. As you read, you will see that this year we added new dimensions of employment diversity to better focus our efforts and be held accountable for their impact. This year, we've added data sets covering voluntary self-identification data for U.S. veteran status and disability (U.S.)<sup>1</sup>, and a new section that covers equitable pay for gender globally and for U.S. underrepresented minority employees.

In 2021, based on employee feedback, we updated some of the voluntary self-identification categories and selections related to gender identity and sexual orientation for employees in the U.S. and Canada. These updates go above and beyond what is required for regulatory purposes and will provide a more comprehensive look at our people and progress over time. As the voluntary response rate increases for these categories, our hope is that we will have a more holistic view of the diversity of our employee base and be able to fuel further progress.

- 1 The data for U.S. Veteran and U.S. Disability reflect responses from employees who voluntarily updated these self-identification fields as of December 31, 2021.
- 2 The U.S. Department of Labor defines a disability as having a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history or record of such an impairment or medical condition.

## MAKING PROGRESS

In a challenging time globally for many companies, we saw markers of progress for GE cumulatively in most areas. Overall, our focus on transparency, accountability, and community has started to show results. Since 2020, we saw growth at the leadership level for both women globally (+1.2%) and for total U.S. race and ethnic minority (+1.7%). I'm proud to report that more than ten percent of our U.S. employees are military veterans<sup>1</sup>. Looking further at our expanded data, 3.7 percent of our U.S. employees also self-identified as having a disability<sup>1,2</sup>.

Across the company, we further deployed lean to better understand and solve for diversity challenges, such as recruitment and retention. A cross-business team created a standard guide for our managers on how to better ensure a more inclusive and equitable experience for each employee. The Gas Power business used data and one-on-one discussions to develop a plan to improve retention of underrepresented minority employees in the U.S. Similarly, our Healthcare business used data to get to the root cause of and address a slow growth rate for underrepresented minority employees in the U.S. at the leadership level.

Our intention is to make meaningful changes and improvements to our processes and tools so the progress we make is sustainable. We will continue building on our foundation and are optimistic about what we can achieve in the long term.

GE celebrates its 130<sup>th</sup> birthday this year. Our shared culture of inclusion, collaboration, and innovation that has brought about some of the world's most important advances is a result of the people who have worked here and who work here today. As we continue to build a world that works for everyone, I am confident that our progress in diversity and inclusion will foster the business teams needed to fuel the solutions for the future of flight, precision health, and the energy transition in the next 130 years.

**LARRY CULP**  
Chairman & CEO, GE



# A Letter from Brandi Thomas

At GE, we know inclusion and diversity make us more competitive and help create value for our customers, investors, and employees. We believe that fostering an inclusive culture empowers everyone to do their best work because they feel accepted, respected, and that they belong.

I decided to take on the additional responsibilities of Chief Diversity Officer (CDO) because of how Larry Culp and the leadership team have committed to operationalize inclusion and diversity similar to how we measure, own, and improve upon other priorities like safety and quality. An important part of my other role as Chief Audit Executive is listening and seeking to understand to propose better solutions for the company. I think those skills will translate well as I lead a collective effort to drive long-term, sustainable improvements in inclusion and diversity through thoughtful and intentional design.

Over the past two years, the company made meaningful progress in our strategic pillars of transparency, accountability, and community. I am eager to continue building on the foundation laid by our former CDO Mike Barber and the business CDOs and leadership teams. I see my role as ensuring our teams more closely reflect the diversity of the communities where we work, instilling a global mindset, and supporting a workplace culture where individual differences are embraced and where the best ideas win, regardless of who they come from.

I am starting as CDO as we begin our journey to become three stronger, more-focused companies in aviation, healthcare, and energy. We will ensure inclusion and diversity are appropriately considered and prioritized as we move forward. I am excited about the opportunity this presents each business to deeply re-examine the aspects of its culture and processes that can be redesigned to better support inclusion and diversity. In partnership with the business leadership teams, we will identify and implement sustainable changes to support progress now and for years to come.

I rejoined GE over a year ago, motivated to be part of a winning team that embraces change and approaches some of the world's toughest challenges from a mindset of possibilities instead of limitations. Substantial progress on our inclusion and diversity goals will not happen overnight. As you read this report, you will discover the people and innovative spirit that are at the core of our efforts and progress, and that give me the confidence in all that we can achieve together in the future. We are committed to continuous improvement as we strive to build a world that works for everyone.



**BRANDI THOMAS**

Chief Diversity Officer & VP, Chief Audit Executive  
GE



# GE's 2021 Workforce Representation Data



## GE IS A TRULY GLOBAL COMPANY:



68% of our employees are based outside of the United States and our workforce represents nationalities from 169 countries.

## BOARD OF DIRECTORS

2 of 4 Board leadership positions are held by women.

Our policy is to build a Board that represents a range of backgrounds.

4 Female 36%



2 Ethnically diverse 18%



3 Born outside U.S. 27%



The data shared is representative of GE's workforce on December 31, 2021. This year, we have expanded the data that we report to now be inclusive of employee voluntary self-identification data for disability (U.S.) and U.S. veteran status, as well as equitable pay results related to gender globally and U.S. underrepresented minorities for each GE business segment. The workforce representation data for gender globally and U.S. race and ethnic minority now includes the percent change from the prior year's comparable data.

We will continuously look to improve the depth and breadth of our diversity data. Following the updates to the voluntary self-identification categories and selections for employees in the U.S., in the future this might include other voluntary self-identification data like sexual orientation and gender identity.

**DISABILITY:** according to the U.S. Department of Labor, you are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history or record of such an impairment or medical condition.

**EQUAL PAY:** employees who perform comparable work are paid equitably.

**GENDER:** all gender data is global. Our hope is to be able to supplement binary gender data to be inclusive of the new category and selections for "gender identity" from our updated voluntary self-identification fields for U.S. employees in the future.

**HISPANIC/LATINX:** the term Hispanic refers to communities with Spanish-speaking origins. Latinx is a broader term that includes anyone of Latin American origin. This term is also gender inclusive, and we recognize that another option is Latino/a. 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.

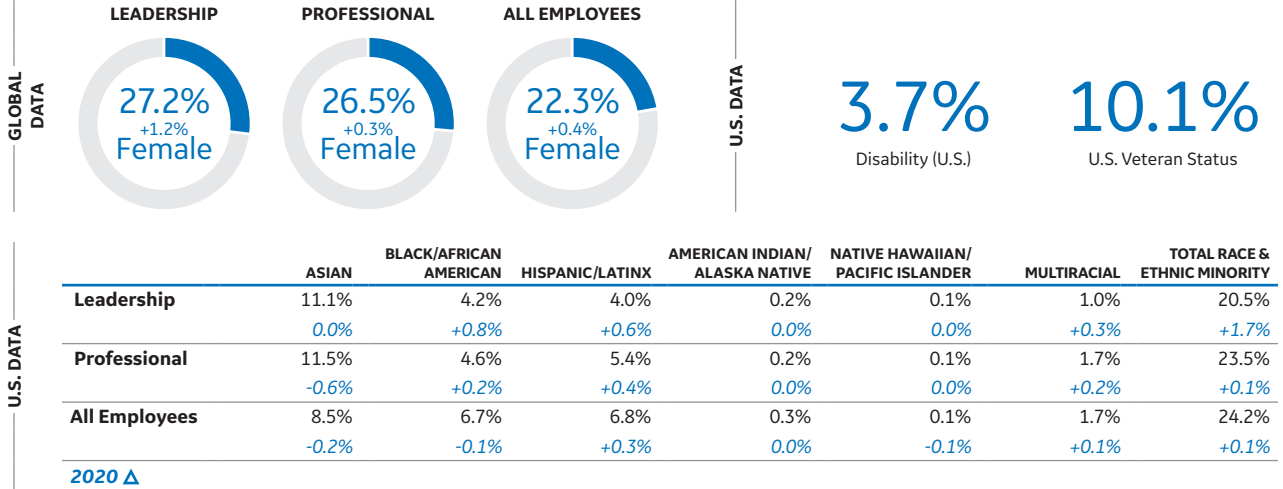
**ROUNDING:** all percentages have been rounded to the nearest tenth.

**UNDERREPRESENTED MINORITIES (URM):** U.S. employees who identify as Asian, Black/African American, Hispanic/Latinx, American Indian/Alaska Native, Native Hawaiian/Pacific Islander, or Multiracial.

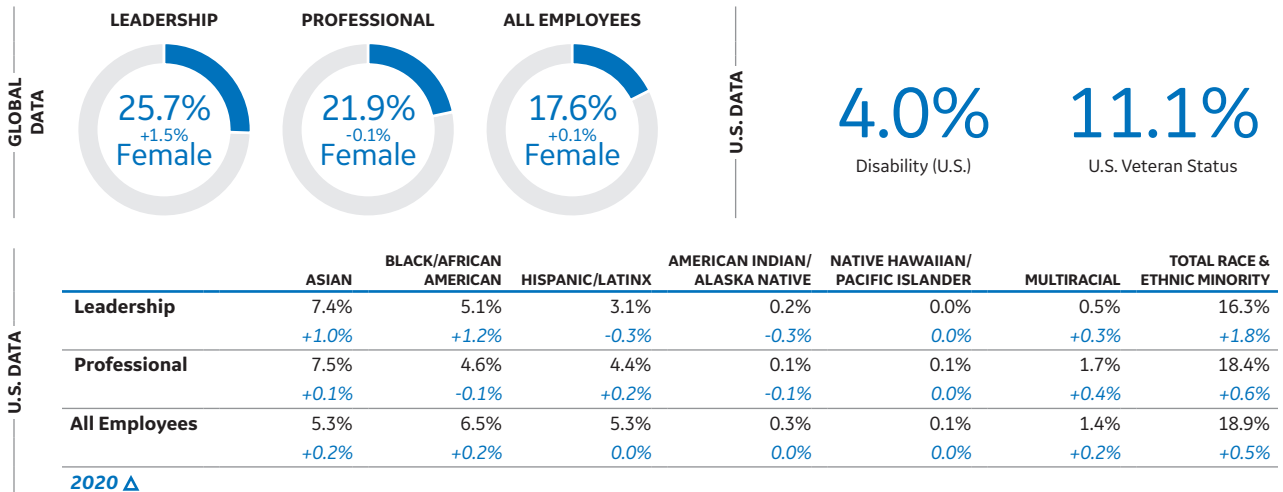
**U.S. VETERAN:** inclusive of those who identified as a U.S. military veteran or as one or more of the classifications of protected veterans (disabled veterans, recently separated veterans, active duty wartime or campaign badge veterans, and/or Armed Forces service medal veterans).

Data from our EEO-1 Component 1 Report (EEO-1 Report) is available [here](#). The EEO-1 Report mandates the use of specific job categories, which differ from how our workforce is structured. While we are making data from our EEO-1 Report available, we believe the diversity representation data as presented in our Diversity Annual Report and our website is the most meaningful measure of our diversity progress.

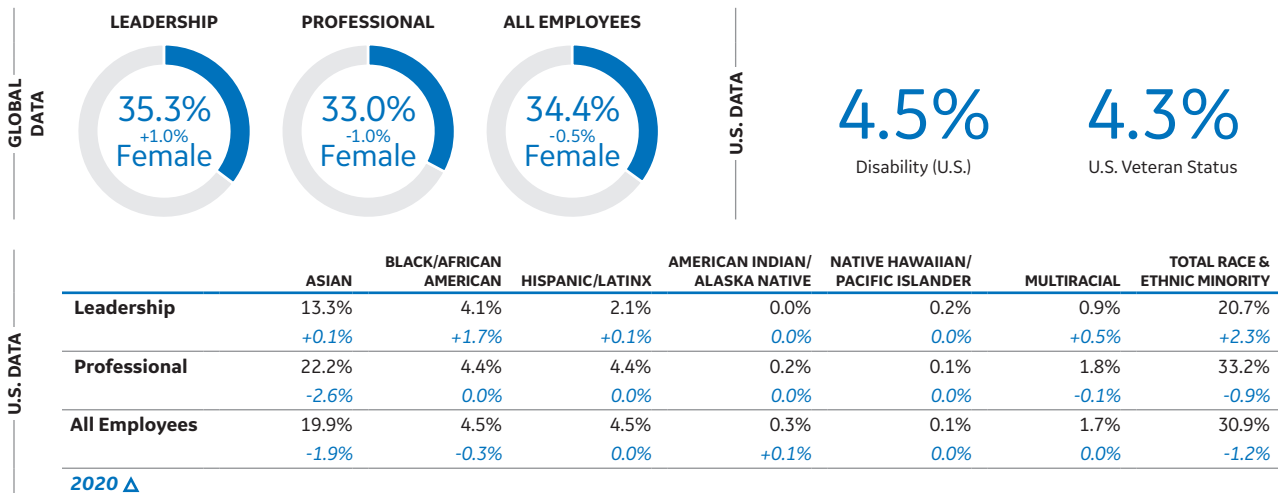
# GE



# Aviation

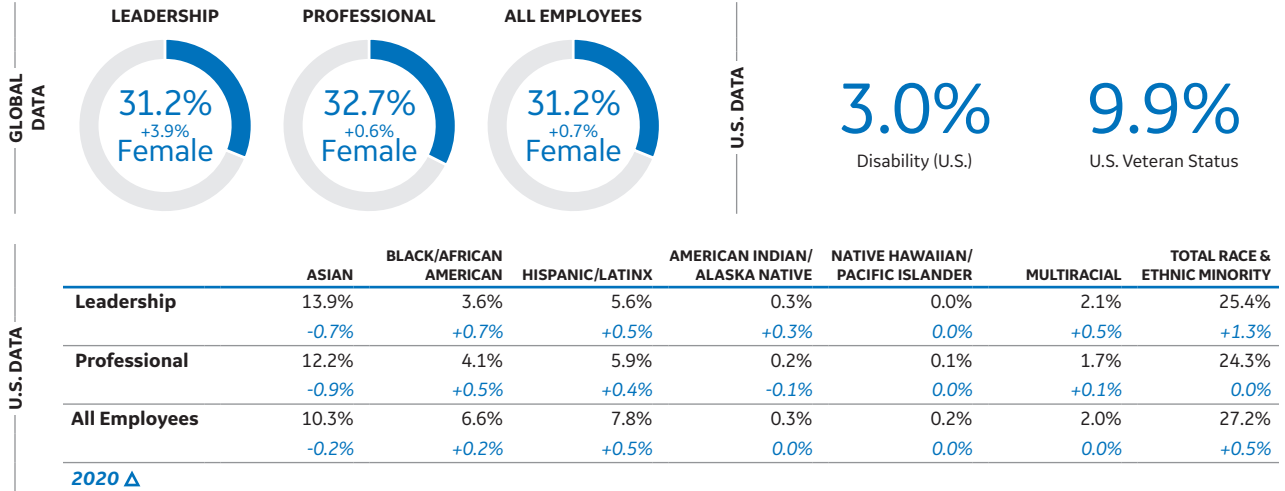


# Corporate

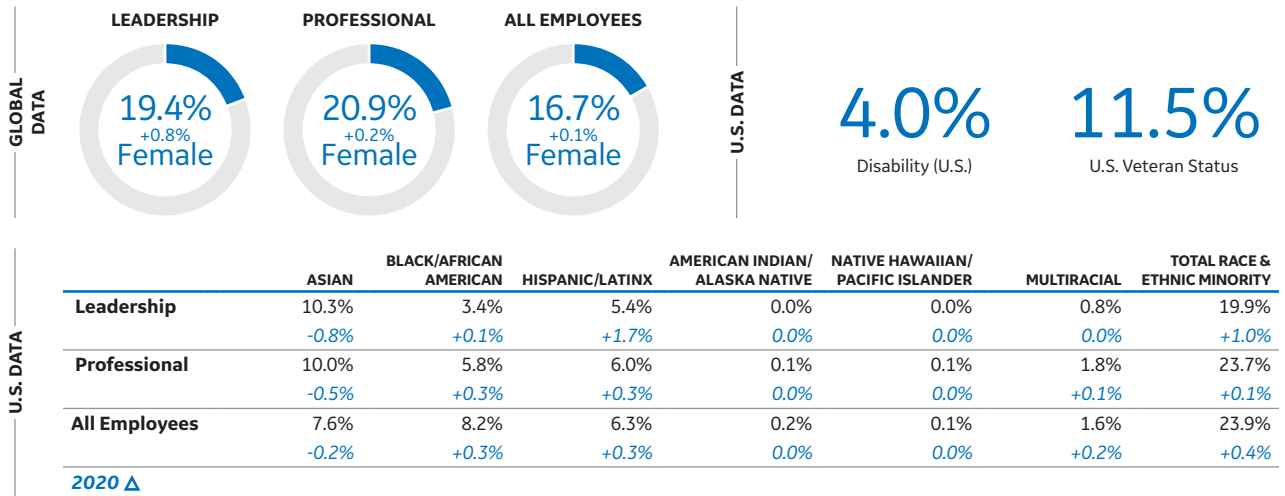


Inclusive of Corporate functions, Digital, Capital, International Markets, and Global Research.

# Healthcare

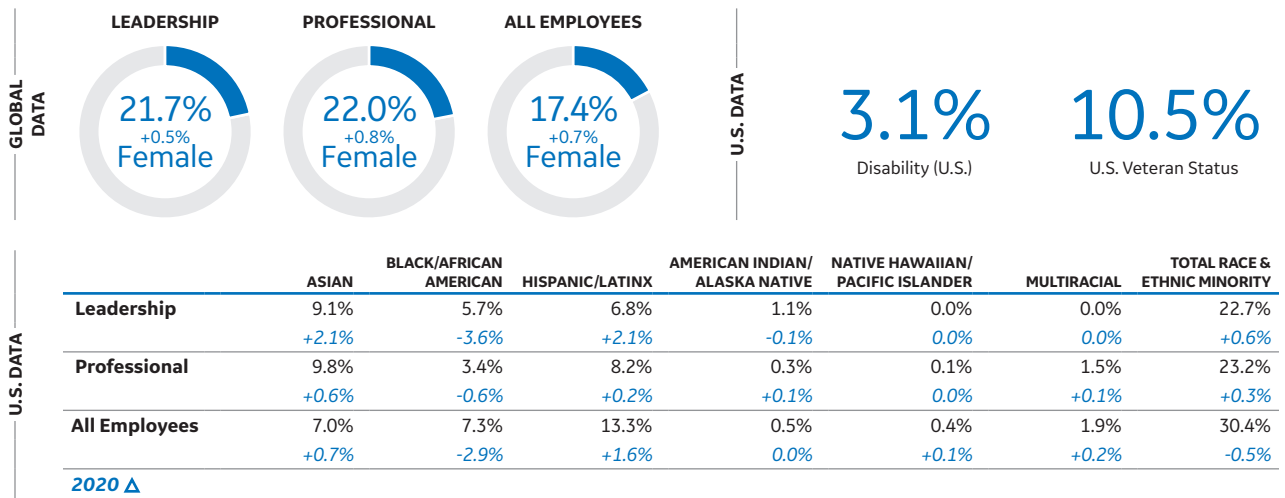


# Power



Inclusive of both the Gas Power and Power Portfolio businesses.

# Renewable Energy



# Equal Pay for All

“Our goal is **100% pay equity** in each of our businesses as we continue on our journey towards a more diverse, inclusive, and equitable workplace for all employees.”

— **KEVIN COX**  
Chief Human Resources Officer, GE

## MAINTAINING PAY EQUITY IS A PRIORITY FOR GE.

We will continue to monitor and communicate our pay equity results on an ongoing basis. We believe this practice will drive accountability and the right outcomes.

At GE, we are proud of our long-standing commitment to fair and competitive pay practices. Being transparent about our progress is a critical component to driving a more inclusive culture and helping us attract and retain top talent.

## Achieving 100% Pay Equity

Here are the three key steps we are taking to achieve and drive pay equity across GE:



Our compensation philosophy reinforces GE's culture of respect and fairness.



We establish consistent pay ranges and structured bonus plans that promote employee engagement and high performance.



We review pay on a regular basis to ensure our pay practices are competitive and equitable.



**1%**

On average, men and women performing similar work are paid within one percent of each other in each GE business.

## Based on 2021 Salary Data

Our pay equity results include gender and U.S. underrepresented minorities. For example, in our Renewable Energy business, women performing similar work make on average 99% of what men make. Furthermore, U.S. underrepresented minority employees performing similar work make on average 102% of what non-underrepresented minority employees make in our Renewable Energy business.

AVIATION	CORPORATE	HEALTHCARE	POWER	RENEWABLE ENERGY
<b>2021 GLOBAL DATA</b>				
<i>Gender Pay Equity</i>				
100%	99%	100%	99%	99%
<b>2021 U.S. DATA</b>				
<i>U.S. Underrepresented Minorities Pay Equity</i>				
100%	101%	100%	100%	102%



# Meet Our Business Chief Diversity Officers

**Brandi Thomas**  
GE



Brandi began her career at GE through its Financial Management Program and Corporate Audit Staff. After working as the V.P. for Corporate Audit at Delta Air Lines and Chief Audit Executive at Uber Technologies, Inc. she returned to GE as V.P. and Chief Audit Executive. In her role as Chief Diversity Officer for GE, Brandi promotes diversity, equity, and inclusion for all GE employees, and supports community engagement, diversifying GE's supplier base, and strengthening GE's Employee Resource Groups (ERGs). Brandi serves as a Board member of the Atlanta Institute of Internal Auditors and is co-founder and Chair of the Board of The Generational Wealth Foundation. She speaks regularly on matters of diversity and inclusion in business, audit, and technology. Brandi also serves as Chairwoman of the Audit Committee on the Board of Directors of Serta Simmons Bedding.

## WHY IS DIVERSITY, EQUITY, AND INCLUSION IMPORTANT TO YOU?

*"I have been in so many rooms where I was one of a handful of people of color. I have been in situations where I was invited to the table, but I didn't feel included in the discussion. My best ideas stem from collaborating with people of different backgrounds and ways of thinking. These experiences have inspired me to be an enabler for diversity, equity, and inclusion. It's my role as a leader, and now as a CDO, to create a workplace culture where each person feels they are valued for who they are. Only then can they truly do their best work yet."*

**Joe Allen**  
AVIATION

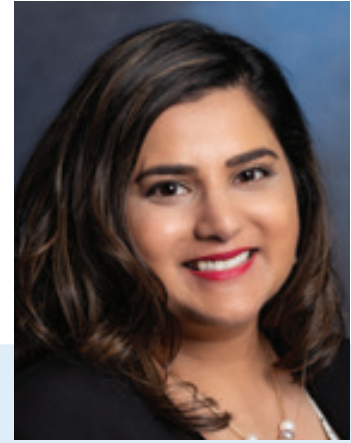


An experienced finance professional with a passion for his community, Joe joined GE in 1989 as part of GE's Financial Management Program. He has held several progressive financial leadership roles across many GE businesses, served on the GE Corporate Audit Staff, and helped pioneer GE's shared service organization, Global Operations. As GE Aviation's Chief Diversity Officer, Joe leads the creation and implementation of the business's diversity program and establishes institutional accountability and methods for measuring progress. Joe is active in the Cincinnati community, lending his expertise and insight to several non-profit organizations. He also serves as the Cincinnati City Lead for the *Next Engineers* program.

## HOW IS AVIATION MAKING STRIDES IN ITS INCLUSION AND DIVERSITY PRIORITIES?

*"We have made good progress with our inclusion and diversity efforts, but there's more work to be done. With a focus on our employees, communities, suppliers, and customers, we continue to make improvements in the areas of external diverse recruiting, leveraging lean to mitigate bias in business processes, and development and promotion of learning opportunities through the lens of inclusion."*

**Neenu Sharma**  
DIGITAL



In her 14 years with GE, Neenu has held various marketing and sales roles, working 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 Chief Diversity Officer and Vice President of Brand and Corporate Communications for GE's Digital business. As CDO, Neenu establishes operational goals and priorities related to inclusion and diversity and provides leadership to achieve those goals. In her community, Neenu serves on an equity squad that works with the local school's administration, teachers, and parents to promote the needs of minority students.

## WHAT'S ONE I&D ACCOMPLISHMENT THAT DIGITAL HAS MADE IN THE PAST YEAR THAT YOU'D LIKE TO HIGHLIGHT?

*"2021 was GE Digital's 'Year of Belonging.' Through the leadership of our Employee Resource Groups and partnership across our HR community, we have made huge improvements in our Belonging scores across our diverse populations. We also launched our 'Belonging @Work' podcast and hosted our inaugural 'Diversity & Inclusion Week' in July, highlighting '5 Steps for Building an Inclusive World that Works for Everyone.'"*

## Luiz Verzegnassi 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. He oversees the development and execution of its 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 (ERGs). Luiz is a passionate leader with a reputation for delivering results and developing talented teams. He believes one of GE Healthcare's top business priorities is to foster a culture where everyone is respected and heard.

### HOW IS HEALTHCARE MAKING INCLUSION AND DIVERSITY A PRIORITY?

*"It starts at the top. Our global Inclusion & Diversity Council is focused on awareness, accountability, aligning our talent and diversity priorities, and strengthening belonging. For example, we provide Unconscious Bias training to all employees and begin events with inclusion and diversity learning moments. We have also incorporated inclusion and diversity into our management system, updated hiring practices to reflect our intention to find the best, diverse talent, and expanded efforts to develop diverse talent. Beyond this, our ERGs are effective allies to ensure I&D remains a priority."*

## Tanya E. Spencer POWER - GAS POWER



Tanya joined GE 29 years ago with a degree in electrical engineering from Tuskegee University and a passion for people and transformation. She has excelled in driving results and inspiring teams across six different GE businesses working in locations ranging from the Southeastern United States to Sub-Saharan Africa. Tanya is well-versed in implementing strategies and sparking change that positively impacts business outcomes. Tanya serves as Chief Diversity Officer for GE Gas Power.

### HOW IS GAS POWER MAKING STRIDES IN ITS INCLUSION AND DIVERSITY PRIORITIES?

*"Through 'Courageous Conversations' led by our senior leadership team; cultural awareness outreach to our global communities that included training for approximately 90% of our professional workforce on bias and having tough conversations; and more than 1,000 individual interviews with diverse populations most at risk for attrition. Our focus on processes and programs has helped lay the foundation for how we will drive a more diverse and inclusive workforce to innovate for the tough challenges we are facing in the energy transition."*

## Seth Smiley-Humphries POWER - GE HITACHI NUCLEAR ENERGY



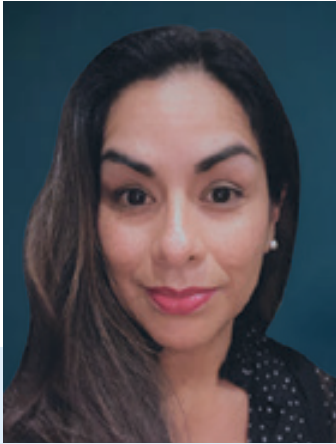
As Chief Diversity Officer for GE Hitachi Nuclear Energy, Seth develops and implements strategies, programs, policies, and metrics to engage, develop, retain, and attract a diverse workforce. Seth has spent more than two decades in human resources and finance in various sectors, including technology, healthcare, entertainment, and energy. Leveraging this extensive experience, Seth has designed diversity and inclusion roadmaps for several organizations. Seth is excited to lead GE Hitachi Nuclear Energy's efforts to foster inclusion and promote a sense of belonging across the business.

### WHY IS DIVERSITY, EQUITY, AND INCLUSION IMPORTANT TO YOU?

*"My dad instilled in me the importance of dignity and respect for others. That stuck with me and as I got older, I wanted a safe and supportive work environment to come to as a gay man. My passion was amplified when I fell in love with a man who was Black. I saw the world through a different lens and experienced the world in a way that changed me and challenged me to be better. Today, I do it for my 6-year-old son who is Black, White, and Indigenous to Central America. Creating a world that's equitable, fair, and just for him is nothing short of awesome."*

## Alma Batista

**POWER - POWER  
CONVERSION**



As Chief Information Officer for GE Power Conversion, Alma leads the business's information technology organization. She drives IT strategy, program implementation, and support operations for the business, while also supporting the 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 24 years ago and has served in roles of increasing responsibility with GE Capital, GE Energy, and GE Power Conversion.

### HOW IS POWER CONVERSION MAKING INCLUSION AND DIVERSITY A PRIORITY?

*"In Power Conversion, we have an appreciation for the challenges that must be solved to electrify the world. For us to create these solutions we are building a workplace that embraces diverse thought and enables all to contribute their ideas equally."*

## Allison Pineau-Good

**POWER - 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. Allison believes a strong focus on inclusion and diversity ensures everyone can bring their authentic self to work every day.

### WHAT'S ONE INCLUSION AND DIVERSITY THEMED HIGHLIGHT THAT THE STEAM POWER BUSINESS HAS ACCOMPLISHED IN THE PAST YEAR?

*"Female empowerment has been a key inclusion and diversity accomplishment in Steam Power. We started off by leveraging a lean Problem-Solving Report on female attrition, issuing an intentional 'Inclusion & Diversity Hiring Guideline' ensuring diverse candidates and a diverse interview pool, implementing pay equity adjustments, and finishing third place for Women in Nuclear at Fem Energia 2021. This resulted in a measurable increase in the executive band female population."*

## Angelica Tritzo

**RENEWABLE ENERGY**



An IT senior executive with more than 20 years of experience, Angelica serves a dual role as Chief Information Officer and Chief Diversity Officer for GE Renewable Energy. Angelica leads the digital transformation of GE Renewable Energy and the evolution of how IT works. This includes redesigning processes and leveraging innovation, technology, and automation to create a more efficient and forward-thinking organization. As Chief Diversity Officer, Angelica partners with leadership and people leaders to create and implement initiatives around ensuring a diverse workforce and fostering a culture of inclusion.

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

*"Diversity, inclusion, and equality are critical values for society and key elements for a successful business. Every leader must become an ally and conscious sponsor in moving the company towards a more inclusive environment. I believe in being very intentional when you want to make a difference, so I stepped up and accepted the challenge. Personally, this has provided me with a new set of eyes to always consider other points of view and to reinforce my commitment to a better environment for all."*

# Meet Our Employee Resource Groups

For 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.



## **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.

## **GREEN TEAM NETWORK (GTN)**

Through education, action, and best practice sharing, the Green Team Network takes a grassroots approach to supporting and furthering GE's sustainability goals, including GE's commitment to achieve carbon neutrality in its operations and facilities by 2030. Members work across businesses, locally, regionally, and nationally, to connect and align objectives aimed at lowering GE's carbon footprint.

## **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 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, the Women's Network helps develop leaders who are better prepared for careers success and to help the company grow.

## African American/Affinity Forum: 30 Years and Rising

2021 was a milestone year for GE's oldest Employee Resource Group (ERG), the African American/Affinity Forum (AAF). Born out of activism and Black excellence, the AAF celebrated 30 years by paying homage to its past and reinvigorating its commitment to drive transformative growth.

The AAF origin story reads much like a grassroots movement, with many people coming together to create a dialogue on diversity at GE. Lloyd Trotter, former Vice Chairman of GE, was tapped to lead the effort, forging conversations with and among GE's leaders to spark change. The AAF was born out of these conversations with the charter to attract, promote, and develop diverse talent across the company.

*"The landscape has changed but the need for how we help each other, how we further each other's careers, hasn't changed at all."*

As a founding member of the AAF and GE's first African American senior officer, Lloyd was invited to speak at the AAF annual symposium and 30-year celebration this past October. He applauded the work AAF has done and encouraged the group to continue, saying, "The landscape has changed but the need for how we help each other, how we further each other's careers, hasn't changed at all."

Lloyd was joined by current AAF champions, including President & CEO of GE Aviation Services Russell Stokes, to reflect on the group's impact, its sense of community, and the importance of allyship.

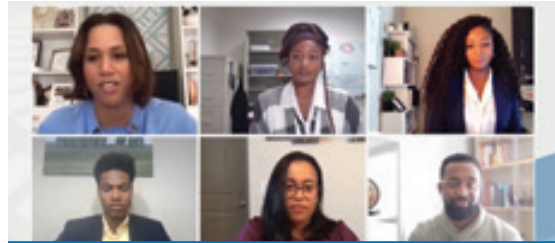
*Lloyd Trotter, GE's first African American senior officer, spoke at the 2021 AAF Symposium. Lloyd is a former vice chairman and executive vice president for GE.*



"Thirty years is a great accomplishment," said Russell. "I have been with the company for 25 years and I would not be where I am today without my AAF family. There are so many people in the AAF family that I owe such gratitude to for helping me through challenging times, for believing in me, and challenging me."

Much of the 2021 symposium focused on how taking big swings can drive transformation. During the symposium, GE Chairman & CEO Larry Culp shared insights on getting outside of your comfort zone and GE's Chief HR Officer Kevin Cox spoke about fulfilling potential and achieving your career aspirations.

Attendees also heard from GE's dynamic group of business Chief Diversity Officers and allies. Their panel discussion covered the power of speaking up and not remaining silent when faced with injustice, what they have learned in their roles, and how they are driving inclusion and diversity in their respective organizations.



*The 2021 AAF Symposium's Rising Leaders Panel. Clockwise from top left: Brandi Thomas (GE CDO), Arnyah Brown-Countess (GE Research), Jillian Sanders (GE Healthcare), Dom Everett (GE Aviation), Jordan Richardson (GE Gas Power), and Mark White (GE Renewable Energy).*

To open a dialogue on how AAF can build and evolve to meet the needs of younger talent, the symposium included a "Rising Leaders" panel moderated by Brandi Thomas, GE's Chief Audit Executive and now also Chief Diversity Officer. Brandi was joined by five early career professionals from different GE businesses for a discussion about working at the company, opportunities, and workplace culture.

"Recruiting, retaining, developing, and promoting African Americans within the company – that's the AAF focus now and for the next 30 years," said Tanya Spencer, Chief Diversity Officer for GE Gas Power and former AAF Operating Leader. "While priorities may change and the business landscape may alter, our commitment to growing and developing employees will not."

*"While priorities may change and the business landscape may alter, our commitment to growing and developing employees will not."*

In addition, the AAF is a supporter of local communities, partnering with many organizations that promote Black/African American excellence and minorities in STEM. Since 1995, the AAF has generated \$2.4 million for scholarships for college students, easing the financial burden for many students.

"With AAF outreach we have the opportunity to grow and influence the next generation of talent – young, smart, driven individuals who will shape the future of industry," added Shawn Warren, V.P. and General Manager with GE's Military Systems Operation and former AAF Operating Leader. "We are excited to see what tomorrow holds and look forward to continuing to advocate for diverse talent at GE and beyond."

## Introducing... *Next Engineers*

Increasing the diversity of young people in engineering; that's the goal of *Next Engineers*, a new global college-readiness program offering hands-on opportunities to empower the next generation of young, diverse minds to build a better future, wherever their careers take them.

In 2021, GE launched *Next Engineers* in four communities globally: Cincinnati, Ohio and Greenville, South Carolina in the U.S., along with Stafford, U.K. and Johannesburg, South Africa. The program comprises three levels of learning for students on their paths to engineering studies:

- **Engineering Discovery:** Students (ages 13 to 14) build awareness about what engineers do through a variety of short, exploratory sessions led by GE engineers. Volunteers deliver creative, hands-on activities in the classroom or community to inspire young people and expand their understanding of what engineering is all about.

- **Engineering Camp:** Students (ages 14 to 15) are immersed in the engineering process through a week-long camp experience. Students interact with experienced engineering faculty, staff, and business leaders as they complete design challenges inspired by real-world scenarios, building an identity as aspiring engineers.
- **Engineering Academy:** Over three years, students (ages 15 to 18) learn to think and act like engineers and prepare to advance to post-secondary education. With over 80 hours per year outside of school, the Academy includes a series of immersive design challenges, career coaching, and college-readiness workshops to equip youth with the skills they need to build an engineering identity and career. Students who complete the Academy and enroll in a post-secondary engineering degree program will receive a partial scholarship from the GE Foundation.

*Next Engineers* is a program of the GE Foundation, an independent charitable organization funded by GE. The GE Foundation has partnered with FHI 360, an international nonprofit, to implement the program globally. Learn more and follow our journey at [www.nextengineers.org](http://www.nextengineers.org).

## GE Named Company of the Year by the Society of Hispanic Professional Engineers

The Society of Hispanic Professional Engineers (SHPE) is the largest association in the U.S. for Hispanics in science, technology, engineering, and math (STEM) fields. In 2021, GE was honored to be named SHPE's Company of the Year.

SHPE's vision is "a world where Hispanics are highly valued and influential as the leading innovators, scientists, mathematicians, and engineers." SHPE offers training, mentorship, and programming to more than 13,000 members, including high school students, undergraduate and graduate students, as well as professionals.

The 27-year relationship between GE and SHPE pre-dates the formation of the Hispanic Forum (HF), an Employee Resource Group (ERG) within GE aimed at increasing Hispanic and Latinx representation and fostering opportunities for career growth. SHPE and the HF complement one another, with the HF providing a similar sense of community and support for GE employees.

GE is a member of SHPE's Industry Partnership Council (IPC), which comprises top national companies that are committed to diversity and inclusion. In this capacity, GE has supported SHPE's year-round programs, shared industry perspectives, and helped members prepare for professional careers. GE employees also speak on SHPE panels, partake in local events, and help recruit SHPE members.



*GE accepts the SHPE Company of the Year Award. Pictured from left to right: Daniel Caratini (GE Aviation), Juan Alvarez (GE Aviation), Susie Robinson (GE Aviation), Mike Barber (former GE CDO), Tony Denhart (retired), Carlos Roman (GE Renewable Energy), and Alvaro Corena (GE Renewable Energy).*

Daniel Caratini is a Chief Consulting Engineer for GE Aviation and Co-Operating Leader of the Hispanic Forum. He also serves as GE's Executive Sponsor of SHPE Recruiting. Having been an active SHPE member while at the University of Puerto Rico, Daniel understands the association's impact firsthand.

"SHPE serves the needs of the Hispanic community and through partnership with companies like GE, provides individuals with the connections, opportunities, and tools to lift them up both personally and professionally," said Daniel. "As a result, SHPE is building a more diverse workforce and connecting Hispanic talent to global and national companies."

## MEET SOME OF OUR NEXT ENGINEERS' VOLUNTEERS

**Cincinnati, Ohio** – *Next Engineers Cincinnati* is a partnership between the GE Foundation, GE Aviation, and the University of Cincinnati. Together they are investing in Cincinnati's youth by helping students explore the world of engineering.

### AMIT GODBOLE

Senior Product Cost/  
Pricing Manager  
GE Aviation, Cincinnati  
Volunteer



"I love the structure of this program - igniting interest through Engineering Discovery and mentoring and supporting the diverse talent through the Engineering Camp and Academy is powerful. I see the joy in the eyes of students when they build, analyze, and learn through hands-on projects. This program also provides a great platform for GE volunteers to give back to the communities they live in and build the pipeline for the next generation of engineers."

**Greenville, South Carolina** – The GE Foundation, GE Renewable Energy, GE Gas Power, and Clemson University PEER & WISE have joined forces to launch *Next Engineers Greenville*. Volunteers are inspiring the next generation of engineers to build a more creative and sustainable world.

### GRISELDA PRUNEDA

Senior Engineering Manager –  
Product Definition  
GE Gas Power, Greenville  
Volunteer



"I decided to volunteer with *Next Engineers* as a way to support the youth in my community and to remind students that they have a right to dream big. It is an honor to be part of a program that allows volunteers to share our diverse career experiences and to hear from students about what is important to them. We hope that this program will empower students with information and serve as an inspiration so that as each one of the students begins to write the story of their life and their careers, they are the ones holding the pen."

Over the last five years, GE has hired more than 200 interns from through the SHPE National Convention. A number of these individuals went on to join GE leadership development programs, which are multi-year, skills-building rotational programs.

Mike Barber, GE's former Chief Diversity Officer (retired), accepted the SHPE Company of the Year award on behalf of GE this past November. During his remarks Mike said, "This award is a marker of the progress we are making in increasing the diversity of young people in STEM fields, and in ensuring that the future for Hispanic talent is bright."

*"This award is a marker of the progress we are making in increasing the diversity of young people in STEM fields, and in ensuring that the future for Hispanic talent is bright."*

GE also took the opportunity to announce that the GE Foundation will fund \$10,000 STEM scholarships for 22 students through SHPE. These will be awarded over the next two years, further cementing GE's commitment to creating a diverse talent pipeline to propel a more inspirational and inclusive workplace.

The SHPE and GE collaboration continues to make a difference thanks to the hard work and dedication of the greater SHPE team and the unique and valuable relationships forged by members of the GE-SHPE Recruiting Team.

## Hispanic Forum Celebrates 25 Years

GE's celebration of Hispanic Heritage Month included something extra special in 2021. It coincided with the 25th anniversary of the Hispanic Forum (HF), one of the first Employee Resource Groups (ERG) at GE. Working to increase Hispanic and Latinx representation and foster opportunities for growth, the HF's impact can be felt both inside and outside the company.

The group was officially recognized as an ERG in 1996. Since then, it has grown to more than 4,000 members. For its members, the Hispanic Forum has served a number of purposes.

"The Hispanic Forum delivers a sense of community; a place of belonging, especially for those who may be new or feeling out of place," said Daniel Caratini, Chief Consulting Engineer for GE Aviation and HF Co-Operating Leader. "I think of my own experience moving from Puerto Rico, to Michigan, to South Carolina. The Hispanic Forum connected me with people from similar backgrounds who showed me the area and helped me settle. It became my home away from home."

Alvaro Corena, CIO for GE's Onshore Wind business and HF Co-Operating Leader, echoed Daniel's insight, adding that, "The Hispanic Forum enables us to expand our warm and welcoming culture into the workplace. We draw on the talents and passion of our members to explore and share the Hispanic and Latinx culture."

## MEET SOME OF OUR NEXT ENGINEERS' VOLUNTEERS

**Stafford, United Kingdom** – *Next Engineers* Stafford is a partnership between the GE Foundation, GE Grid Solutions, and Connectr. Their investment in Stafford's youth will help develop the diverse and creative engineering talent of tomorrow.

### NICOLA MURPHY

Senior Engineering Manager –  
Product Care  
GE Renewable Energy,  
Stafford Volunteer



"*Next Engineers* is an amazing opportunity for young people in the local area, and as a volunteer I also have the opportunity to give back to my community and share my passion for engineering. For me, it's a way of providing the next generation a chance to have the same 'light bulb moment' I had when I was younger, where they realize their favorite school subjects, hobbies, and passions might align with a career in engineering. A program like this is a great way for the GE Foundation to invest in our local community and to make a real impact on the lives of young people."

**Johannesburg, South Africa** – Future engineers in Johannesburg are exploring the discipline thanks to the partnership of the GE Foundation, GE South Africa, and the Programme for Technological Careers (PROTEC).

### STEFAN LUDICK

Director of Project Management  
(Sub-Saharan Africa, Middle East,  
Northeast Africa & Turkey)  
GE Healthcare,  
Johannesburg Volunteer



"What a great opportunity to be part of *Next Engineers* and be involved in the development of the next generation of professionals and leaders. This program outlines all the requirements you need to build a solid foundation to start building a career in engineering. I'm proud to help this next generation see that anyone can engineer a better tomorrow, no matter your background."

A big focus for the Hispanic Forum is professional development, offering leadership guidance, mentorship, and networking opportunities. This culminates in an annual National Leadership Summit, where members from local HF hubs can connect and reflect on the ERG's value and impact, and attendees can partake in career growth workshops.

## *The Hispanic Forum at GE remains committed to developing, retaining, and providing career opportunities to the Hispanic and Latinx communities.*

More than 575 GE employees attended the 2021 Virtual Summit this past September. The three-day event included leader and sponsor presentations, panel discussions, and breakout activities. It was also a celebration of the Hispanic Forum's 25 years.



Another critical mission of the HF is community support. The group fosters strong partnerships with organizations and community non-profits that support the greater Hispanic and Latinx communities and promote talent development. One of those organizations is the Society of Hispanic Professional Engineers (SHPE), a relationship that's further detailed in this report.

Hand-in-hand with community support is fundraising for education scholarships. The group's more than ten-year relationship with the Hispanic Scholarship Fund (HSF) has resulted in more than \$800,000 (USD) raised and more than 230 students supported. A leading non-profit in the Hispanic community, the HSF provides scholarships, career services, and leadership development to students across the U.S.

The Hispanic Forum at GE remains committed to developing, retaining, and providing career opportunities to the Hispanic and Latinx communities.

## GE Girls: Diversity is the Key to Innovation

**By introducing participants to a wide variety of STEM subjects through real life applications, the GE Girls initiative aims to show a diverse set of young talent that they can do anything they put their minds to.**

The GE Girls initiative began 10 years ago as a STEM accelerator program, introducing middle school-aged girls from diverse backgrounds to STEM concepts in an engaging and relatable way.

GE Girls is on a mission to capture hearts and minds at a pivotal moment. "Our mission is to ignite and maintain the interest of middle school girls in science, technology, engineering, and math," Agnes Berzsenyi, Executive Sponsor & Co-Founder of GE Girls says. "Our goal is really to encourage these girls to pursue STEM related subjects during high school and higher education with the hope that they will pursue careers in the field of STEM."

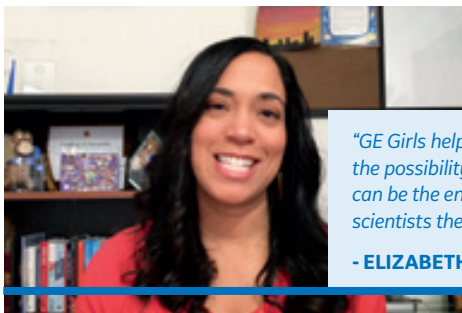


Raised by two engineering-minded parents in Hungary, Agnes says STEM was always a part of their everyday life. “For us to solve math problems around the kitchen table or talk about science and physics was actually quite normal,” she says. Through GE Girls and her role as the President and CEO of Women’s Health & X-Ray at GE Healthcare, Agnes has made it her life’s work to improve women’s position in the technology science and engineering fields at large.

For Agnes, the reason for such a push is simple: Diversity numbers among STEM professionals are not where they need to be. “I have seen in GE Healthcare firsthand that when we have more diverse teams, teams are much better at problem-solving. They also bring more creative ideas and innovations to the table. To enable such teams, we have to engage girls with STEM earlier.”

GE Girls relies on the collaboration of GE volunteers, local school districts, partners, technical universities, and colleges to help run the one-week program but the results can last a lifetime. In just one week, the girls get a firsthand opportunity to do all kinds of fascinating projects, from programming and coding to 3D printing and CAD modeling, instilling technical as well as leadership skills and a new kind of inspired confidence.

Elizabeth Ivy Johnson has been with GE for over 18 years and has volunteered as a co-leader of the GE Girls summer camp in Washington, D.C. for the past six. “As a co-leader of the GE Girls summer camp, we’ve been privileged to work with a bunch of different organizations in the D.C. area.” For her, the program’s benefits can immediately be felt when seeing the participants’ level of excitement.



*“GE Girls helps them see the possibility that they too can be the engineers and scientists the world needs.”*

**- ELIZABETH IVY JOHNSON**

“When we put experiments in front of them, they get super excited, they are so curious,” Elizabeth says. “They ask a ton of questions, and I really can see the future of our STEM pipeline.” While the summer camp program is centered on immersing participants in the many different applications of STEM, it also instills leadership skills as well as builds confidence.

When asked about her favorite part of the program Agnes is quick to talk about the last day of camp. “We bring the campers together with their parents and teachers and ask them, ‘what did you learn?’” she explains. “When you hear from girls that their confidence has improved and that they now have this can-do attitude that they see themselves as engineers or scientists, it is just truly an amazing experience.”

At GE, Elizabeth leads a field-based team of clinical applications specialists who work to demonstrate the capability of GE ultrasound products and support customers. And yet for her, a rewarding career in STEM wasn’t always in the cards. “I didn’t always know that I wanted to be a mechanical engineer,” Elizabeth said. That changed following an internship with the mechanical engineering department in a NASA-affiliated program at Florida International University. She added that, “Working alongside graduate engineering students and talking to them about potential careers really opened my eyes to the opportunities that a career in STEM – and specifically for me, mechanical engineering – could afford me.”

Take it from Elizabeth, STEM professionals aren’t made in a vacuum – they are made by fostering curiosity, tearing down preconceived limitations, and providing positive role models these GE Girls can follow the example of. “Being a woman in a technical field with a technical background, I didn’t make it here on my own,” Elizabeth says. “I think it’s extremely important that our middle school girls can see themselves in our profession. GE Girls helps them see the possibility that they too can be the engineers and scientists, the world needs.”

Watch this video to learn more about GE Girls.



## A Lean Approach to Inclusion and Diversity

GE’s inclusion and diversity priorities are focused on driving transparency, accountability, and community, with an understanding that meaningful change here is data driven. Reliable data helps tell the story and lay the groundwork for improvements.

GE is scaling lean companywide with an eye towards continuous improvement in how we operate. It’s touching every area of the company, including diversity. Looking at diversity data through a lean lens enables us to tackle challenges more objectively; we identify problems, determine root cause, and develop action plans for sustainable change. Here are three examples of how GE is using lean to tackle inclusion and diversity challenges.

### **GE Healthcare: Setting a strategy to increase underrepresented minorities in leadership roles (U.S. and Canada)**

Underrepresented minorities (U.S. and Canada) in executive leadership roles at GE Healthcare has increased two percent from the beginning of 2020 to the end of 2021. To further increase representation, GE Healthcare assembled a cross-functional team to dig into the data and leverage lean tools to make operational improvements.

They began with a problem solving report (PSR), a lean tool to get to the root cause of a challenge. It starts with looking objectively at all the data. The Healthcare team found that their biggest opportunity was in hiring; improving the ways they attract, recruit, and hire underrepresented minorities.

They used pareto analysis, a visual mapping technique, to identify and categorize shortcomings. They validated these points by “going to genba,” a lean tool that brings you to the actual place where the work happens. The GE Healthcare lean project team connected with managers, asking them about their inclusion and diversity challenges. From there, the team drilled down to the roadblocks that were preventing GE Healthcare from improving the number of underrepresented minorities (U.S. and Canada) in executive leadership roles.

Most recently, the team set two action plans to drive sustainable improvement. The first is to ensure diverse talent has equitable opportunity and that each open role is met with a diverse slate of candidates. To achieve this the business set clear ratios for internal succession plans, stepped up proactive recruiting, and increased the candidate referral incentive for GE’s Employee Resource Group (ERG) members. The business also established additional partnerships with external recruiting partners to source talent at all levels.

The second is to ensure GE Healthcare’s interview panels themselves are made up of a diverse group of employees. This means utilizing employees from a range of backgrounds and experiences, leveraging ERG talent when necessary. Of course, promoting and retaining diverse talent also remains top of mind for the business.

GE Healthcare has committed to increasing underrepresented minorities in executive leadership roles and hopes to reach 13% by the end of 2023, based on its current data and the overall market availability of talent according to the U.S. Census and the U.S. Bureau of Labor Statistics.

### **Delivering a more equitable employee experience across GE**

In 2021, the Chief Diversity Officers from GE’s businesses kicked off a lean project focused on developing standard work to enhance the effectiveness of GE’s managers. The goal is to arm managers with standardized processes, tools, and resources to engage and empower high-performing, diverse teams.

The first step for the project team was to drill down to root cause by going to genba. Speaking with managers representative of multiple countries and GE businesses, the team uncovered that the expectations for managers were not always consistent, resources were duplicative, hard to locate, or unavailable, and managers wanted simplification.

The team created a value stream map (VSM) to map the entire employee experience, identifying the places where managers have impact. Then, the team went back to genba to determine where guidance would matter most.

This led them to the creation of an intuitive framework, focused on recruitment, growth, and engagement/retention, and five manager expectations: 1) Get to know employees, 2) Communicate and connect with employees, 3) Grow, coach, and empower, 4) Give authentic appreciation, and 5) Take care of yourself.

This framework also establishes the actions to achieve these expectations and identifies resources to execute those actions. The standardized resources developed include guidance on how to engage employees, how to navigate uncomfortable conversations, and how people leaders can prioritize their own well-being.

Next, the framework establishes a regular cadence for managers in their role as people leaders. The team clarified what actions should be taken on a daily, weekly, monthly, quarterly, and annual basis for each expectation. This is known in the lean world as daily management.

The program has rolled out to 100 early-adopter managers across GE for additional insights before launching broadly. The end goal is to empower leaders with a simple framework and resources to take a proactive role in each employee’s experience, thereby better ensuring a more equitable employee experience, bolstering retention, and increasing employee engagement.

### **GE Gas Power: Standardizing the process for meaningful conversations**

Attracting and recruiting diverse talent is a top priority at GE, as well as retaining that talent to drive increased productivity and engagement. In 2021, GE Gas Power’s Supply Chain and Human Resources organizations focused on retention during a week-long kaizen. A valuable lean tool, kaizen is a swift and intense workshop where project teams focus on mapping and improving a single process.

Their process of choice was “stay interviews,” which the team quickly rebranded as “You Matter Conversations.” These are conversations managers have with their employees to gauge their happiness, centering on what the organization is doing well and opportunities for improvement. Standard execution of these discussions had been lost or at best, scattered, in the wake of COVID-19 and various organizational changes. As the kaizen team looked to rework, rebrand, and restart these conversations, they started with diverse populations.

They defined all the influences on an employee’s experience, including work and life harmony, sense of belonging, empowerment, trust and confidence, career development opportunities, among others. From those, they drafted 15 conversation prompts to foster more meaningful discussions. The intent is that employees receive the list of prompts prior to their “You Matter Conversation;” they select three strengths and three opportunities to focus on.

To ensure their utmost comfort, employees are given the opportunity to choose the person they’d prefer to have the conversation with, such as their manager, HR partner, one-over-one manager, or member of their local Inclusion & Diversity Council.

The team then went to genba, testing the approach with a small selection of employees. Feedback on the prompts, timing, and approach drove further improvements, as did gathering the manager’s perspective. The project team closed out the kaizen by drafting step-by-step directions and developing an online tool to store and track results.

While the “You Matter Conversation” was originally developed by and for GE Gas Power’s Supply Chain organization, early results have shown their statistically significant impact on attrition. It has been a success that has resonated within the business and across the company as others look to implement the tool in 2022.

# We Are GE

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



**Tanya Spencer**

*Power – Gas Power*

Tanya is the Chief Diversity Officer for GE's Gas Power business and former Co-Operating Leader of the African American/Affinity Forum at GE. [In this video](#), she shares her personal story and perspective on leading diversity and inclusion.



**Bryan Smith**

*Healthcare*

[In this video](#), Bryan shares how his life changed after a motorcycle accident and how his drive and unique perspective has helped him thrive despite the new mental and physical challenges that came with it.



**Lene Mi Ran Kristiansen**

*Renewable Energy*

Lene is the Sustainability Leader for GE Renewable Energy. [In this video](#), she shares her personal story, her role, and the importance of representation and inclusion of more women in leadership and engineering roles.



**Gabbe Kearney**

*Aviation*

[In this video](#), Gabbe shares her story as a U.S. Air Force veteran, an active member of the Oregon Air National Guard, and a Military Officer Leadership Program (MOLP).



**Andrea (Dre) Clavijo**

*Corporate*

In 2021, Dre was recognized in *Hispanic Executive's* "Legal Changemakers" issue for her innovative work revamping GE's compliance program and code of conduct, known as The Spirit & The Letter. [Read more about Dre's story here.](#)



**Jeff Goldmeier**

*Power – Gas Power*

Jeff is one of GE's foremost experts on unlocking energy from natural gas, hydrogen, and other fuels. [Read more](#) about his journey and how he became the co-host of GE Gas Power's decarbonization themed podcast, "Cutting Carbon."



**Marvin Francis**

*Aviation*

Marvin has worked in engineering since 2006 and is now a staff engineer at GE Aviation. [Read Marvin's story](#) about why he's volunteering with the GE Foundation's Next Engineers initiative.



**Lisa Gilkes**

*Renewable Energy*

Lisa was only 13 years old when she lost her father to a workplace accident. [In this video](#), she courageously shares her story as a reminder to us all of the importance of safety and the impact that our actions can have.



**Karen Delvecchio**

*Healthcare*

Karen was recently awarded as "Ally of the Year" by the Pride Alliance Employee Resource Group at GE. [In this video](#), Karen shares her personal story behind her drive to be a better ally, advocate, and sponsor, and the importance of allyship in the workplace.



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