

2009 Citizenship Report

# Renewing Responsibilities



[www.ge.com/citizenship](http://www.ge.com/citizenship)

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## Available Online

[www.ge.com/citizenship/stories](http://www.ge.com/citizenship/stories)

### FEATURES

#### Energy & Climate Change

*Finding Solutions to Global Water Needs*

*Australia's Mining Industry Steps Up to the Energy Challenge*

#### Sustainable Healthcare

*Changing the Healthcare Landscape in Cambodia*

*Making Progress toward Sustainable Health*

#### Community Building

*Our Approach to Disaster Relief*

*Diversity from the Classroom to the Workplace*

*Partnering for Growth in Vietnam*

*The EHS Academy: Where Local Improvement Drives Global Collaboration*

### ACTION POINTS

Additional supportive articles are available online at [www.ge.com/citizenship/stories](http://www.ge.com/citizenship/stories).

### PERSPECTIVES

*Checking Compliance Every Step of the Way*

**Rich Breunig**, Global Compliance Leader, GE Sensing & Inspection Technologies, GE Energy

*Ethics: Walking the Talk*

**Lazarus Angbazo**, GE's President & CEO for East, West & Central Africa

*Sustainability & Public Policy*

**Karan Bhatia**, Vice President and Senior Counsel, GE International Law Policy

*Leading Successful Acquisitions*

**Harold Jones**, General Manager, GE Aviation Lean Six Sigma & Environmental, Health & Safety

#### Energy & Climate Change

*Building Industries, Jobs & Partnerships to Last*

**Steven Galligos**, First Nations Training & Employment Coordinator, Peter Kiewit Sons Co.

*The Challenge of Low Carbon Transformation*

**Duncan Green**, Oxfam GB

*Tearing Down Barriers to Green Trade*

**John Krenicki**, Vice Chairman of GE and President and CEO of GE Energy

*Renewable Energy Manufacturing:*

*Pensacola Positioned to Lead*

**Blair Simmons**, GE Energy Plant Manager — Pensacola, FL

*Q&A with Chinese Supplier about the EHS Academy Experience*

**Yu Yang**, EHS Manager, Fortune Electric Ltd.

*Addressing Climate Change in Mining*

**Andrew Jenkin**, General Manager Innovation, Technology Transfer Rio Tinto, Australia

#### Sustainable Healthcare

*Sustainable Global Health*

**Margaret E. Clark**, Vice President and Executive Director, Global Health & Development, The Aspen Institute

*Striving for Healthcare Access in a Difficult Economy*

**Ulysses Kilgore III**, President and CEO, Bedford Stuyvesant Family Health Center, Brooklyn, NY U.S.A

*Enabling a Culture of Health*

**Dr. Robert Galvin**, GE Chief Medical Officer

*Innovative Solutions for Sustainable, Affordable & Accessible Good Quality Healthcare Globally*

**Dr. Ernest Madu**, Chairman & CEO, The Heart Institute of the Caribbean

#### Community Building

*Maternal Mortality in the World's "Orphaned Countries"*

**Leslie D. Mancuso**, President and CEO of Jhpiego

*Developing Strong Local & International Partnerships*

**Robert S. Harrison**, CEO, Clinton Global Initiative

*Leveraging Size & Scale to Affect Positive Change*

**Engelina Jaspers**, Vice President, HP Environmental Sustainability

*Raising Our Standards, Growing Our Business*

Suppliers from MaisonWorleyParsons, Archetype VN, Ltd and Hitachi Plant Technologies Ltd in Vietnam

*Supporting Diversity*

**John J-H Kim**, Co-Founder and CEO, The District Management Council

*Corporations Add Value to Disaster Relief*

**Nan Buzard**, Senior Director, International Response and Programs, International Red Cross

*Corporate Responsibility & Economic Renewal*

**Vic Abate**, GE Energy

# About This Report

Like so many urgent conversations in the world today, this year's report is framed by reflections on the financial crisis and prospects for recovery.

The report is structured around discussions of the three strategic pillars of GE's citizenship strategy; **energy and climate change**, **sustainable healthcare** and **community building**, underpinned by our commitment to **operational excellence**. These are the four areas where GE is concentrating its efforts as a global corporate citizen, in order both to grow our business and to help shape a sustainable renewal. It highlights perspectives from both employees and external stakeholders and includes relevant performance data to illustrate how we are progressing against our commitments and targets.

A 40-page report, however, can only provide a high-level summary and introduction to the issues that GE faces, our principles, strategy and performance. Our Citizenship Web site at [www.ge.com/citizenship](http://www.ge.com/citizenship) gives the full picture—it includes detailed performance data, broader stakeholder perspectives and case studies which show how our citizenship priorities are put into practice around the world. We will continue to update this information throughout the year, to support our ongoing discussion with stakeholders about the world's toughest problems and exciting opportunities.

This document is produced for the benefit of all stakeholders, including employees—the people whose actions define GE every day. We hope that readers will make use of the information and perspectives, and see them as an invitation to further dialogue with GE. We will continue to engage in these constructive discussions and seek to adapt and develop solutions based on what we learn in order both to succeed in, and contribute to, societies where people can thrive.

To complement the print version of the report, we have a significant amount of content on the GE Citizenship Web site, where readers can find more information on GE's citizenship activities around the world. You'll notice that scattered throughout the report are references to supporting content, labeled "features," "perspectives" and "action points," which can be defined as the following:

**Features:** Longer, deep-dive articles looking at the various corporate citizenship challenges and opportunities for GE as it does business globally. These include interviews with key internal and external stakeholders, and often highlight multi-media content such as videos, photos and graphics.

**Perspectives:** Written contributions from employees, customers and external experts that provide first-person perspectives on key issues and dilemmas faced by multinational businesses. These perspectives are unedited by GE.

**Action Points:** Supportive articles that exemplify many of the key themes and initiatives described in this print report. These example stories provide insight into various GE projects, announcements, milestones, campaigns, case studies, engagements and summits, and policies and processes.

## SCOPE OF REPORT

This report, published in July 2010, covers GE's worldwide operations for the 2009 fiscal year except where otherwise stated. This is GE's sixth citizenship report. Reports for previous years are available at [www.ge.com/citizenship/pastreports](http://www.ge.com/citizenship/pastreports).

## REPORTING PRINCIPLES & FRAMEWORK

**INCLUSIVENESS** Issues raised by stakeholders

**SUSTAINABILITY CONTEXT** Global social and environmental challenges

**COMPLETENESS** GE's worldwide operations and five businesses

**RESPONSIVENESS** GE's response to stakeholder feedback as part of ongoing engagement strategy

## RELEVANCE/MATERIALITY

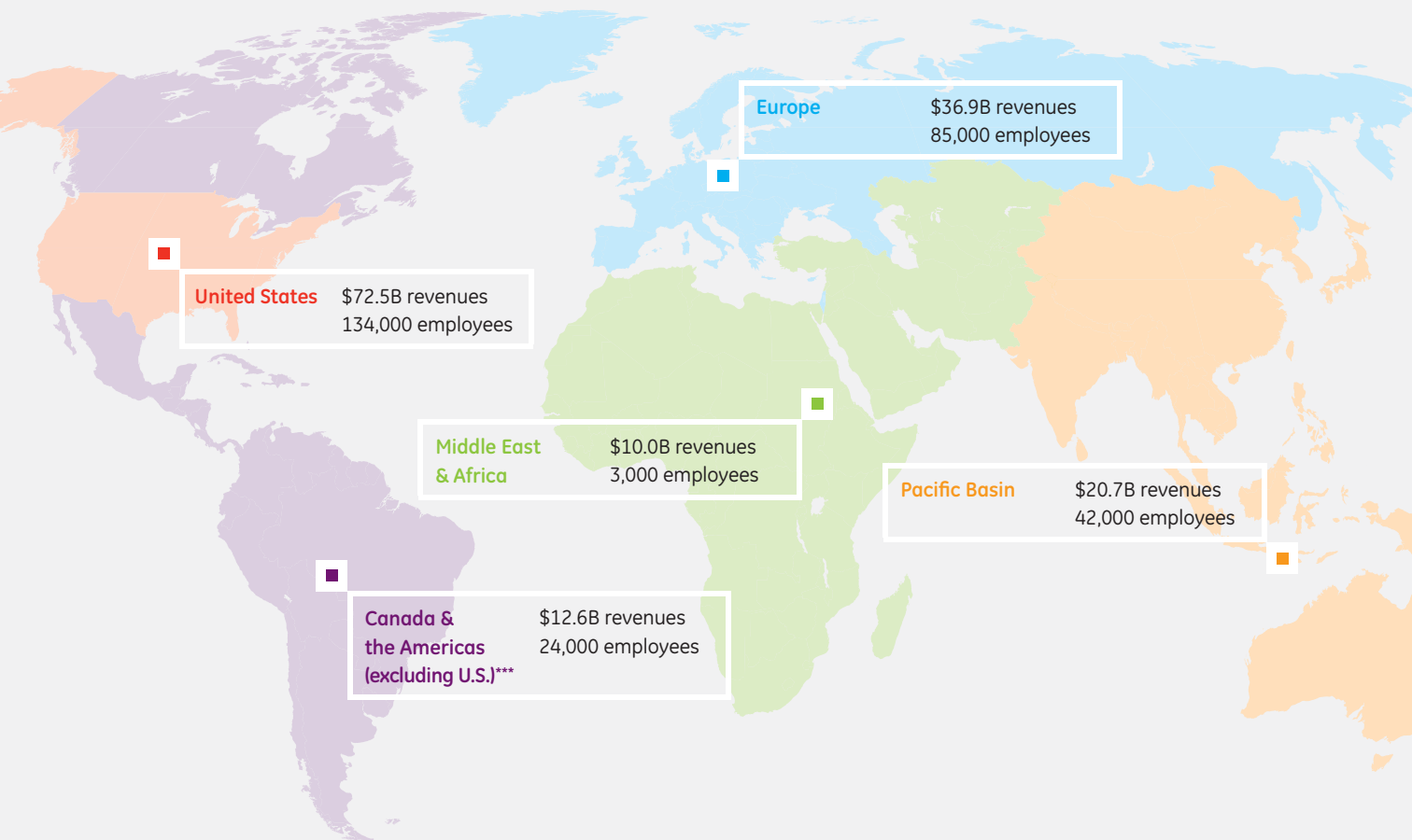
1. Prioritize issues influencing stakeholder decisions
2. Prioritize issues influencing business success

**THIS REPORT:** Thematic discussions for dialogue  
**WEB SITE:** Performance metrics and core activities

# GE Around the World\*

GE (NYSE: GE) is a diversified infrastructure, finance and media company taking on the world's toughest challenges.

From aircraft engines and power generation to financial services, health care solutions and television programming, GE operates in more than 100 countries and employs about 300,000 people worldwide. For more information, visit the company's Web site at [www.ge.com](http://www.ge.com).



**GE World Totals: \$156.8B\*\* revenues 288,000 employees**

\* These numbers reflect operations as of fiscal year 2009, which ended 12/31/2009.  
\*\* Includes ~\$4.1B from "other Global" areas  
\*\*\* Excludes approximately 16,000 employees in Central America related to GE's acquisition of a controlling interest in BAC Credomatic GECE Inc. (BAC) in June 2009.

## Technology Infrastructure

Around the world, GE is helping build the healthcare, transportation and technology infrastructure of the new century. Many of GE's fastest growing businesses are in the Technology Infrastructure segment.

**PRODUCTS INCLUDE:**

- Aviation jet engines
- Equipment and services for all categories of commercial and military aircraft
- Healthcare products such as MRIs, X-rays and ultrasounds
- Patient monitoring, healthcare information technologies and medical diagnostics
- Locomotives, gearing technology for wind turbines and stationary power generation
- Inspection equipment, security and life safety technologies

	2005	2006	2007	2008	2009
<b>REVENUES</b> (in \$ billions)	33.9	37.7	42.8	46.3	<b>42.5</b>
<b>PROFIT</b> (in \$ billions)	6.2	7.3	7.9	8.2	<b>7.5</b>

## Energy Infrastructure

The Energy Infrastructure segment is leading the field in the development, implementation and improvement of the products and technologies that harness our resources, such as wind, oil, sun, gas and water.

**PRODUCTS INCLUDE:**

- Gas, steam and aeroderivative turbines
- Combined cycle systems
- Renewable energy solutions, including wind turbines and solar technology
- Water purification equipment, mobile treatment systems and desalination processes
- Advanced technology equipment and services for all segments of the oil and gas industry

	2005	2006	2007	2008	2009
<b>REVENUES</b> (in \$ billions)	21.9	25.2	30.7	38.6	<b>37.1</b>
<b>PROFIT</b> (in \$ billions)	3.2	3.5	4.8	6.1	<b>6.8</b>

## Consumer & Industrial

From the familiar light bulb to the latest advancements in consumer technology, GE Consumer & Industrial has a long tradition of innovations that have improved the quality of life of millions of people everywhere.

**PRODUCTS INCLUDE:**

- Major appliances such as refrigerators, freezers, electric and gas ranges, clothes washers and dryers and microwave ovens
- Lamps and lighting fixtures
- Electrical equipment and control products

	2005	2006	2007	2008	2009
<b>REVENUES</b> (in \$ billions)	13.0	13.2	12.7	11.7	<b>9.7</b>
<b>PROFIT</b> (in \$ billions)	0.7	1.0	1.0	0.4	<b>0.4</b>

## Finance

GE Capital offers a broad array of products and services aimed at enabling commercial businesses and consumers worldwide to achieve their dreams. Services include commercial loans, operating leases, fleet management, credit cards, personal loans and other financial services.

**PRODUCTS INCLUDE:**

- Loans, leases and other financial services to customers for a variety of equipment and major capital assets in industries such as construction, aviation, transportation, media, energy and healthcare
- Real estate financing for commercial and industrial properties
- Private label credit cards, auto and home equity loans

	2005	2006	2007	2008	2009
<b>REVENUES</b> (in \$ billions)	49.1	56.4	66.3	67.0	<b>50.6</b>
<b>PROFIT</b> (in \$ billions)	8.4	10.4	12.2	8.6	<b>2.3</b>

## Media & Entertainment\*

NBC Universal is one of the world's leading media and entertainment companies. It develops, produces and markets film, television, news, sports and special events to a huge global audience.

**PRODUCTS INCLUDE:**

- U.S. network television
- Production and distribution of film and television programming
- Operation of theme parks
- Investment activity in digital media and the Internet

	2005	2006	2007	2008	2009
<b>REVENUES</b> (in \$ billions)	14.7	16.2	15.4	17.0	<b>15.4</b>
<b>PROFIT</b> (in \$ billions)	3.1	2.9	3.1	3.1	<b>2.3</b>

**NOTES**

Effective January 1, 2010, GE reorganized its segments to better align the Consumer & Industrial and Energy businesses for growth. Results for 2009 and prior periods are reported on the basis under which GE managed the business in 2009 and do not reflect the January 2010 reorganization described above.

A more complete list of products per business can be found in the 2009 GE Annual Report (pages 111-112).

\* On December 3, 2009, Comcast and GE announced a signed definitive agreement to form a joint venture that will be 51 percent owned by Comcast, 49 percent owned by GE and managed by Comcast. The joint venture will consist of the NBC Universal (NBCU) businesses and Comcast's cable networks, regional sports networks and certain digital properties and certain unconsolidated investments. The transaction has been approved by the Boards of Directors of GE and Comcast. It is subject to receipt of various regulatory approvals, including under the Hart-Scott-Rodino Antitrust Improvements Act and by the Federal Communications Commission and certain international agencies.



# From Reset to Renewal

A Letter from Jeff Immelt



Dear Friends,

In light of what many have called the Great Recession, the world is reset. Now we must lead an aggressive renewal to win the future. This year's report, *Renewing Responsibilities*, examines GE's partnerships with our employees, business partners and communities — in jointly tackling the world's most complex and pressing problems. The key question is, where can GE apply its innovation, knowledge and expertise to create new products and services while helping to solve these tough problems.

Change must come, requiring a new way of thinking. It requires a clear and determined plan of action. It requires candor about the troubles we face. It requires leaders throughout the economy to take command of events. And the only way to sustain a real competitive advantage is to invest in innovation and growth.

While GE is focused on the future, we also have a long heritage in citizenship. We are the oldest remaining company in the Dow Jones Industrial Average. This is not because we are a perfect company; it is because we adapt and remain competitive. We globalized the company while investing massive amounts in technology, products and services. In restructuring during the downturn, we also increased our investments, repositioning the company and putting us on a value-creating path in a dramatically changed financial services industry.

The global economy is getting better, but in the near term, consumers in the United States and Europe will be more focused on saving, and the emerging market will be the real engine of growth. More than half of GE's revenue is from outside the United States, increasingly from emerging markets such as China and Brazil. As a result, we are poised to launch more new products at more prices than at any time in our history — and we plan to sell these products in every corner of the world.

As I see it, the two biggest global challenges — and the two that may have the biggest impact on us as human beings — are clean energy and affordable healthcare.

On clean energy, we believe that wise investments and enlightened policies can provide us with far greater energy diversity and security while reducing global warming. We made a business decision to develop new products focussed on energy use and environmental stewardship. Solving the clean energy challenge will create broad economic opportunity — and jobs. And we're looking to support a low-carbon economy in emerging and developing markets.

Our ecomagination commitment has created thousands of jobs at GE and in our supply chain. Governments can play a role in this leadership. For example, if the U.S. would drive a renewable energy standard of 12 percent of energy supplies coming from renewables

by 2012 — up from five percent today — it could create thousands of green jobs. And jobs are the currency of today. Whether I am in Riyadh, Paris, Delhi, New York or Washington, D.C. — the only thing that people want to talk about is who can create jobs and growth. If you can create the opportunity for commerce, not only are you more sustainable, but you are also welcomed in any region.

In the future, we can also increase affordable healthcare. GE is also a long-term investor and innovator in healthcare. Through healthymagination, we are doing all we can to improve the access, affordability and quality of healthcare. Over the next six years, we will spend \$3 billion to create at least 100 healthcare innovations that will substantially lower costs, increase access and improve quality.

All of this is within our reach.

Successful companies can only create solutions to some of the world's toughest problems by working collaboratively. Business must engage — with communities, governments, customers and each other — because the status quo is not an option. It is not only possible for a global business leader to be a good citizen, but a requirement.

GE's impact on healthcare is not complete without a discussion of our willingness to partner, as one key aspect of renewal is a spirit of public-private partnership. Today, people want to see business and government work together, both in the U.S. and globally, to drive innovation, employment and growth. These partnerships will be the catalyst of positive growth and change. We have to engage with governments from Berlin to Washington to Beijing to Brussels to Tokyo.

Based on a commitment to integrity, a commitment to performance and a commitment to learn and grow stronger, GE is creating a better company coming out of this reset — a renewed focus that is better for GE, and also better for our world.

Sincerely,

**Jeffrey R. Immelt**

Chairman of the Board and Chief Executive Officer

# Board Member Perspective

A Letter from Sam Nunn



Dear Readers,

This report represents the evolution of GE's effort to continually challenge ourselves to be more transparent, more accessible, and more cognizant of our impact on society and the environment. It provides a snapshot of how we are progressing on this long term journey towards sustainability in an ever-evolving global marketplace.

More than 60 percent of the world's population is living on less than 4 dollars per day. Industrialized economies face increased job losses and severe fiscal and economic pressures. Globally, we face serious economic, energy, water, environmental, and security challenges.

Citizenship is not a spectator sport. Companies with global reach and impact like GE must set commercial priorities to increase shareholder value while recognizing that our business foundation rests on forward progress on public policy imperatives. GE is making a dedicated effort to develop its business strategy so that its products and services have a positive human impact and produce long-term business success.

Millions of decisions made by hundreds of thousands of GE employees determine each day whether GE is living up to its own commitments and expectations: to have a positive and sustainable impact on society and the environment.

Our public policy committee's engagement with GE's leadership focuses not only on its plans and actions, but also on how these plans are executed, particularly when reviewing compliance, safety, environmental, human rights, and other risks and opportunities. Our committee is reassured by management's commitment to ethics, integrity and sustainability in its plans and execution, by management's recognition that this commitment must be part of the GE culture, and by management's commitment to deliver on expectations, including healthymagination and expanded ecomagination objectives.

Most importantly, our board is reassured by the GE team's understanding that we do not have all the answers—that there is room for improvement, and that this improvement depends on engagement and dialogue with others. Our committee is confident that our GE team, led by Jeff Immelt, Brackett Denniston, and Bob Corcoran, fully understand that we must listen to learn and to lead. This report reflects this understanding and this continued GE commitment.

Sincerely,

**Sam Nunn**

Committee Chair, Public Responsibilities Committee  
and Member, GE Board of Directors

[Learn more about the GE Board of Directors](http://WWW.GE.COM/BOARD)  
WWW.GE.COM/BOARD





# Human Impact

Learn more about human impact at [www.ge.com/citizenship/humanimpact](http://www.ge.com/citizenship/humanimpact).

GE's approach to corporate citizenship and to business are driven by a common understanding of the role we can play in helping to solve the world's toughest problems. Our goals are to make money, make it ethically and make a difference. These are not abstract principles, but are essentially about human impact. GE's founder, Thomas Edison, said "I never perfected an invention that I did not think about in terms of the service it might give others... I find out what the world needs, then I proceed to invent..."

Our people drive our success, through the value that they create. We depend on skilled, motivated and empowered people, as employees, as business partners, and as customers. Prosperous and productive populations in turn rely on the institutions that underpin society; respecting human rights, legal redress, access to education and healthcare, fair competition and trade, and protection of the environment and the vulnerable. This enabling environment is what allows us to do what we do best: create products and services that allow people to thrive through better infrastructure and transportation, cleaner and more efficient energy supplies, affordable healthcare and access to finance and to information.

Pictured: Workers at a thermoelectric plant in Juiz de Fora, Brazil. The facility, run by federal energy company Petrobras, uses GE gas turbines to produce electricity from sugarcane-based ethanol.



In short, our business strategy succeeds when it positively impacts people, societies and the environment.

Of course, we cannot claim credit for all the human impacts that we contribute to, through our products, partnerships and processes. But we can continually work to align our citizenship strategy and business priorities towards meeting societies' needs.

Economies are rebuilding after the financial crisis, and with that comes the opportunity to reshape systems toward a pathway of sustainability — one that enables positive human impact. The challenge of meeting the needs of today's nearly seven billion people, and tomorrow's nine billion, is immense. The limits of the planet's natural resources — clean water, air, energy and land — are already stretched. Closing the global gap between where we are and where we need to get to cannot be achieved by a return to business as usual.

Our commitment to education, enterprise and innovation and the development of sound institutions must be accelerated. Radical growth in the efficiency not just of technologies, but of systems — cities, healthcare systems and transport systems — is needed. In addition, businesses must earn back trust. Managing natural resources and the clean energy transition will depend on public-private cooperation, national regulation and enforcement, and international agreements. Unless these new systems are robust and fair and worthy of public trust, there will be opportunities for corruption, resulting in injustice and waste.

At GE we are taking a company-to-country approach to these challenges, building our business in more than 100 countries across the world and investing in localized R&D to develop products and services that respond to the needs of diverse markets. Wherever we work, we advocate public policies that support sustainable development. We find partners who we work with to build the skills of individuals and the capacity needed by public and civil society institutions to act as regulators, supporters, customers and partners in building sustainable economies. We know that stable employment is fundamental to rebuilding the global economy, and in the midst of business actions that resulted in job losses, GE continues to create new jobs, in some cases rehiring, as we work towards enabling low-carbon economic development.

## GE: Human Impact by the Numbers

- GE is the most widely held stock in the world, with over **5 million shareholders**.
- The total GE family is comprised of more than one million people, including **288,000 employees**, their dependents and **400,000 retirees**.
- The GE family contributed more than **\$220 million** to community and educational programs in 2009, including more than **\$100 million** from the GE Foundation.
- Between 2000 and 2009, GE incurred almost **\$23 billion** of corporate income taxes to governments in the more than 250 tax jurisdictions around the world where we work.
- GE manages pension plans that will cover more than **635,000 employees and retirees** globally.
- GE impacts **hundreds of millions** of customers and buys **billions of dollars** in materials, components, goods and services from suppliers.
- GE invested **\$15 billion** in its research and development and intellectual capital in 2009, including product, services, marketing and programming; GE filed about **2,600 patents** in 2009.
- In 2009, GE had consolidated revenues of **\$157 billion**. GE delivered earnings from continuing operations attributable to the Company of **\$11.2 billion**, down 38%. GE declared **\$6.8 billion** in dividends.

# A Letter from Brackett Denniston & Bob Corcoran

GE is an unusual technology company. Our core technology is our culture.

GE's culture of excellence, innovation and compliance is crucial in enabling us to make progress towards solving the world's most difficult problems. In other words, the true reflection of GE's responsible citizenship is found in the commitment, actions and performance of GE people.

We believe that a culture of compliance is not something that can be created through a few high-level statements, or an easy-fix solution. Neither is it something that should be neglected unless there is a crisis. It is part of the fundamental work of building a trusted global company.

Within GE, compliance is everybody's business. We work hard to ensure that each of GE's nearly 300,000 employees around the world understands and affirms the company's expectations of integrity. Every director, employee, consultant, agent or contractor that works for GE has a responsibility to raise any compliance concerns with one of our 700 ombudspersons, and is fiercely protected from any retribution in doing so.

Of course, contributing to the development of strong, healthy societies goes beyond the letter and spirit of the law. GE's ability to innovate and solve problems depends on attracting, retaining, and motivating extraordinarily talented people. People come to

work at GE for the opportunity of a rewarding career that makes a difference. They will only stay if our culture allows them to live up to this promise.

AVAILABLE ONLINE

*Checking Compliance  
Every Step of the Way*

*Ethics: Walking the Talk*

[WWW.GE.COM/CITIZENSHIP/STORIES](http://WWW.GE.COM/CITIZENSHIP/STORIES)

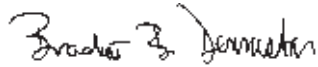
We strive to create a work environment where people can

flourish. This includes policies to assure health and safety at work and to enable open communication. We spend more than \$1 billion on training and development every year, even through this economic downturn. Our compensation programs are designed to reward performance that contributes to long-term value creation, and adherence to GE's values and commitment to integrity.

Responding to global challenges requires leaders and innovators from diverse walks of life. We seek to foster the capacity for leadership and innovation, not just within our own operations, but in collaboration with partners in the business, public and voluntary sectors and in communities. This isn't just about "giving back," it is about what we gain. Working more closely with these partners enables us to understand emerging needs, challenges and opportunities better.

Engaging with stakeholders, even through difficult conversations, is the way to accelerate our own learning, and that of our collaborators, towards solving shared challenges. If you are reading this letter you are already part of this conversation. We look forward to hearing back from you.

Sincerely,



**Brackett B. Denniston III**  
Senior Vice President  
& General Counsel



**Robert L. Corcoran**  
Vice President,  
Corporate Citizenship



# 2009 Highlights

## COMPANY PERFORMANCE

Revenues in 2009 declined 14% to \$157 billion and earnings from continuing operations declined 38% to \$11.2 billion.

## ECOMAGINATION

- Ecomagination product revenues reached \$18 billion in 2009, which as a percent of GE's product revenue is 28%.

## HEALTHYMAGINATION

- Since the launch of healthymagination in May 2009, 24 GE products have now been healthymagination-validated through Oxford Analytica, an independent research firm.
- Healthcare Re-imagined strategy has also been combined with GE's healthymagination and GE Healthcare's overall business strategy.

## PRODUCT INNOVATION IN EMERGING MARKETS

In 2009, GE developed local technologies, such as Ultrasound, CT and X-ray products in emerging markets such as India and China. This product development model is used to meet the needs of emerging markets by designing, engineering and building diagnostic devices tailored to the local marketplace, that can then be distributed globally.

## PUBLIC POLICY

In 2009 GE engaged key stakeholders at every level on how to accelerate new technologies to solve some of society's toughest problems. This has included promoting public policies that will help stabilize markets and strengthen the global economy, including discussions in the world's leading capitals on pressing issues of economic reform in areas such as energy, healthcare, financial services, international trade and investment, tax and government procurement.

*Learn more about GE's performance against commitments*



[WWW.GE.COM/CITIZENSHIP/PERFORMANCE](http://WWW.GE.COM/CITIZENSHIP/PERFORMANCE)

## HUMAN RIGHTS

- To support the implementation of our Statement of Principles on Human Rights, in 2009 GE produced a training module to educate business leaders on human rights
- We also updated the Statement of Principles to more explicitly address our responsibility to "respect" human rights and issued procedures to anticipate human rights issues, promote respect for human rights and create a framework for resolving conflicts between national law and human rights principles.

## WATER

- As part of our commitment to work with stakeholders around water issues GE joined the Institute for Human Rights and Business and other leading partners on a series of roundtable discussions that explore the important issue of human rights and water.
- To help create a standardized approach to measuring and understanding the water risks affecting corporations and their investors, GE has also opened the Global Water Sustainability Center in Qatar, a joint venture between GE Water & Process Technologies and ConocoPhillips; and is working in partnership with the World Resources Institute and Goldman Sachs to develop a Water Index.
- In 2009, GE reduced its water use by 30% compared to 2006 levels.

## GREENHOUSE GASES AND ENERGY REDUCTIONS

- In 2009, the company reduced greenhouse gas emissions by 22% compared to 2004 levels. GHG and Energy Intensity have been reduced by 39% and 34%, respectively, compared to 2004.

# A Letter from the Expert Advisory Panel

GE's Citizenship Report this year takes the company a further step forward in fulfilling its commitment to transparency about how it does business, and how it impacts on people and the environment. For readers interested in the company's corporate citizenship it provides insights into GE's business purpose, and the opportunities, challenges and dilemmas the company faces in seeking to meet its goals for sustainable business performance.

GE has responded to all of the requests and suggestions we made in last year's Citizenship Report, including providing coverage of issues such as tax and compensation, which are also subject to statutory reporting requirements. We acknowledge and appreciate GE's openness with the Panel, and its efforts in finding ways to report on increasingly business-relevant issues. We also commend GE for reporting robustly not only on its goals and targets in areas such as Environment, Health and Safety, but on the performance it achieves each year. This enables readers to judge GE's annual progress towards its targets.

As a Panel of external experts, we are tasked with commenting publicly on GE's Citizenship Report. Preparing this commentary starts many months before the report is drafted, in discussions with GE about its citizenship progress, its business plans, and its design concept for the next annual round of public reporting. Over several years, this process has continued to deepen, moving from early discussions about metrics to today's focus on GE's integration of sustainability thinking into its business model. GE's willingness to sustain and indeed deepen its engagement with the Panel throughout what has been a difficult economic context is, in our view, a strong signal of the company's commitment to both transparency and substantive progress in aligning its business to its citizenship commitment.

GE's Citizenship Report this year demonstrates that it has moved further along this path. The three pillars that frame the report, energy and climate change, healthcare, and community building, together with the foundation of operational excellence, provide a penetrating and insightful window into the core of GE's long-term business rather than a series of separate initiatives.

Specifically, we note the impressive progress that GE has made towards its first generation of eco targets, in particular meeting its R&D target a year early, as well as reducing GHG intensity and absolute emissions as well as water use. We welcome the ambitious targets established at the launch of both healthymagination and the second generation of ecomagination. Reporting on GE's performance against these targets will provide an important measure of its continued leadership as a technology company responding to some of the world's most pressing problems, including how the ecomagination strategy underpins the development of products to address global energy security, the need for energy

## About the Expert Advisory Panel

In 2009, the Expert Advisory Panel continued to help improve the quality of GE's Corporate Citizenship Report by offering comments, questions and suggestions on earlier drafts and providing this letter of public commentary. Panel members also provided strategic advice on GE's priority issues and were involved in GE's other stakeholder engagement activities.

GE reimbursed the expenses of Panel members, and in recognition of their time and effort, made honoraria to either individuals or the organizations of their choice. The Panel met twice over the course of the year and was designed, organized, and facilitated by **Simon Zadek**, Independent Advisor to General Electric, and Visiting Senior Fellow, Centre for Government and Business, JF Kennedy School of Government, Harvard University.

Within the letter, the Panel expresses its views as a group of individuals, and not on behalf of their organizations.

The Panel members are:

**Valdemar de Oliveira Neto**, Regional Representative for Brazil, Avina

**Isabel Hilton**, CEO and Founder, China Dialogue

**Rachel Kyte**, Vice President, Business Advisory Services, International Finance Corporation

**Jane Nelson**, Senior Fellow and Director of Corporate Social Responsibility Initiative, Mossavar-Rahmani Center for Business and Government

**Nick Robins**, Head, HSBC Climate Change Centre of Excellence

**Salil Tripathi**, Policy Director, Institute for Human Rights and Business



access and climate challenges. GE's public policy engagement is a crucial aspect of its citizenship, and we appreciate the increased clarity in this year's report on how GE aligns its public policy engagement to reflect the sustainability imperative throughout the world. In future reporting we would welcome further information on the company's international use of its all-important policy voice.

We are pleased that this year's report includes letters both from CEO Jeff Immelt and Non-Executive Board Director and Chair of the Committee on Public Responsibilities, Sam Nunn. We welcome these compelling contributions from both the Executive and Non-Executive parts of the GE Board, demonstrating the clear relevance of citizenship to overall strategy and governance, and hope that GE will continue to bring the business and citizenship lenses closer together, including ensuring that key sustainability metrics are communicated with, and useful to mainstream institutional investors.

GE operates in more than 100 countries and impacts on millions of people as well on the natural environment. We welcome GE's continued expansion of data provided on the Internet, especially as it has been accompanied by a consistent focus on core material issues in the short Citizenship Report. The inclusion of stakeholder perspectives provides important outside viewpoints against which GE's complex footprint can be more effectively benchmarked. While GE's global reporting has developed towards an embedded process of comparable year-on-year reporting, we are also pleased to see a new phase of deepening in GE's reporting at the national level. We welcome the development of country fact sheets this year, and look forward to seeing more in-depth national reporting, especially in key emerging economies, as well as efforts to make sure these reports are accessible in local languages and on national GE Web sites. More localized reporting should enable GE to provide more context to some of its global targets and successes, for example in indicating where water use reduction targets and performance relate to GE's operations in water stressed areas.

GE's Citizenship Report 2009 builds on the company's success in recent years in both its public reporting and its underlying strategy and performance. Undoubtedly, GE continues to demonstrate leadership in vision, aspiration, strategy and practice on the ground. Improvements above this bar, including those we have proposed above, are both challenging and important in taking GE forward and setting the pace for others.

In this light we would like to propose one further area where GE's leadership could make a significant difference to the business approach to sustainability in the future. GE's three pillars of its citizenship strategy — energy and climate change, healthcare and community building clearly contribute to achieving public policy goals, both those set by governments and by international organizations, such as the UN Millennium Development Goals. We would invite GE, as a leading global business, to offer in the future reporting metrics that place its own sustainability performance in this broader context, thereby assisting its stakeholders to better understand the role that business can play in addressing these global imperatives.

## GE Response to the 2008 Stakeholder Panel Letter

In developing this year's report and in our ongoing approach to sustainability, we have continued to make changes reflecting the recommendations received from the expert advisory panel.

We have reorganized our report to focus on the key shared areas that are driving both GE's future strategy and our contribution to solving societal problems:

- **We worked to make the report and Web site more accessible** to consumers and employees by simplifying its structure and reaching out more into external forums, where we can share GE's perspectives and experience on sustainability issues.
- **We introduced more national-level reporting**, publishing more than 10 country fact sheets in 2009 and planning to produce our first, more expanded, country report — in China — in the near future.
- **As part of the next phase of ecomagination**, we are working to understand how our performance contributes to broader goals. Starting in the U.S., we are working with scientists and economists to chart a pathway for clean development, and will be launching this in 2010.

We will continue to explore further issues raised by the panel, including how to strengthen reporting on how our compensation practices align incentives to long-term performance. In addition, we will explore how to present our perspectives on tax reform and how this can provide financial incentives for new manufacturing and growth.

Sincerely,










**Robert L. Corcoran**  
Vice President, Corporate Citizenship

# Performance Against Commitments

Each year we make commitments to help us in identifying progress in our citizenship. Below is a summary of progress against our 2009 commitments, defined by our priorities.

## Our People

Learn more about Our People at [www.ge.com/citizenship/ourpeople](http://www.ge.com/citizenship/ourpeople).

2009 COMMITMENTS	2009 PERFORMANCE	UPDATED 2010 COMMITMENTS
Make additional changes to GE's performance evaluation process to continue to facilitate employees' understanding of how their performance is measured, insights into how they can grow personally and professionally, and the career opportunities open to them.	<i>With the goal of bringing simplification, transparency and objectivity to the Employee Management System (EMS), the performance evaluation process was changed in 2009 to give employees further clarity on how their performance is assessed, as well as a defined set of Growth Values with behavioral anchors.</i>	
Plan the administration of the 2010 GE Opinion survey in the summer of 2009.	<i>Engaged a group of high-potential, experienced HR professionals to get more value from the 2010 GE Employee Opinion Survey (GEOS). Changes being implemented include: aligning the GEOS with GE's operating rhythms, connecting the importance of GEOS for employees both personally and professionally, creating a Strategy Committee to drive change based on GEOS feedback, using more survey branching technology and survey sampling.</i>	Add questions to the 2010 employee survey that provide employees the opportunity to share their perceptions regarding the extent to which they believe the survey is used to make positive change. 
Reduce employee injuries by 19%.	<i>Injury &amp; Illness Rate down 16%.</i>	<ul style="list-style-type: none"> <li>• 0 work-related fatalities</li> <li>• 15% reduction in recordable injuries and illnesses</li> <li>• 15% reduction in lost-time cases</li> <li>• Explore solutions to prevent high-severity infrequent events</li> </ul> 
Add new Voluntary Protection Program (VPP) and Global Star sites and remain leader in OSHA VPP.	<i>13 New VPP/Global Star sites increasing representation to 29 countries. 799 External EHS Excellence Recognitions from governments and customers.</i>	
<b>NEW 2010 COMMITMENTS</b>		
	GE will review potential metrics associated with global learning opportunities for and engagement with employees. 	
	Update on new initiative, "Redefining Crotonville," regarding GE's global leadership development center. 	
	Healthymagination: Provide an update on GE's internal HealthAhead Work Site certification program: <ul style="list-style-type: none"> <li>• Report percentage certified as HealthAhead sites globally.</li> <li>• All GE sites with over 100 employees to achieve HealthAhead certification by 2012.</li> </ul> 	
	Healthymagination: Implement tobacco-free campus standard globally by March 1, 2011. 	
	Healthymagination: Drive better employee health globally through HealthAhead programs: <ul style="list-style-type: none"> <li>• Reduce U.S. health-related absence by 2%</li> <li>• 3% U.S. health care annual cost increase</li> <li>• Increase in U.S. preventive screening rates</li> </ul> 	
	<ul style="list-style-type: none"> <li>• Add 20 new VPP/Global Star sites</li> <li>• 0 fines</li> <li>• 100% completion of regulatory required training</li> </ul>	

## Compliance & Governance

Learn more about Compliance & Governance at [www.ge.com/citizenship/compliance](http://www.ge.com/citizenship/compliance).

2009 COMMITMENTS	2009 PERFORMANCE	UPDATED 2010 COMMITMENTS
Continue to provide ombudsperson data by region and issue.	<i>During 2009, 1,641 integrity concerns were reported through the ombudsperson process (38% anonymously), covering a variety of issues. Investigation results by geography: 57% U.S. and Canada, 17% Europe, 15% Asia, 11% Latin America (as of March 31, 2010).</i>	
Continue to address and measure improvement on open reporting.	<i>During 2009, a total of 184 ombudspersons were trained in procedures for receiving concerns, initiating investigations, monitoring case progress and closure. Reported timely investigation of concerns to ombudspersons, with 98% of 2009 investigations closed (as of May 12, 2010), averaging 51 days to close, compared to 49 days the year before. The results of the 1,641 investigations in 2009 led directly to 420 disciplinary actions being taken, including 118 employee separations, 271 warnings, nine job changes and 22 financially impacted employees. Of the disciplinary actions, 46% occurred outside the United States.</i>	
<b>NEW 2010 COMMITMENTS</b>		
	Continue to drive regulatory excellence on government contracting processes.	
	Continue to strengthen our compliance processes and culture in remote sites.	
	Maintain our focus on concern reporting and resolution, and ombudsperson process.	

## Our Suppliers











Learn more about Our Suppliers at [www.ge.com/citizenship/oursuppliers](http://www.ge.com/citizenship/oursuppliers).

2009 COMMITMENTS	2009 PERFORMANCE	UPDATED 2010 COMMITMENTS
Maintain momentum with GE's supply base in today's turbulent economic environment.	<i>In 2009, GE saw improvement in finding closure on issues such as overtime and wage payments. The company also experienced better responsiveness from suppliers and their eagerness to become eligible for qualification. The number of suppliers assessed and the percentage of findings closed was the highest in any year since the program began.</i>	
Pilot management system scoring system, analyze results and make appropriate program changes.	<i>GE developed several management systems expectations for suppliers covered by GE's on-site assessment program. The 2009 results of this approach proved more challenging than anticipated. Based on this experience, GE decided to revise expectations to make them simpler, use more user-friendly language and define the suppliers for whom this approach made sense. GE continued to pilot and refine the management systems approach and explore ways to improve supplier responsibility.</i>	Improve the management system scoring system and select criteria to identify suppliers for which this is an effective approach.
Continue to support suppliers with training and other outreach.	<i>In 2009, GE used multiple approaches to provide training to suppliers, including brief "train the trainer" sessions, "buddy systems" between GE and suppliers, help kits, formal classroom supplier training and the EHS Academy.</i>	Support suppliers with training and other outreach.
Continue capacity building efforts such as the Guangdong EHS Academy and the Mexico Clean Industries program; look for other worthwhile opportunities.	<i>In 2009, GE's partners in the Institute for Sustainable Communities (ISC) launched the Guangdong EHS Academy. GE teams worked with ISC and others to ensure this program is robust and evolving with the needs of the supplier community.</i>	Continue capacity building efforts such as the Guangdong EHS Academy and the Mexico Clean Industries program; look for other opportunities to improve supplier capacity.
<b>NEW 2010 COMMITMENT</b>		
	Design a due diligence process to reduce the risk that conflict minerals from the Democratic Republic of Congo and adjoining territories enter GE's supply chain.	

PERFORMANCE AGAINST COMMITMENTS

Public Policy






Learn more about Public Policy at [www.ge.com/citizenship/publicpolicy](http://www.ge.com/citizenship/publicpolicy).

2009 COMMITMENTS	2009 PERFORMANCE	UPDATED 2010 COMMITMENTS
Support the adoption of public policies that strengthen the global economy and the global trading system.	<i>In 2009, GE supported policies that promoted free trade agreements and economic renewal around the world.</i>	Support the adoption of public policies that strengthen the global economy and the global trading system.  
Advocate for public policies that encourage technological innovation.	<i>From testifying on Capitol Hill in Washington D.C. to bringing our customers and government leaders together at our Global Research Centers for various symposiums and forums, in 2009 GE engaged key stakeholders at every level on how to accelerate new technologies to solve some of society's biggest challenges.</i>	Advocate for public policies that encourage technological innovation.  
Seek to promote the rule of law, particularly in the developing world where strong rule-of-law disciplines are critical to economic development.	<i>In 2009, GE Foundation made an innovative grant to the Partners for Democratic Change Sustainable Leadership Program, helping the partners expand the program in Colombia, Serbia and Yemen.</i>	Seek to promote the rule of law, particularly in the developing world where strong rule-of-law disciplines are critical to economic development. 
Support comprehensive healthcare reform.	<i>In 2009, GE supported policies on providing healthcare solutions that will improve healthcare system efficiency in the U.S. and internationally. More information can be found at <a href="http://www.ge.com/viewpoints">www.ge.com/viewpoints</a>.</i>	Provide update on GE's position as it relates to global healthcare reform. 
Provide information on how GE is engaged with government stimulus programs as they relate to renewable energy.	<i>GE worked in partnership with governments across the world, including the United States and European Union, to improve incentive programs for renewable energy.</i>	Commit to publicizing renewable-related stimulus programs in which GE is active. 
Continue to focus on regulatory change.	<i>GE continued to push for regulatory change that would improve patient safety and quality. GE Healthcare committed to: providing customers and their patients with products that are safe and effective for their intended uses; following all local, regional and global regulatory requirements; and offering guidance on how this can be best achieved.</i>	Continue to focus on regulatory change.  
Continue commitment to energy policy change.	<i>In 2009, GE publicly advocated for energy policies that promote improved energy efficiency, reduced greenhouse gas emissions and the increased use of renewable energy. GE executives testified, gave speeches on and submitted public comments in favor of a federal renewable electricity standard, measures that would place an appropriate price on the emissions of greenhouse gases, the elimination of barriers to the international exchange of cleaner energy products and services, the protection of intellectual property rights for cleaner energy technologies, and the creation of effective smart grid systems.</i>	Provide update on GE's position as it relates to climate change legislation. 






## Environment

Learn more about Environment at [www.ge.com/citizenship/environment](http://www.ge.com/citizenship/environment).

2009 COMMITMENTS	2009 PERFORMANCE	UPDATED 2010 COMMITMENTS
Provide update on Hudson River dredging commenced in May 2009.	<i>Completed Phase I dredging of the Hudson River consistent with agreement with government.</i>	Work with EPA to use Phase I experience to improve Phase II of the Hudson River dredging project. 
Reduce wastewater exceedances and spills by 33%.	<i>Wastewater Exceedances down 48%. Spills &amp; Releases down 15%. Air Exceedances down 82%.</i>	25% reduction in environmental exceedances and spills. 
Continue EHS integration for new acquisitions.	<i>Presented GE Aviation case study of EHS acquisition assessment and integration process in 2009 Citizenship Report.</i>	Continue to enhance onboarding and professional development opportunities for EHS professionals globally. 
Continue to reduce GHG emissions and improve energy intensity.	<i>GHG emissions down 22%. GHG emissions intensity down 39%. Energy intensity down 34%.</i>	Continue long-term GHG and energy use reduction trend and drive to the following goals: <ul style="list-style-type: none"> <li>• 50% improvement in energy intensity by 2015 (2004 baseline)</li> <li>• 25% reduction in GHG emissions by 2015 (2004 baseline)</li> </ul> 
Reduce water use.	<i>GE reduced its water use by 30% compared to 2006 levels.</i>	Continue long-term water use reduction trend and drive to the following goal: 25% reduction in fresh water use by 2015 (2006 baseline) 

## Our Customers






Learn more about Our Customers at [www.ge.com/citizenship/ourcustomers](http://www.ge.com/citizenship/ourcustomers).

2009 COMMITMENT	2009 PERFORMANCE	UPDATED 2010 COMMITMENT
Provide updates on customer engagements associated with healthymagination.	<i>In 2009, GE engaged customers in a variety of events centered around healthymagination, including customer meetings at showcases in New York City and Brussels, and customer committees and forums in Latin America. The GE healthymagination team communicated with customers using newsletter updates and established partnerships with customers such as The Cleveland Clinic, Intermountain Healthcare and the Mayo Clinic.</i>	Healthymagination: Invest \$6 billion to launch 100+ innovations that lower cost, increase access and improve quality by 15%. 
	NEW 2010 COMMITMENTS	
	Train customers on how to mitigate healthcare privacy issues. 	
	Keep the public and customers informed through the ecomagination report, ecomagination Web site, and public engagements. 	

PERFORMANCE AGAINST COMMITMENTS




Our Products & Services

Learn more about Our Products & Services [www.ge.com/citizenship/ourproducts-services](http://www.ge.com/citizenship/ourproducts-services).

2009 COMMITMENTS	2009 PERFORMANCE	UPDATED 2010 COMMITMENTS
Continued disclosure of GE financial services businesses.	<p>1) Conducted three detailed investor presentations to discuss GE Capital performance in 2009 with additional detail on Real Estate, Consumer mortgage, funding &amp; liquidity and portfolio quality.</p> <p>2) Enhanced 10K/10Q disclosures with more emphasis on GE Capital MD&amp;A, liquidity and asset quality.</p> <p>3) Developed a new GE Capital supplemental reporting presentation that details segment level financials and asset quality metrics.</p> <p>4) Continued frequent communications with regulatory and rating agencies to discuss execution toward a "Safe &amp; Secure" company.</p>	Increase transparency of GE Capital financial reporting by establishing a regular rhythm of communication with external stakeholders.
Continue to expand ecomagination products and services.	Grew revenues from ecomagination products by 6% to \$18 billion.	Committing to ecomagination product revenues growth at twice the rate of GE's overall revenue between now and 2015. 
Continue to increase R&D spending for ecomagination.	Invested \$1.5 billion in cleaner technologies, achieving GE's 2010 goal one year ahead of schedule.	Starting in 2010, GE commits to doubling, to \$10 billion, its research and development investment in ecomagination over the next five years versus the previous five years. 
Continue progress towards meeting GE's ecomagination commitments.	Reduced greenhouse gas emissions from operations approximately 22% from the 2004 baseline.	By 2015, GE will improve the energy intensity of its operations by 50%, and will reduce its absolute GHG emissions by 25% (both using the 2004 baseline). 
Provide summary of how GE is developing products in emerging markets for sales in the developed world.	In 2009, GE developed local technologies in emerging markets and distributed them globally. This type of model is used to meet the needs of emerging markets by designing, engineering and building diagnostic devices tailored to the local marketplace in places like India and China. For example, the portable MAC 400 electrocardiograph (ECG) was designed in India and targeted to physicians and practitioners in rural areas, and since 2008 its reach has grown to Russia, Brazil and other emerging markets in Middle East and Africa.	Provide product example of "Reverse Innovation" global business strategy. 
Develop new breakthroughs in molecular medicine to accelerate the vision of GE's healthymagination initiative.	Although not currently part of GE's healthymagination strategy, molecular imaging and molecular medicine are part of the GE Healthcare ongoing business strategy. In 2009, GE Healthcare Medical Diagnostics worked on developing the next generation of molecular diagnostics in the areas of oncology, neurology and cardiology.	
Update progress on Healthcare Re-imagined initiative and performance technologies in emerging markets.	In 2009, Healthcare Re-imagined strategy became a part of GE's healthymagination strategy and the GE Healthcare overall business strategy. Last year, the "In China for China" product development program aimed to design products for the China market to meet specific local needs, such as Ultrasound, CT, and X-ray products. In addition, GE Healthcare signed a Memorandum of Understanding (MOU) with the Saudi Minister of Health supporting his aim to improve quality, access and affordability of healthcare.	
Continue driving forward healthymagination initiative.	In 2009, GE committed to developing its first healthymagination report, built customer partnerships with The Cleveland Clinic, Intermountain Healthcare and the Mayo Clinic, and announced its first healthcare product validated under the healthymagination initiative, the Venue 40 <sup>®</sup> compact ultrasound system. GE Capital launched the Stimulus Simplicity program, giving healthcare providers an easier way to adopt electronic medical records.	Healthymagination: Invest \$3 billion in research and development to launch at least 100 innovations that lower cost, increase access and improve quality by 15%. 









## Human Rights

Learn more about Human Rights at [www.ge.com/citizenship/humanrights](http://www.ge.com/citizenship/humanrights).

2009 COMMITMENTS	2009 PERFORMANCE	UPDATED 2010 COMMITMENTS
Develop teaching materials for employees with likely exposure to human rights issues.	<i>In 2009, GE produced a training module to educate business leaders on human rights in business contexts, advise why human rights are important to the company, identify the legal and reputational risks and call employees to action on steps they should take to be a GE leader in the 21st century—sensitive to the role human rights plays in the company's business model.</i>	In connection with the duty to respect human rights, we will look to enhance due diligence practices, including consideration of Human Rights Risk Assessments where appropriate. 
Implement human rights Implementation Procedures.	<i>In 2009, Human Rights Implementation Procedures were issued—designed to utilize existing operating mechanisms like Session D to anticipate human rights issues, promote respect for human rights and create a framework for resolving conflicts between national law and human rights principles. Supplier audit processes were modified to include labor and human rights elements, auditors were trained, and modified audits began in 2009.</i>	Update on Compliance Review Board and Human Rights Implementation Procedures. 
<b>NEW 2010 COMMITMENT</b>		
Provide more information on GE's privacy policy as it relates to employee healthcare records and GEHC electronic medical records. 		

## Our Communities

Learn more about Our Communities at [www.ge.com/citizenship/ourcommunities](http://www.ge.com/citizenship/ourcommunities).

2009 COMMITMENTS	2009 PERFORMANCE	UPDATED 2010 COMMITMENTS
Complete two new Developing Health Globally™ (DHG) hospital upgrades in Latin America, expand the program further into Asia, complete further upgrades in Africa.	<i>In 2009, Developing Health Globally commissioned a total of 12 new hospitals in Cambodia, Honduras, Kenya and Rwanda. In total, the program has made capacity improvements to 93 facilities since 2004. The program now directly impacts 4.8 million people globally through its \$40 million commitment in 14 countries throughout Africa, Latin America and Southeast Asia.</i>	1) Upgrade capacity at 25 more health centers and hospitals through DHG. 2) Evaluate maternal/infant care impact of DHG program.  
Continue to monitor progress in Developing Futures™ in Education school districts, develop state and national policy and advocacy strategy, create position paper for GE/GE Foundation on U.S. Education.	<i>GE Foundation Developing Futures in Education convened hundreds of national thought leaders, including representatives from the U.S. Department of Education, the National Governors Association and other education thought leaders on U.S. Education policy and opportunities for GE and GE Foundation engagement. In 2009, districts continued to see improved proficiency levels in math and science, and since the inception of the grants, all districts in total saved over \$16 million through GE-led projects.</i>	Continue commitment to the six districts and renew grants to Louisville, KY, and Stamford, CT. Explore opportunities to create business partnerships and expand the program to additional districts. Continue to convene education thought leaders, and work with education advocates to assist in helping all children achieve a good education. 
Direct \$20 million from GE Foundation to food and shelter organizations in response to the economic recession.	<i>In 2009, employees, retirees and GE Foundation generated nearly \$7 million for food and shelter organizations through the Special Food and Shelter Matching Gifts Program. Double match of employee donations to qualified organizations reached \$9 million. GE contributions to United Way of \$12 million focused solely on food and shelter.</i>	Direct \$25 million from GE Foundation over three years to expand access to quality healthcare in targeted underserved communities across the U.S.  
Continue to contribute one million hours of volunteer service in 2009, increase the number of GE employees registered to volunteer, continue to focus volunteer projects on capacity building.	<i>In 2009, in the midst of an economic recession, GE met its commitment to communities on a continued worldwide effort and scale. Efforts resulted in 100,000 volunteers participating in community projects, one million volunteer hours spent in local communities and more than 5,000 projects completed worldwide.</i>	Continue to contribute one million hours of volunteer service, emphasizing activities in Education & Community Development, Environment and Health. Increase the number of GE Volunteers councils.   

# Strategy and Engagement

## Our Principles

Our framework for responsible corporate citizenship remains simple: *make money, make it ethically and make a difference.*

Each year, as we evolve our reporting in corporate citizenship, we aim to determine and clarify the scope of GE's material impacts. Our citizenship and reporting priorities are informed by broad engagement with stakeholders across the GE businesses and the communities where we work. Over the past few years, reflecting on these dialogues, our citizenship reports have explored the major trends that are changing the world and defining our business environment. This year, we have moved beyond this outside-in approach to an inside-out approach that aims to more clearly articulate how GE's strategy is responding to the challenges and opportunities we face.

## Our Strategy

GE's corporate citizenship strategy is defined by three key pillars of energy and climate change, sustainable healthcare and community building, and underpinned by a foundation of operational excellence in the way that we do business.

These are the four areas that we identify as crucial both to growing our business and contributing to the growth of healthy societies in which we can do business. GE provides the infrastructure, technology and financing to underpin cleaner, greener prosperity and sustainable healthcare, but we also contribute to building the capacity to implement and develop these technologies. This starts with the way that GE builds the capacity of our own teams, and extends to the way we work in partnership with other businesses, governments and civil society organizations to invest in the enabling foundations that our business and societies need to thrive. All this is grounded in a robust approach to operational excellence in the way we manage our business to drive growth and manage risk effectively coupled with our commitment to compliance and first-class environment, health and safety in our operations around the globe.

For GE, corporate citizenship means business. This is reflected in our belief that "green is green" and "health is wealth" summed up by our **ecomagination** and **healthymagination** strategies, respectively. In some cases we can assess the return on investment directly. For example, ecomagination generated \$18 billion of product revenue in 2009, while energy efficiency initiatives saved GE approximately \$100 million since our focus began in 2005. While it is harder to measure, we are convinced that our commitment to compliance and transparency and our long-term dedication to our people pay dividends in terms of trust, reputation and relationships.

AVAILABLE ONLINE

*Turning the Tables:  
How Reverse Innovation  
Gives GE a Unique View  
of Human Need*

[WWW.GE.COM/CITIZENSHIP/STORIES](http://WWW.GE.COM/CITIZENSHIP/STORIES)



Conversely, we know that systemic problems — ranging from skill gaps in education to systemic health problems and poorly enforced laws — hinder our productivity as well as the broader competitiveness of

nations. Wherever these kinds of persistent problems endure, it is precisely because there is no effective "business case" mobilizing the resources, influence and talents needed to solve them and create better human impacts. Solving these societal issues means negotiating shared responsibilities among many parties. Insisting on early and clear return on investment can restrain this very process. In the end, the return on investment for corporate citizenship is a world fit to live in, do business in, and hand down to our children — and this requires long-term commitment.

The impact of successful corporate citizenship comes from driving the conversations (with employees, customers, regulators, competitors and markets) needed to catalyze systemic change. Turning corporate citizenship at this level into an accounting exercise linked to profit and loss calculations is wrong, a waste of time and a concept mistaken from the very beginning. However, we do manage specific activities and programs with outcome-driven business discipline, using rigorous metrics and transparency. Where we are working in partnerships towards shared priorities, this means developing shared metrics of progress rather than attempting individual attribution of outcomes and impacts.





## Our Engagement

GE regularly engages with our customers, suppliers, regulators and collaborators around the world. This happens in our engagements with industry bodies and high-level summits, in our investor meetings and in our everyday conversations between our sales teams and customers.

Stakeholder engagement informs our product development. For example, our “Session T” technology planning process draws on feedback from customers, business and technology leaders to develop ideas for new or better products. As part of this Session T process, in 2009, GE convened a summit around the Smart Grid, which integrates 21st century technology with the 20th century power grid. The summit brought together GE leaders from across the various businesses to explore how GE products and services could help the power grid become more energy efficient.

Stakeholder engagement helps us to continually develop our approach to corporate citizenship. This means engaging with a wide range of stakeholders, some of whom are reflected in the “open perspectives” featured in this report. Our corporate citizenship advisory panel and ecomagination and healthymagination advisory boards also play a key role here, in challenging and sharpening our vision.

GE contributes to the local and international policy debate on shaping sustainable healthcare and low-carbon economies. Through our founding role in the United States Climate Action Partnership (USCAP) and involvement with the Intergovernmental Panel on Climate Change (IPCC), we are engaged in an ongoing, solutions-oriented dialogue about the United States, China, India and Brazil to help shape markets that reward responsibility.

## The Business of Adaptation

In May 2009, GE convened a group of sustainability experts from businesses, NGOs and academia to discuss how GE and others can help vulnerable communities adapt to the effects of climate change. This forum highlighted issues related to adaptation, including availability of funding, involvement of the private sector in adaptation efforts, and variability and uncertainty of local impacts, particularly in the areas of water and health. Water may be both the most critical and the most challenging adaptation issue because of its scarcity, poor policies and lack of local and global pricing mechanisms. The experts felt that GE could have opportunities to integrate identification, design and distribution to improve drinking water and sanitation solutions in communities with limited resources. Similarly, in many regions, health systems are increasingly overstressed and they suffer from the absence of a functioning market for healthcare. But the experts highlighted GE’s opportunities to support the development of public health early warning systems and supply of emergency health equipment. In both of these areas, experts felt that GE’s core business offers significant opportunities to help catalyze change and improvement by developing collaborative and integrated local solutions, and by supporting policy development and a role for business in creating these solutions.

AVAILABLE ONLINE

*Leading Successful Acquisitions*

*GE Veterans Network: Supporting U.S. Military Veterans in Our Workforce*

*2009 EMS Enhancement*

[WWW.GE.COM/CITIZENSHIP/STORIES](http://WWW.GE.COM/CITIZENSHIP/STORIES)



## Our Priorities

### BY BUSINESS

GE's businesses are aligned with our overall strategy for responding to the big issues and problems facing the world today, and shaping our future. In past years, we have framed these business and societal priorities in a single matrix to help us explore and communicate shared priorities — areas where broader societal opportunities and challenges intersect with our business strategy.

Increasingly, GE businesses are understanding and managing these issues through a company-to-country approach. Therefore, a single matrix has become less useful in providing a lens to understand the complexity that we face as a global business.

In addition to our cross-cutting strategic themes, each GE business identifies its own social and environmental priorities most relevant to them and their stakeholders.

#### Technology Infrastructure

- Access to healthcare in emerging markets
- Healthcare public policy and costs
- Privacy and product security
- Product quality and patient and operator safety
- Government and military sales
- Governance, ethics, and anti-corruption efforts in emerging markets
- Research involving embryonic stem cells
- Security and human rights (including employee safety)

#### Energy Infrastructure

- Government sales
- Governance, ethics and anti-corruption efforts in emerging markets
- Environmental management issues, including air quality, climate change (both in relation to the development of product solutions to address this topic and the energy efficiency of our operations)
- Energy policy

#### Consumer & Industrial

- Emerging markets, consumer spending and value products
- Product energy efficiency
- Privacy
- Superior information management and automation solutions
- Product safety

#### GE Capital

- Compliance and governance in challenging operating environments
- Data privacy and security
- Anti-money laundering
- Disclosure practices (e.g., transparency with customers)
- Environmental concerns (as they relate to the debt and equity financing activities of GE Commercial Finance in addition to Equipment Finance and Aviation Finance)
- Risks and opportunities of emerging markets
- Responsible consumer lending

#### NBC Universal

- Broadcast standards
- Distributing content through digital media ([www.nbcuniversal.com](http://www.nbcuniversal.com))
- Intellectual property protection and anti-piracy
- Effecting positive change to the environment by raising awareness and educating consumers

### BY COUNTRY

In the interest of providing more useful data regarding GE's Citizenship activities, a series of fact sheets has been developed to share information on a country-specific basis.

2009			2010
Brazil	India	Mexico	Colombia
Canada	Indonesia	Spain	Saudi Arabia
China	Italy	UK	South Africa
Germany	Kenya		
Hungary	Korea		

## Sustainability and Public Policy

### Karan Bhatia

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#### 1. How do you see the relationship between GE's approach to public policy engagement and sustainability?

Sustainability is really the touchstone of our policy engagement. GE has been in business for about 120 years, and hopefully will be for as long again. Our approach to public policy is equally long term. We look for solutions that will stand the test of time.

For example, we have been a leading advocate of a multilateral free trade agreement on environmental goods and services to facilitate the flow of clean technologies globally. We know this will take time. But we believe that over the long term, a multi-lateral agreement provides the best chance of creating the kind of durable, predictable regime needed to address the challenge. Our commitment to sustainability is also evident in our work to promote rule of law — strengthening legal, administrative and judicial systems internationally. GE benefits from those efforts, but often only after many years, and often indirectly as they help to build the strength of nations and their economies.

#### 2. What is GE's position on Intellectual Property Rights, a key issue for developing countries and climate change?

We believe strong intellectual property protections and enforcement go hand-in-hand with development and will be critical to addressing climate change. Solving the world's biggest problems, whether in healthcare, transport, water or energy, demands technological innovation. Such innovation, in turn, depends on encouraging and protecting intellectual property. It's no coincidence that the development of strong IPR regimes has historically accompanied innovation, growth and development.



But there are clearly challenges in ensuring that much-needed technologies are available in poorer countries that cannot afford their share of the development costs. That is why, for example, we have supported the idea of an international fund as part of any global climate deal that would help subsidize the cost difference between dirty and clean technology for the least developed countries.

#### 3. How can stakeholders be reassured that GE's policy advocacy is consistent with your public sustainability face?

Ensuring consistency of public policy message is a challenge for any large, global organization — particularly a company like GE that consists of fairly autonomous subsidiary businesses operating in more than 100 countries. You can't underestimate the challenges that time zones alone pose! And hard-wired, global policy positions do not always work out. Policy positions may need to be adjusted to address the needs of a particular jurisdiction.

That said, I think GE is pretty good about making clear some of its fundamental public policy commitments — for example, to environmentally sustainable solutions, to free and fair international trade and commerce, to the promotion of technology and innovation in the quest to build a better world, and to transparency and the rule of law. These are "True North" positions that flow down from our leadership and permeate the company's day-to-day activities, as well as its public policy engagement.

#### 4. What information should stakeholders ask for about businesses' public policy engagement and reasonably expect to get?

Frankly, it is not easy for GE to hide, given our scope and size. And we are quite transparent. Our written submissions to many governments are publicly available, particularly in developed countries, where public submissions are often provided on Web sites. Comparable mechanisms and systems are a little less prevalent in developing countries, but even there, we often make our positions public, for example in the "Our Viewpoints" section of GE's Web site.

#### 5. How do you think GE compares to other companies on its public policy advocacy?

When I joined GE two years ago after serving in government, I felt that it had one of the most statesmanlike approaches to public policy of any company. I still believe that — but I think I understand it a little better now. It derives, at least in part, from the fact that the company is so big and so diversified that we reflect the global economy and tend to support what's good for it as a whole. We are less concerned than other companies with special interests in one product line, one sector or even one country or region. To succeed, GE needs stable governments, open markets, healthy economic growth, and peace and security. Then we will do just fine.

# Operational Excellence

GE believes it is even more important to sustain and demonstrate our commitment to operating responsibly in challenging economic times. Our commitments are not conditional — rather, they are entrenched in our core values and our commitment to GE's culture of integrity, ethics and compliance. They help us to weather economic storms and position us for continued growth. When we combine GE people with our operational expertise, the benefits — both financial and functional — can be considerable. In some cases, the outcomes exceed even our own aggressive goals.

To learn more about our ongoing company-wide "Regulatory Excellence" initiative since 2007, our employee integrity policy and how we invest in our employees to enable them to operationalize excellence, see [www.ge.com/citizenship/opexcellence](http://www.ge.com/citizenship/opexcellence).

Our engagement with public policy makers and stakeholders — in combination with our Statement of Principles on Human Rights and our EHS compliance systems — improve our work as a company. Our culture strengthens these improvements even more. By applying the best of our operational processes — human resources, information technology, data gathering and metrics — to our citizenship initiatives, we respond with a system-wide approach that accelerates and amplifies both business and citizenship impact.

The dedication GE shows to profitability and competitiveness is matched by our dedication to run the company with operational excellence, including strong compliance, good governance and transparency.

GE has been working on a company-wide initiative known as Regulatory Excellence since 2007. The initiative emphasizes the role of business leaders for regulatory compliance, and it has established a common process for managing regulatory risk areas across the company. Underpinning our actions as a company is our strong corporate governance. From an independent board to extensive policies, processes, training and communication, we are committed to transparency and integrity.

Our non-negotiable expectation of employee integrity is articulated in our policy, *The Spirit & The Letter*, which requires compliance with law and policy relating to vital issues, such as financial integrity and avoiding conflicts of interest. Available in 31 languages, these integrity policies are provided to all of our employees, holding each person accountable for compliance.

Our strong compliance culture reinforces these efforts by requiring employees to raise any compliance concerns and by prohibiting retribution for doing so. To facilitate open and candid communication, we have about 700 designated ombudspersons throughout the company who act as independent resources for reporting integrity or compliance concerns. We hold our directors, consultants, agents and independent contractors to the same integrity standards. The company continues to work on productivity, process control, Six Sigma, Lean and new technologies. GE also continues to invest in its employees, spending more than \$1 billion on training each year. This dedication to quality and performance strengthens our ability to solve the world's biggest challenges — and generate long-term business value.

One example is Developing Futures™ in Education, a GE Foundation program aimed at improving math and science curricula and management capacity in select school districts throughout the U.S. Our people apply processes such as Six Sigma to improve efficiency, providing training to help ensure long-term success within these districts. In Cincinnati, one of our employees provided expertise in facilities management that saved the school more than \$12.5 million beyond the initial grant.

Our water reduction commitment is one area where a program has directly improved our own performance. To set the parameters of this company-wide initiative, we spent two years collecting global consumption data across every GE business. During 2009 we conducted Kaizen blitz water reduction events at three of our largest water-consuming sites. The Kaizen approach assembles multi-functional teams who spend a concentrated week monitoring and assessing how water is used at a facility, ultimately developing water reduction projects including associated financial benefits. Due to the enormous success of the Kaizen blitz activities in 2009, we will continue to conduct these events at those sites using the most significant quantities of water across the company with six events planned for 2010. The Kaizen blitz water events leverage the use of technologies from both our Sensing (ultrasonic flow meters) and Water businesses during the process.



## Making Citizenship Decisions

At the corporate level, three key bodies are responsible for making decisions about citizenship and learning from stakeholders:

- The **Public Responsibilities Committee of the GE Board of Directors**, chaired by former Senator Sam Nunn, includes CEO Jeff Immelt, and oversees GE's positions on corporate social responsibilities and public issues of significance that affect investors and other key GE stakeholders. To learn more about the Public Responsibilities Committee, please visit [www.ge.com/governance/committees](http://www.ge.com/governance/committees).
- The **Citizenship Executive Advisory Council (CEA)** is comprised of five senior GE executives: Brackett Denniston, Senior Vice President and General Counsel; Bob Corcoran, Vice President of Corporate Citizenship; Gary Sheffer, Vice President, Communications & Public Affairs; Ann Klee, Vice President of Environmental Programs; and Steve Fludder, Vice President of ecomagination. This group meets periodically to review stakeholder feedback and issues important to the company's citizenship efforts, helping ensure that the appropriate actions and resources are in place.

- The **Corporate Executive Council (CEC)** brings together 40 of GE's top leaders, including business CEOs, to discuss progress on the company's strategy and performance, disseminate best practices, and when necessary, review citizenship initiatives. Citizenship issues are linked into GE's broader strategic planning through both hardwired and softwired connections. Societal issues are hardwired to strategy as part of our "Growth Playbook," the business environment we consider in developing business strategy. Environmental, social, and regulatory issues are incorporated into a number of cyclical processes, including individual employee assessments, business compliance and environment reviews, and health and safety assessments.

To be successful, these inputs must be factored into and considered part of strategy, planning and execution.

Citizenship reporting provides an end-of-year overview of our key strategic issues, our responses to them and our performance against stakeholder concerns.

## Illustration of how Engagement links to Learning & Decision Making

### ENGAGEMENTS



← ONGOING CITIZENSHIP ENGAGEMENT THROUGHOUT THE YEAR →

### STRATEGIC PLANNING: KEY OPERATING MILESTONES



## Session T: An Innovative Process for Collaboration

[www.ge.com/citizenship/stories](http://www.ge.com/citizenship/stories)

Session T is a technology strategy session in which business leaders and technology experts discuss the emerging needs of the business and formulate technology development plans that support those needs. The typical outcome of a Session T is a strategic technology road map that feeds one or several new technology introduction (NTI) and new product introduction (NPI)

development activities. In essence, Session T is a technology planning process that translates the inputs of our customers, business and technology leaders into ideas that lead to new or better products that address the needs of our customers and society.

# At-a-Glance Metrics

Being a responsible leader means setting benchmarks and measuring actions. The following pages provide at-a-glance metrics about GE.

## GE General data

For GE's general data by businesses, go to page 3 of this report.

	2005	2006	2007	2008	2009
<b>GE REVENUE BY COUNTRY/REGION</b> (in \$ billions)					
U.S.	75.7	81.1	86.2	85.3	72.5
Europe	29.1	32.6	39.9	44.0	36.9
Pacific Basin	15.4	17.6	21.8	23.6	20.7
Americas	9.6	11.5	12.6	14.8	12.6
Middle East & Africa	4.2	5.5	8.0	10.1	10.0
Other Global	2.3	3.3	4.0	4.7	4.1
<b>Total</b>	<b>136.3</b>	<b>151.6</b>	<b>172.5</b>	<b>182.5</b>	<b>156.8</b>
<b>RESEARCH &amp; DEVELOPMENT</b> (in \$ billions)					
GE-Funded Research	2.6	2.8	3.0	3.1	3.3

## Governance data

For a full review of performance data, visit [www.ge.com/citizenship/metrics-governance](http://www.ge.com/citizenship/metrics-governance).

	2005	2006	2007	2008	2009
<b>OMBUDSPERSON CONCERNS BY AREA</b> (reports per policy)					
Fair Employment Practices	421	434	425	345	366
Conflicts of Interest	253	198	209	209	235
International Trade Controls	64	100	91	142	147
Security & Crisis Management	22	37	91	114	111
Regulatory Excellence <sup>(a)</sup>	—	—	58	90	98
Business Records (T&L, Time & Attend)	80	87	81	133	98
Environment, Health & Safety	119	85	101	97	87
Routines, Documentation, Internal Measurements	108	98	106	92	83
Supplier Relationships	69	72	72	86	74
Improper Payments	34	58	49	52	64
Privacy	42	64	54	69	63
Controllership (Accounting, Financial Reporting, Billing)	43	58	47	57	53
Intellectual Property	41	36	45	27	46
Theft	55	70	38	72	38
Working with Governments	52	31	30	28	38
Complying with Competition Laws	27	4	29	22	22
Other Integrity Concerns	67	82	70	37	18
<b>OMBUDSPERSON PROCESS—INVESTIGATION RESULTS</b>					
Concerns Reported	1,497	1,514	1,596	1,672	1,641
Disciplinary Actions	293	395	343	420	420
<b>GEOGRAPHIC BREAKOUT OF INVESTIGATIONS CONDUCTED</b> (percent of investigations)					
U.S. and Canada			56%	55%	57%
Europe			15%	17%	17%
Asia			16%	15%	15%
Latin America			13%	13%	11%

(a) In response to today's regulatory environment where GE is subject to a growing number of regulations and enforcement activities around the world, a new category of "Regulatory Excellence" was added in 2007 to provide additional visibility into this critical area.

## Employees data

For a full review of performance data, visit [www.ge.com/citizenship/metrics-employees](http://www.ge.com/citizenship/metrics-employees).

	2001	2002	2003	2004	2005	2006	2007	2008	2009
<b>GE EMPLOYEES</b>									
U.S.	158,000	161,000	155,000	165,000	161,000	155,000	155,000	152,000	134,000
Percentage of Total	51%	51%	51%	54%	51%	49%	47%	47%	47%
Non-U.S.	152,000	154,000	150,000	142,000	155,000	164,000	172,000	171,000	154,000
Percentage of Total	49%	49%	49%	46%	49%	51%	53%	53%	53%
<b>Total</b>	<b>310,000</b>	<b>315,000</b>	<b>305,000</b>	<b>307,000</b>	<b>316,000</b>	<b>319,000</b>	<b>327,000</b>	<b>323,000</b>	<b>288,000</b>

### GE EMPLOYEES REGION-SPECIFIC BREAKDOWN

U.S.					161,000	155,000	155,000	152,000	134,000
Canada & the Americas*					24,000	30,000	28,000	19,000	24,000
Europe					83,000	85,000	92,000	95,000	85,000
Middle East & Africa					2,000	2,000	3,000	7,000	3,000
Pacific Basin					47,000	47,000	49,000	50,000	42,000
<b>Total</b>					<b>316,000</b>	<b>319,000</b>	<b>327,000</b>	<b>323,000</b>	<b>288,000</b>

### GE FEMALE EMPLOYEES REGION-SPECIFIC BREAKDOWN

U.S.						31%	31%	30%	30%
Canada & Mexico						33%	33%	33%	31%
Latin America						32%	32%	31%	29%
Europe						42%	41%	42%	41%
Middle East & Africa						15%	16%	14%	13%
Pacific Basin						33%	35%	36%	35%
<b>Total</b>						<b>35%</b>	<b>35%</b>	<b>35%</b>	<b>34%</b>

### COMPARATIVE U.S. RACE AND ETHNICITY REPRESENTATION

(percentage of total employees)

Executive					12	14	14	15	15	15
American Indian or Alaskan Native					0.1	0.2	0.1	0.5	0.1	0.1
Asian, Native Hawaiian or Other Pacific Islander					5.2	6.2	5.9	6.1	6.2	6.4
African American					4.1	4.3	4.3	4.6	4.6	4.6
Hispanic					2.4	2.9	3.3	3.1	4.0	4.1
Other					—	—	—	0.1	0.1	0.1
Professional					17	19	19	19	20	20
American Indian or Alaskan Native					0.2	0.2	0.2	0.2	0.2	0.2
Asian, Native Hawaiian or Other Pacific Islander					7.5	8	8.1	8.2	8.8	9.0
African American					4.7	4.8	4.8	4.9	5.1	5.0
Hispanic					4.8	5.5	5.4	5.7	5.9	5.9
Other					—	—	—	0.1	0.2	0.3
All Other					25	28	28	29	28	28
American Indian or Alaskan Native					0.4	0.4	0.4	0.4	0.4	0.4
Asian, Native Hawaiian or Other Pacific Islander					3.4	3.5	3.4	3.9	4.0	4.2
African American					13.2	13.2	13.0	13.6	13.3	12.7
Hispanic					7.6	10.5	9.9	10.6	10.5	10.5
Other					—	—	—	0.1	0.2	0.3
<b>Total Diverse Representation</b>					<b>21</b>	<b>23</b>	<b>23</b>	<b>24</b>	<b>24</b>	<b>24</b>
American Indian or Alaskan Native					0.3	0.3	0.3	0.3	0.3	0.3
Asian, Native Hawaiian or Other Pacific Islander					5.2	5.5	5.5	5.9	6.3	6.5
African American					9.3	9.4	9.3	9.6	9.3	8.9
Hispanic					6.2	8.2	7.9	8.3	8.2	8.2

\* Excludes approximately 16,000 employees in Central America related to GE's acquisition of a controlling interest in BAC Credomatic GEFC Inc. (BAC) in June 2009.

## ecomagination data <sup>(a)</sup>

For a full review of performance data, visit [www.ge.com/citizenship/metrics-ecomagination](http://www.ge.com/citizenship/metrics-ecomagination).

	2004	2005	2006	2007	2008	2009
ecomagination R&D Investment (in \$ billions)	—	0.7	0.9	1.1	1.4	1.5
ecomagination Revenue (in \$ billions)	6	10	12	14	17	18

For a full report on our ecomagination activities, please visit our 2008 online ecomagination report at [www.ecomagination.com](http://www.ecomagination.com).

## Environment, Health & Safety data

For a full review of performance data, visit [www.ge.com/citizenship/metrics-ehs](http://www.ge.com/citizenship/metrics-ehs).

	2004	2005	2006	2007	2008	2009
<b>INJURY &amp; ILLNESS AREAS <sup>(b)</sup></b>						
Recordable Rate	1.62	1.64	1.52	1.39	1.31	1.10
Lost-time Rate <sup>(c)</sup>	.42	.45	.46	.42	.39	.32
<b>TOTAL VPP SITES</b>	138	163	190	217	238	240
<b>AIR &amp; WASTEWATER EXCEEDANCES</b>						
Air	25	14	21	30	17	3
Wastewater	98	98	101	79	73	38
<b>GE U.S. TOXIC RELEASE INVENTORY (TRI) ON-SITE DATA 2004–2008 <sup>(d)</sup></b>						
TRI On-Site Releases (in millions of pounds)	5.00	4.92	3.09 <sup>(e)</sup>	0.42 <sup>(f)</sup>	0.29	—
<b>WATER USE (IN BILLION GALLONS) <sup>(a) (g)</sup></b>						
Total	—	—	15.3	—	—	10.7
Once Through Cooling Water	—	—	8.9	—	—	5.4
<b>WASTE GENERATION <sup>(g)</sup></b>						
Hazardous Waste (metric tons)	—	—	40,087	—	—	32,751
Non-Hazardous Waste (metric tons)	—	—	226,131	—	—	174,776
Recycled Metals (metric tons) <sup>(h)</sup>	—	—	—	—	—	97,452
<b>GE GREENHOUSE GAS EMISSIONS <sup>(a) (g)</sup></b>						
GE Operational GHG Emissions (million metric tons of CO <sub>2</sub> equivalent emissions)	7.46	—	—	—	—	5.79
GE Operational GHG Intensity (metric tons per \$ million revenue)	60.22	—	—	—	—	36.95
GE Operational Energy Intensity (MMBtu per \$ million revenue)	500.09	—	—	—	—	331.44
GE Operational Energy Use (million MMBtu)	61.92	—	—	—	—	51.96
<b>ADDITIONAL METRICS</b>						
Global Penalties Paid (in \$ thousands)	351	326	372	237	99	89
Training Units Completed (millions of units)						
U.S.	1.10	1.42	1.45	1.42	1.78	1.42
Non-U.S.	.45	.55	.59	.59	.67	.64
Agency Inspections						
U.S.	694	753	861	740	802	980
Non-U.S.	767	736	639	474	505	697
Spills & Releases	36	65	66	98	72	61

(a) For data associated with reductions in greenhouse gas emissions and water usage, please visit [www.ge.com/citizenship/metrics-ehs](http://www.ge.com/citizenship/metrics-ehs).

(b) Rates are based on 100 employees working 200,000 hours annually.

(c) Lost-time rate uses the OSHA calculation for days away from work cases (transfer or restricted cases are excluded).

(d) This data will always lag by a year since U.S. TRI data for the prior year is not submitted until July 1 as a matter of law.

(e) Does not include the former GE Advanced Materials business as it was divested in December 2006.

(f) On-site TRI Releases not including GE Plastics, which was divested in August 2007.

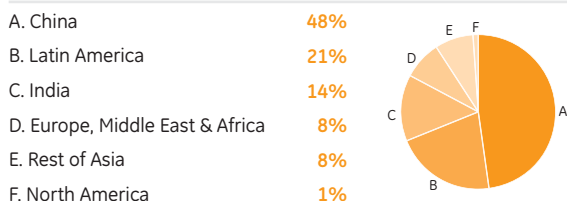
(g) For GHG and energy-related metrics, each year GE adjusts its 2004 baseline inventory to account for divestments and acquisitions. For 2005–2008, GHG and energy-related data were not collected for new acquisitions. As a result, adjusted results for 2005–2008 are not available. For water and waste-related metrics, each year GE adjusts its 2006 baseline inventory to account for divestments and acquisitions. For 2007–2008, water and waste-related data were not collected for new acquisitions. As a result, adjusted results for 2007–2008 are not available. Complete water and waste data was not collected before 2006.

(h) Recycled metals first reported in 2009.

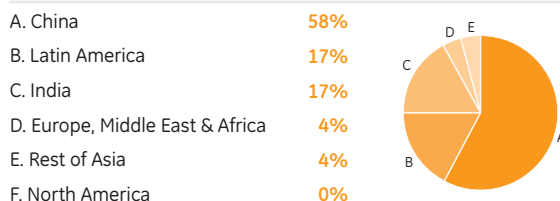
## 2009 Suppliers data

For a full review of performance data, visit [www.ge.com/citizenship/metrics-suppliers](http://www.ge.com/citizenship/metrics-suppliers).

### ASSESSMENTS BY REGION



### FINDINGS BY REGION



### FINDINGS BY CATEGORY



## Communities & Philanthropy data

For a full review of performance data, visit [www.ge.com/citizenship/metrics-communities](http://www.ge.com/citizenship/metrics-communities).

(in \$ millions)	2007	2008	2009
<b>ALL CONTRIBUTIONS</b>	213.6	245.9	225.8
<b>CONTRIBUTIONS BY MAJOR PROGRAMS</b>			
Matching Gifts	37.8	34.9	32.8
Developing Futures in Education	29.8	33.6	33.7
Developing Health Globally	10.2	15.6	14.2
Developing Health	—	—	1.3
Business Contributions	15.5	23.8	18.5
NBCU PSAs	21.5	39.4	21.5
Scholarships	4.7	4.2	5.2
United Way	9.1	9.2	12
Other	25.7	28.9	32.9
<b>Total</b>	<b>154.3</b>	<b>189.6</b>	<b>172.1</b>
<b>GE EMPLOYEE CONTRIBUTIONS</b>			
Gifts that were matched	37.8	34.9	32.8
United Way	21.5	21.4	20.9
<b>Total</b>	<b>59.3</b>	<b>56.3</b>	<b>53.7</b>
<b>CONTRIBUTIONS AS A PERCENT OF GE NET INCOME</b>			
Total Contributions	213.6	245.9	225.8
<b>Total Contributions as a Percent of Net Income</b>	<b>1.0%</b>	<b>1.4%</b>	<b>2.0%</b>
<b>VOLUNTEER BREAKDOWN</b>			
Countries with GE Volunteer Councils	36	42	46
GE Volunteer Councils	144	175	175
Employees Registered to GE Volunteers Portal	47,000	61,000	74,000





# Energy & Climate Change

Learn more about energy and climate change at [www.ge.com/citizenship/theme-energy](http://www.ge.com/citizenship/theme-energy).

In order to increase energy security, create jobs and address the risk of climate change, countries around the world are launching a new industrial revolution with the intention of radically increasing the efficiency and environmental performance of energy generation, distribution and use, and improve the way we use and take care of natural resources. This is being driven by the opportunities for improving air and water quality, securing supplies of energy that do not depend on a limited number of energy producing countries, and creating new jobs and sources of competitiveness.

In 2009, world leaders came together in Copenhagen to agree on a common basis for this transition towards a cleaner energy future. Countries including the U.S., Europe, China, India, Brazil and Japan made pledges to act on a scale never seen before. By 2020, the supporters of the Copenhagen Accord have agreed to mobilize \$100 billion to help developing countries mitigate and adapt to the impacts of climate change. The Copenhagen Accord is a start, but more action will be needed at all levels of government to achieve the goal of limiting warming to less than two degrees centigrade.

As global negotiations on climate change continue in 2010, the business of accelerating change ultimately rests with the national, regional and city governments that are pursuing cleaner, greener prosperity because it makes sense from an environmental and economic point of view. They are starting to make the early investments needed, putting in place policies to limit and price carbon emissions, drive up standards and accelerate innovation. Those who are taking the lead can already see the benefits of implementing new technologies and building smarter cities and infrastructures.

Pictured: Skyscrapers illuminated at night in Nagoya, Japan.

The transition to a cleaner and lower carbon economy is not a race that any one country should focus on “winning.” There are jobs to be created in many places, and consumers to be served everywhere. The real opportunities come from partnerships that bring together investment, technology, manufacturing, distribution and marketing excellence from around the world.

One encouraging step was the agreement signed in 2009 between U.S. President Barack Obama and Chinese President Hu Jintao to commit their respective governments to cooperate in the development and deployment of low-carbon technology. This set the scene for potential joint ventures between U.S. and Chinese companies, including a memorandum of understanding (MOU) between GE and China’s biggest coal producer, Shenhua Group, to deploy GE integrated gasification combined cycle (IGCC) technology at

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a number of sites across China. IGCC “cleaner coal” technology eliminates much of the conventional pollution associated with coal-fired power stations. But this partnership could also

include one of the world’s first commercial-scale IGCC plants with carbon capture and storage (CCS), which is critical to demonstrating the effectiveness and viability of coal-fired power stations with dramatically lower CO<sub>2</sub> emissions.

As a business that supplies technologies for almost every type of energy generation, GE has not waited for regulation, legislation or international agreements to be finalized before developing our strategy for a cleaner energy future. Over the past few years, GE has invested in ecomagination, our own business initiative to develop and bring to market products that use less energy and resources. At the same time, we’ve been cutting our own energy and water use.

Ecomagination product sales have grown faster than any other segment and now account for 28% of our industrial product portfolio. But beyond this, we see ecomagination as a defining philosophy and investment in the future for GE as the world transitions to a low-carbon economy. Ecomagination does not just mean reimagining individual products, but reimagining the world and our business, allowing us to compete in—and help to drive the transition to—a cleaner, greener economy.

## Ecomagination

Since 2005, we set aggressive targets to:

- Grow revenues from ecomagination products to **\$25 billion** in 2010
- Double investment in R&D to **\$1.5 billion** by 2010
- Reduce greenhouse gas (GHG) emissions and improve the energy intensity of GE’s operations — reducing emissions intensity by **30%** by 2008, absolute emissions by **1%** by 2012 and energy intensity by 30 percent by 2012.
- Reduce our absolute water use by **20%**
- Keep the public informed

We reached our R&D commitment one year early, and the ecomagination portfolio now includes more than 90 products. In 2009, we doubled down on our commitments, adding additional targets:

- Investment in R&D to grow to **\$10 billion** over the next five years
- Growing ecomagination revenue at twice the rate of the company’s growth
- Improving our own energy intensity by **50%** by 2015
- Reducing GHG emissions by **25%** by 2015
- Reducing our fresh water use by **25%** by 2015

We also installed ultrasonic flow meters at select sites, drew up a strategic road map to understand opportunities for saving water, and initiated major water saving projects.

AVAILABLE ONLINE



*Building Industries, Jobs, & Partnerships to Last*  
*The Challenge of Low Carbon Transformation*  
*Addressing Climate Change in Mining*  
*Q&A with Chinese Supplier about the EHS Academy Experience*  
*Renewable Energy Manufacturing: Pensacola Positioned to Lead*  
*Finding Solutions to Global Water Needs*  
*Australia’s Mining Industry Steps Up to the Energy Challenge*  
*Sustainable Cities: Where Big Challenges Meet Huge Opportunities*

[WWW.GE.COM/CITIZENSHIP/STORIES](http://WWW.GE.COM/CITIZENSHIP/STORIES)

## GLOBAL THEME: ENERGY & CLIMATE CHANGE

Beyond our ecomagination product line, we are also developing our capacity for life cycle assessment to better understand the impacts of our products throughout their production, use and disposal — particularly where the trade-offs are not clear. One example is when GE Healthcare Life Sciences developed the single-use platform that included the WAVE Bioreactor™ System, a single-use bioreactor for growing cell cultures to produce biopharmaceuticals. The concern was that replacing stainless steel components with pre-sterilized bags for holding liquid cell cultures would result in a larger environmental footprint. The primary insight provided by life cycle assessment showed that, in this instance, the single-use approach results in substantially lower energy and water consumption, since it does away with the extensive cleaning and high temperature sterilization that are required for stainless steel bioreactors. Such life cycle assessments will be increasingly important as environmental decision making reaches a new level of rigor and integration into business processes. We are therefore also road-testing the draft

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*Designing Products for a Healthier Environment*  
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Greenhouse Gas Protocol Product Life Cycle Standard from a joint initiative of the World Resources Institute and the World Business Council for Sustainable Development, which

will provide a standard method for different companies to perform life cycle carbon footprint assessments of their products.

GE is increasing our own energy and water efficiency and that of our customers, and we believe we can continue to do this through our systematic and consistent approach to driving out such resource inefficiencies. We also know that such efficiency gains have historically been outrun by economic growth. Energy saved in one part of the economy is likely to be used to raise standards of living and create growth somewhere else, so unless energy supplies can be decarbonized by shifting more generation to renewable or nuclear energy sources, greenhouse gas emissions will continue to rise. Similarly, without more water reuse, this indispensable resource for life itself will continue to decline.

There is currently no single technology solution to meet the world's diverse energy needs. Centrally located base-load energy sources continue to provide most of the world's energy needs while renewable energy sources such as wind, solar power and biomass are playing an increasingly significant role in the global energy mix. We are investing across the spectrum of these technologies to advance capabilities in meeting the world's energy demands with cleaner and more efficient energy options. We remain committed to introducing a new generation of nuclear reactors and cleaner coal technology, along with solutions to water availability and quality. We have also made substantial investments to commercialize Smart Grid solutions, sodium and lithium battery technology, offshore wind, smart appliances and multi-fuel gas turbines. These innovations will facilitate both energy security and job creation.


## Ecomagination Progress

Our pace of growth with ecomagination is exciting — and accelerating. At the start we had 17 products; today, we have more than 90. This portfolio generated approximately \$18 billion in revenues in 2009 and we are projecting that ecomagination product revenues will grow at twice the rate of GE's overall revenue between now and 2015. Starting in 2010, we are doubling, to \$10 billion, our research and development investment in ecomagination over the next five years versus the previous five years. This investment will help us deliver the next generation of ecomagination products and continue to lead the global marketplace when it comes to innovation, performance and growth. We also remain committed to making significant progress on our operational goals, so we're committing to double our energy efficiency while reducing our greenhouse gas emissions and reducing our water consumption.

Around the world, we have been working with governments on policy ideas for this transformation of energy and water systems. Eliminating barriers to trade, rejecting protectionism and ensuring the protection of intellectual property rights are also critical in enabling clean technologies to be developed and deployed in a cooperative, mutually beneficial manner.

Last year, we joined with industry leaders from five continents, including China Power Development and Tata of India, as part of the Copenhagen Climate Council. This body called on governments to price and control carbon emissions and to enable investment in low-carbon solutions. We also helped to lead the U.S. Climate Action Partnership, an alliance of major businesses and leading climate and environmental groups in the U.S., calling on our own government to enact legislation requiring significant reductions of greenhouse gas emissions. We are continuing to advocate for clean energy standards in the U.S., and have also contributed to debate and knowledge sharing on CCS deployment through the European Technology Platform for Zero Emission Fossil Fuel Power Plants (ZEPP), the Coal Utilization Research Council, the Japan-U.S. Business Council and the Asia Pacific Economic Cooperation (APEC) program.

AVAILABLE ONLINE   
*Copenhagen Climate Negotiations*  
[WWW.GE.COM/CITIZENSHIP/STORIES](http://WWW.GE.COM/CITIZENSHIP/STORIES)

AVAILABLE ONLINE   
*Making Energy Efficiency One Step Better & "Smarter"*  
*The Ecomagination Product Review (EPR) Process*  
*2009 Water Reuse Summit*  
*Unlocking American Jobs in a Clean Energy Future*

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# Sustainable Healthcare

Learn more about sustainable healthcare at [www.ge.com/citizenship/theme-healthcare](http://www.ge.com/citizenship/theme-healthcare).

Healthcare is a \$3.5 trillion global industry, equal to eight percent of the world's GDP, and it has grown by 35 percent in five years. Yet despite this, good health remains out of reach for many. Both lifestyle factors and access to affordable healthcare are key challenges that can mean the difference between health and disease, or premature death.

- Two billion people worldwide do not have access to primary care or clinics, while 100 million people are impoverished each year as a result of health spending.
- 11 million children die each year, more than two-thirds from preventable causes.
- The top causes of death in most poor countries are death in pregnancy or childbirth, pediatric respiratory and intestinal infections, and diarrhea — all of which could be prevented with simple medical care.
- 2.5 million people die of AIDS-related illnesses each year.
- Chronic diseases, such as heart disease, stroke, cancer, chronic respiratory diseases and diabetes are by far the leading cause of mortality in the world, representing 60% of all deaths. Many of these diseases are related to lifestyle factors including tobacco use, obesity, exercise and stress.
- 25,000 people die each day from hunger-related causes, with malnutrition contributing to half of all preventable child deaths.

Source: World Health Organization and The Aspen Institute.

Pictured: A patient receiving treatment at Kossamak National Hospital in Phnom Penh, Cambodia. The facility was one of three in the country to receive an equipment upgrade in 2009 through the Developing Health Globally™ program.

## Our Approach

Scientists continue to develop ever more sophisticated diagnostics, vaccines, treatments and technologies to continually fight disease and prolong healthy life. However, businesses and governments are still trying to develop the game-changing shifts in both healthcare and lifestyle choices to reduce the burden of chronic disease, and

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[Changing the Healthcare Landscape in Cambodia](#)  
[WWW.GE.COM/CITIZENSHIP/STORIES](http://WWW.GE.COM/CITIZENSHIP/STORIES)

enable everyone to have access to essential healthcare.

While a girl born in Japan can expect to live for 86 years, a girl born in Zimbabwe is unlikely to

see her 35th birthday. And even within prosperous countries, large health disparities persist, with wealthier groups outliving those in lower income groups in some countries by 10 to 15 years.

Healthcare systems are also struggling to respond to changing patterns of disease. New epidemics, such as avian or human pandemic influenza, require coordinated public health responses from all countries. At the same time, aging populations and management of long-term conditions such as mental health, HIV/AIDS and diabetes require a different kind of care from traditional hospital-based services as well as public health approaches to enable people to live healthier lifestyles.

Healthcare systems around the world are hugely diverse, but all share the same priorities of sustaining a healthy and productive

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[Making Progress Toward Sustainable Health](#)  
[WWW.GE.COM/CITIZENSHIP/STORIES](http://WWW.GE.COM/CITIZENSHIP/STORIES)

population by improving the quality of healthcare and disease prevention — reducing the cost and enabling broad access. As the World Health Organization's Tallin Charter

states, the challenge is to create systems that are responsive to people's needs and preferences, treat them with dignity and ensure that they do not become impoverished as a consequence of ill health or use of health services. This requires efficiency: making the best use of available resources.

Better, simpler systems are needed that lower the cost of care and improve the quality of outcomes for more people.

GE contributes to sustainable healthcare through the technology, support systems and solutions we offer, as well as through our efforts to create healthier workplaces and influence the lifestyles of our employees.

On the product side, health information technology systems can be integrated into the healthcare delivery system to help cut waiting lists. Smaller, portable patient monitoring and diagnostic equipment can keep people out of hospitals, allowing them to be diagnosed in doctor's offices and to convalesce in their own homes. Accurate early detection, diagnosis and treatment can save lives and money. We also work to monitor and reduce the environmental impact of our healthcare products through their production, distribution, use and disposal phases.

However, at present, a great many of our products only reach the urban population of developing countries. Even in established markets, healthcare systems are struggling with the challenges of cost, quality and access to healthcare.

Therefore, in 2009 we launched healthymagination to drive a step change in efficiencies in healthcare, enabling more rapid diagnosis, improved patient experiences, increased access and better outcomes. Healthymagination is a business strategy aimed at realizing the new opportunities we see in healthcare from broadening access and reducing cost. It is mainly focused on GE's \$16 billion healthcare business, but it also draws in GE finance products and NBC Universal's ability to reach consumers with health-related information. Additionally, healthymagination aims to improve the health of more than 600,000 GE employees and dependents while controlling costs.

Our first healthymagination product was the Venue 40 — an ultrasound system as portable as a tablet computer that allows doctors to use ultrasound scanning at a patient's bedside or in a doctor's office. This means better patient care and cost savings.

Since then, 24 GE products have been validated as healthymagination products through Oxford Analytica, an independent research firm. These products range from systems used to track and efficiently deploy equipment in hospitals to lower-cost imaging equipment and electronic medical records.

Healthymagination also extends to medical information systems. Fragmented clinical information trapped in disparate IT systems across multiple institutions results in higher costs of care, exposure to redundant procedures, and real risks of misdiagnosis and inappropriate treatment. GE's Healthcare IT business unit is providing health information sharing systems, while GE Capital provides financing to help health providers in rural and underserved areas of the U.S. invest in these life-saving, cost-saving IT systems.

In 2009 we launched a program called "HealthAhead," which aims to engage GE employees, retirees and families in creating a culture of health through an increased focus on nutrition, stress management, smoking cessation and promotion of physical activity. At the core of the initiative is a commitment to creating healthy workplaces. The goal is that all our sites with over 100 employees will be certified as healthy workplaces by 2012. To meet this requirement each site must demonstrate a wide ranging package of measures, from instituting a tobacco-free campus, to providing healthy food and nutritional information in cafeterias and vending machines, as well as employee health risk counseling and screening. To support employees, the program provides nutritional information and subsidies for healthy food choices, exercise facilities and nicotine replacement options, and reduced healthcare premiums for non-smokers.

The healthymagination philosophy extends into our partnerships and public policy advocacy for healthcare around the world. Our contribution to healthcare policy reform debates is to investigate and show how improvements can be made in the efficiency, quality and accessibility of healthcare.



## Our Position

Through the European Coordination Committee of the Radiological, Electromedical and Healthcare IT Industry (COCIR), a European diagnostics trade association, GE has contributed to the European Commission's recent review of the role and function of the healthcare technology sector. We have also pressed for the development of the European Partnership for Action Against Cancer to ensure that it focuses on addressing cancer through early detection and better screening. In the Asia-Pacific region, we have been a founding sponsor of the Pacific Health Summit, which brings together global decision-makers in science, policy, industry, medicine and public health to discuss how emerging science and technology can be connected to global health policy. The Summit is not just a talking shop, but also a mechanism for identifying neglected areas in health, such as TB and maternal infant care, and targeting them with research.

The U.S. healthcare system represents both a major market for our healthcare business and major cost for GE as a buyer of healthcare for employees. We have therefore been particularly active in debates around healthcare reform in the U.S. The current system leaves many with poor or insufficient healthcare and does not reward physicians and hospitals for improving quality or lowering costs. Reforms are needed to make the system more accessible and equitable, less costly and more patient-centric. For example, our position on controlling the cost of reimbursements for medical tests is guided by the healthymagination principal of paying for value. Instead of cutting reimbursements across the board, we believe that coverage and payment policies should be based on physician-developed, evidence-based protocols to drive appropriate use of tests. We have been active in the Center for Payment Reform, the eHealth Initiative and the Center for Healthcare Innovation, advocating for healthcare reforms that expand access, improve performance incentives and patient choice, and enable innovation. GE was one of the founders of the Leapfrog Group, an initiative that transformed quality and cost transparency of healthcare in the U.S., and we also helped to found Bridges to Excellence and the Center for Payment Reform, both of which have catalyzed major changes in the way physicians and hospitals are paid.

We also support access to healthcare in the U.S. through philanthropic and capacity-building initiatives — such as offering a leadership course on our Lean and Six Sigma management techniques to the Veterans Health Administration. Through the new Developing Health™ program, we are working to find innovative ways to increase access to healthcare for underserved communities in the U.S. by supporting community health centers with grants and skills-based volunteerism.

While the bulk of our initial partnerships, advocacy and product development for healthymagination were targeted for the U.S., Europe and established markets in Asia, the ultimate goal is also to reduce costs and improve access and quality of healthcare in expanding emerging markets. GE has therefore also contributed to a new World Health Organization initiative to examine the appropriate medical technologies for developing nations, and we also support the World Bank's work in this area.

The healthymagination principles of improving access, reducing cost and improving quality provide a critical test, reconciling our perspectives on healthcare as an employer, a manufacturer and a corporate citizen while guiding both our public policy positions and philanthropic activities.

Meeting the needs of rural populations in emerging economies requires gaining a deep understanding of the needs and the practice of medicine in these markets — after which the development of robust targeted products can take place. GE is therefore reversing its traditional business model in many cases. Rather than follow our historical path of developing products in the U.S. and Europe and adapting them for emerging markets, we have shifted R&D on these products to developing countries to meet local needs. To do this we have set up teams in more than a dozen countries, with unprecedented autonomy, to develop technologies for much lower price points. One example of this has been the MAC EKG product line — a series of durable, portable heart monitors that allow data on ECG tests to be transmitted for remote analysis. This line of products was originally developed by GE technologists in India, for India, and is now being offered as a tool for primary care doctors, rural clinics and visiting nurses in other countries, including in the U.S. We believe that technological innovations such as the Vscan — a portable, battery-operated ultrasound scanner the size of a mobile phone — have the potential to find many new uses to improve access in healthcare systems in both developed and developing nations. This will certainly include bringing improved diagnosis to rural areas of the developing world.

GE's healthymagination business strategy is supported by our philanthropic Developing Health Globally™ initiative, which provides donations and technical support to public hospitals in developing countries. It is estimated that 50 percent of medical equipment in developing countries lies unused because of lack of training or maintenance. Developing Health Globally therefore draws on the competencies of a range of GE businesses to address critical gaps in healthcare (including related issues such as power, water and sanitation). We do not just donate equipment — we also train and support medical and maintenance staff. This program directly impacts 4.8 million people globally through its \$40 million commitment in 14 countries throughout Africa, Latin America and Southeast Asia.

Of course, it will take more than philanthropy to significantly impact global health problems. However, if we can increasingly align all our business resources toward closing the gaps in healthcare — from product development to finance, to marketing, to partnerships, philanthropy and public policy advocacy — then we can help develop more sustainable healthcare systems.

AVAILABLE ONLINE

[Sustainable Global Health](#)

[Striving for Healthcare Access in a Difficult Economy](#)

[Enabling a Culture of Health](#)

[Innovative Solutions for Sustainable, Affordable & Accessible Good Quality Healthcare Globally](#)

[WWW.GE.COM/CITIZENSHIP/STORIES](http://WWW.GE.COM/CITIZENSHIP/STORIES)







# Community Building

Learn more about community building at [www.ge.com/citizenship/theme-community](http://www.ge.com/citizenship/theme-community).

The past fifty years have seen a revolution in economic advancement, with emerging economies becoming the powerhouses of growth. But not everyone has participated in this revolution. Two-thirds of the world's population still live on the equivalent of less than \$4 per day, and are held back from using their skills, talents and hard work to better themselves. People in industrialized economies are also facing difficult transitions, as old jobs and sources of competitive advantage are replaced by new ones.

An old saying at GE is that “progress is our most important product.” The ability to continue to grow our business depends on growing and sustaining vibrant economies. These self-confident societies are also the places where people are able to build more prosperous lives, and good places to live.

Some of the most crucial resources needed for sustainable economic growth are human qualities. People who are resilient, skilled and hardworking can create remarkable success. But they also depend on institutions that do not stand in their way, and instead enable them to move forward.

Governments and national institutions are vital to progress. The quality of public institutions is therefore crucial. Where they are undermined by bribery and corruption, it is the poorest who are most hurt by deteriorating public services. Citizens lose faith in government, industry and the rule of law. Crime, conflict and instability erode the quality of life and prospects for prosperity.

Helping to build communities for sustainable prosperity is not so much about “giving back,” but about “paying forward” to help build the foundations that our business needs to grow on. For GE, this means taking a four-level approach, which builds from the inside out.

Pictured: Rice terraces in Longsheng, Guangxi, China.



- **Developing human capital.** We start by investing in the education, health and experience of our own people. GE recognizes labor rights, and offers decent wages, medical benefits, pensions and safe workspaces for its employees around the world. In China, for example, we have offered voluntary, free hepatitis B virus vaccination to all employees. We invest more than \$1 billion a year

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in the training and professional development of our managers and leaders, engineers, scientists, manufacturing and sales staff around the world, and also

invite public and private sector leaders to share in the leadership development of our Crotonville Leadership Center. In 2010, we are opening six service shops in emerging markets and formally announce a global research center in Brazil. We are also creating jobs in the U.S., including a plan to add nearly 1,200 positions in Michigan to accelerate our capability in manufacturing, and to add 1,000 in Louisville, KY, to make the next generation of smart appliances. We champion employee diversity and inclusiveness, with various employee networks, such as the Women’s Network and Hispanic, African American, Asian-Pacific American and Veterans Forums helping to sustain a nimble and successful workforce.

- **Promoting excellence in science, technology, engineering and math education.** Scientific and technical education is crucial to competitiveness, and to solving the major problems the world faces. In the United States, the GE Foundation is addressing this education imperative by supporting high-impact initiatives that improve access to, and the equity and quality of, public education. The Developing Futures™ in Education program is one such endeavor, providing both funding, curriculum development and skilled volunteers to help raise student achievement in math and science curricula and to promote better management of schools. In 2009, GE Foundation convened hundreds of U.S. thought leaders, including representatives from the U.S. Department of Education and the National Governors Association. As a result of the program, school districts continued to see improved proficiency levels in math and science, and since the inception of the grants, all districts in total have saved over \$16 million through GE-led projects.

- **Strengthening the communities in which we work.** Between 2000 and 2009, GE incurred almost \$23 billion of corporate income taxes to governments in the more than 250 tax jurisdictions around the world where we work. But our contribution does not stop at writing checks. Our commitment to high standards of health, safety and ethical behavior helps create new expectations for doing business in the countries where we operate. GE people actively strengthen their communities through pro bono volunteering with health clinics, school districts and schools. GE programs concentrate on strengthening the civil society organizations and legal and conflict management systems that are all crucial to healthy societies. In China, for example, GE lawyers teach courses at Shanghai’s Jiao Tong University and collaborated with Sun Yat-sen University to develop an EHS Academy. GE not only assists in developing the curriculum and providing expert trainers — we encourage local suppliers to send their EHS managers to courses at the Academy. This pays off for

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[Developing Strong Local & International Partnerships](http://WWW.GE.COM/CITIZENSHIP/STORIES)  
 WWW.GE.COM/CITIZENSHIP/STORIES

GE in terms of better supply chain compliance, but it also benefits the local economy by building the cadre of EHS professionals needed for industry to meet international

standards. Through GE Foundation we provide support for Partners for Democratic Change, helping establish national centers for change and conflict management in 10 emerging markets.

- **Engaging policy makers.** Globally, societies are working to develop new risk-oversight frameworks to foster financial stability, agreement on greenhouse gas emissions to stop climate change, trade rules to promote growth and intellectual property rights to support innovation. These are also global public policy priorities for GE. GE continues to play an active role in advocating for global rules on emissions, and for agreements to reduce tariffs on green products. In addition, we engage with public policy makers around the world on issues that relate to national priorities and GE’s strategy. In the U.S., we have been particularly focused on health-care reform. In Vietnam, we worked with both the Vietnamese and U.S. governments to improve trade relations and support Vietnam’s accession to the World Trade Organization. In China, we liaise with academics and policy makers to understand and influence legislative developments and participate in government advisory groups and drafting committees.

We believe that aligning our business strategy with public policy priorities is the best way, indeed the only way, of achieving long-term business success and sustainable development. At the same time, GE is a business, and not a development agency or a public body. Our investments in community building are focused on contributing to the success of our business, together with the societies we work in.

We recognize that any business that is promoting a view on how best to achieve public policy goals while also advocating for its own commercial priorities runs the risk of running into conflicts of interests, both real and perceived. There are legitimate concerns that businesses may influence public processes unduly to achieve private ends, or conversely may lose commercial focus by aligning too closely with governments’ goals. Just as we must continually innovate our products and services for better human impact, we also need to continually fine-tune our approach to engaging with the communities and governments where we operate to ensure that it remains fair, legitimate and effective.

AVAILABLE ONLINE   
[Maternal Mortality in the World’s “Orphaned Countries”](http://WWW.GE.COM/CITIZENSHIP/STORIES)  
[Partnering for Growth in Vietnam](http://WWW.GE.COM/CITIZENSHIP/STORIES)  
[Diversity from the Classroom to the Workplace](http://WWW.GE.COM/CITIZENSHIP/STORIES)  
[Our Approach to Disaster Relief](http://WWW.GE.COM/CITIZENSHIP/STORIES)  
[The EHS Academy: Where Local Improvement Drives Global Collaboration](http://WWW.GE.COM/CITIZENSHIP/STORIES)  
 WWW.GE.COM/CITIZENSHIP/STORIES

# Summary of Our Priorities

GE's comprehensive approach to corporate citizenship is as diverse and far-reaching as our organization. We categorize our citizenship efforts into a range of priorities, as shown here.

This summary provides an overview of our citizenship priorities. Additional detail is available online at [www.ge.com/citizenship/ourpriorities](http://www.ge.com/citizenship/ourpriorities).

## Our People

For a full review, visit [www.ge.com/citizenship/ourpeople](http://www.ge.com/citizenship/ourpeople).

With nearly 300,000 employees working across 100 countries, GE works hard to meet its responsibilities for the health and safety of its people. Founded upon the imagination, intelligence, and curiosity of its employees, GE depends on its people to drive business growth and strengthen its leadership position in the global marketplace. Upholding world-class standards in workplace health and safety, GE strives to maintain a culture where employees can grow and succeed. GE's priorities for health and safety are closely aligned with its goals for environmental excellence — employing operational tools, training and processes that drive accountability and deliver the best results.

In addition, GE continues to invest in leadership and development training, extending employee benefits beyond traditional frameworks and building internal capacity for sustainable success. To attract, retain, and bring out the best in its people, GE offers challenging, rewarding careers where employees are able to continuously learn — growing their personal and professional capabilities, as well as GE's ability to excel.

- Workforce Information
- Recruiting
- Employee Benefits
- Labor Relations
- Training & Development
- Variable Compensation Packages
- Fair Employment Practices
- Healthcare Programs & Benefits
- Health & Safety
  - Overview of EHS Policy, Team & Programs*
  - Workplace Injury & Illness*
  - Excellence Programs & External Recognition*
  - Global Focus on Regulations*
  - Training Units Completed*

## Compliance & Governance

For a full review, visit [www.ge.com/citizenship/compliance](http://www.ge.com/citizenship/compliance).

The GE commitment to perform with integrity is instilled in every employee as a non-negotiable expectation of behavior. This expectation is guided by our integrity policy, The Spirit & The Letter, and is underscored by an extensive system of policies, processes, training and communications that contribute to the operational excellence of GE's citizenship platform.

- Regulatory Excellence
- Executive Accountability
- Open Reporting
- Government Business
- Compensation

## Public Policy

For a full review, visit [www.ge.com/citizenship/publicpolicy](http://www.ge.com/citizenship/publicpolicy).

GE regularly integrates its business, citizenship, public policy, and philanthropic strategies with the goal of advancing global policy initiatives. By furthering discussion on trade, energy, healthcare, education, rule of law, human rights and other important and relevant topics, GE is in the position to share best practices as well as gain new knowledge when it comes to new solutions and approaches to solving dilemmas.

- International Public Policy
- Strengthening the Global Economy
- Technology & Innovation
- Countries of Concern
- Political Contributions
- Rule of Law
- USCAP to Advance U.S. Climate Policy

## Environment

For a full review, visit [www.ge.com/citizenship/environment](http://www.ge.com/citizenship/environment).

Applying world-class environment, health and safety (EHS) expectations in its operations, GE's EHS leaders are responsible for maintaining compliance, reducing the Company's environmental footprint, while also ensuring the health and safety of GE's nearly 300,000 employees around the world. Trained in programs that reduce not just greenhouse gas emissions and water use, but also workplace illness and injury, EHS experts employ operational tools, training and processes that drive accountability and deliver the best results.

GE also works with its suppliers to ensure that they provide a safe and healthy workplace for their own employees and meet GE's Supplier Expectations [www.ge.com/citizenship/supplier-expectations](http://www.ge.com/citizenship/supplier-expectations).

- Overview of EHS Policy, Team & Programs
- Excellence Programs & External Recognition
- Air & Wastewater Exceedances
- Greenhouse Gas Emissions
- Water Use
- Global Penalties Paid
- Government Agency Inspections
- Piloting Supply Chain Emissions Measuring Tools
- Health & Safety—  
*See "Our People"*

## Our Suppliers

For a full review, visit [www.ge.com/citizenship/oursuppliers](http://www.ge.com/citizenship/oursuppliers).

GE sets expectations for its suppliers regarding environment, health, safety and employment practices and conducts on-site inspections of many suppliers, mostly in emerging markets. In addition to requiring suppliers to address deficiencies identified in on-site assessments, we are working to provide training to suppliers and identify capacity-building projects in places where GE has a significant supplier base. We also did a thorough program review and are currently piloting program refinements designed to encourage GE's suppliers to adopt their own management approach to ethical business issues.

- Program Description
- Supplier Diversity
- Supplier Expectations
- Supplier Audits
- Piloting Supply Chain Emissions Measuring Tools

## Our Customers

For a full review, visit [www.ge.com/citizenship/ourcustomers](http://www.ge.com/citizenship/ourcustomers).

Customers are becoming increasingly important collaborators in the product development cycle. As the marketplace grows more dynamic and interdependent, GE understands that the success of our customers complements our own.

- Building a Customer Focus
- Global Customer Summit

## Human Rights

For a full review, visit [www.ge.com/citizenship/humanrights](http://www.ge.com/citizenship/humanrights).

GE's human rights considerations include project finance, consumer and employee privacy, supply chain, freedom of thought and speech, and healthcare products and delivery, to name just the most obvious areas where human rights concerns intersect with GE business operations.

- Implementing Guidelines
- Including Human Rights Principles in Our Supply Chain
- Privacy
- GE and the UN Global Compact

## Our Products & Services

For a full review, visit [www.ge.com/citizenship/ourproducts-services](http://www.ge.com/citizenship/ourproducts-services).

From infrastructure projects and entertainment programming, to consumer finance products and nanotechnology, GE takes a 360-degree perspective of the impact our products and services can have on the environment, the economy, and society.

- Research & Development
- Product & Services Issues

## Our Communities

For a full review, visit [www.ge.com/citizenship/ourcommunities](http://www.ge.com/citizenship/ourcommunities).

Inspired by the dedication of our employees, GE strives to make a positive, sustainable impact in the development of stronger and more self-reliant communities around the globe.

- Taxation: Our Approach
- GE People (Employees and Retirees)
- GE Volunteers
- Disaster Relief
- Telemundo Community & Public Service Initiatives
- NBC Universal in the Community
- GE Foundation
- Education
- Healthcare



# Global Reporting Initiative (GRI) "G3" Content Index



Our 2009 Citizenship reporting applies a self-declared GRI Application Level A. The abbreviated index featured here provides references to our reporting against the GRI "G3" Guidelines within the content of this print report. To view the more detailed GRI Index, including the indicators that we did not report on, more links to relevant information featured in GE Citizenship online reporting and other GE Reports, and the GRI Application Level Table, please visit [www.ge.com/citizenship/gri](http://www.ge.com/citizenship/gri).

For more information on the GRI Sustainability Reporting Framework and the G3 Guidelines, see [www.globalreporting.org](http://www.globalreporting.org).

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# United Nations Global Compact



The United Nations Global Compact (UNGC) is both a policy platform and a practical framework for companies that are committed to sustainability and responsible business practices. As a multi-stakeholder leadership initiative, it seeks to align business operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment and anti-corruption and to catalyze actions in support of broader UN goals.

GE signed up to the UNGC in 2008. In addition to our 2009 Citizenship reporting, GE has produced this table as part of our Communication on Progress (COP). Business signatories to the UNGC are required to annually submit a COP for the UNGC web site and to share the COP widely with their stakeholders.

For more information about how GE is working with the UNGC, please visit [www.ge.com/citizenship/ungc](http://www.ge.com/citizenship/ungc). For more information about the UNGC strategic policy initiative visit [www.unglobalcompact.org](http://www.unglobalcompact.org).

UNGC 10 COMMITMENTS		PAGE / LINK
<b>HUMAN RIGHTS</b>		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> <li>Human Rights</li> <li><a href="http://www.ge.com/citizenship/humanrights">www.ge.com/citizenship/humanrights</a></li> </ul>
Principle 2	Make sure that they are not complicit in human rights abuses.	
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> <li>Human Rights</li> <li><a href="http://www.ge.com/citizenship/humanrights">www.ge.com/citizenship/humanrights</a></li> </ul>
Principle 4	The elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none"> <li>Our People</li> <li><a href="http://www.ge.com/citizenship/ourpeople">www.ge.com/citizenship/ourpeople</a></li> </ul>
Principle 5	The effective abolition of child labour.	
Principle 6	The elimination of discrimination in respect of employment and occupation.	
<b>ENVIRONMENT</b>		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> <li>Global Themes – Energy &amp; Climate Change</li> <li>page 28</li> </ul>
Principle 8	Undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> <li>Environment</li> <li><a href="http://www.ge.com/citizenship/environment">www.ge.com/citizenship/environment</a></li> </ul>
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> <li>Public Policy</li> <li><a href="http://www.ge.com/citizenship/publicpolicy">www.ge.com/citizenship/publicpolicy</a></li> <li>Our Suppliers</li> <li><a href="http://www.ge.com/citizenship/oursuppliers">www.ge.com/citizenship/oursuppliers</a></li> <li>Ecomagination 2009 Annual Report</li> <li><a href="http://www.ecomagination.com">www.ecomagination.com</a></li> </ul>
<b>ANTI-CORRUPTION</b>		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> <li>Compliance &amp; Governance</li> <li><a href="http://www.ge.com/citizenship/compliance">www.ge.com/citizenship/compliance</a></li> </ul>

For more information about the principles visit [www.unglobalcompact.org](http://www.unglobalcompact.org).

## Awards & Recognitions

GE recognizes the difficulty in benchmarking its policies, processes and programs against its peers, as the company portfolio spans multiple regions, businesses, industries and products. Here we provide a quick snapshot of external benchmarks where others have decided how GE measures against their respective standards. This list below reflects performance recognized for work done in 2009.

### COMPANY & LEADERSHIP

**Ethisphere:** World's Most Ethical Company (Industrials), 2007–2010

**FORTUNE, World's Most Admired Companies:** (#1) 1998–2002, (#2) 2003–2004, (#1) 2005–2007, (#2) 2008, (#9) 2009, (#16) 2010

**FORTUNE, Top Companies for Leaders:** (#7) 2009

**FORTUNE, Most Powerful Women 2009:** Charlene Begley, Bonnie Hammer, Lauren Zalaznick

**Business Week Magazine, Best Place to Launch a Career:** 2007 (#13), 2008 (#12), 2009 (#16)

**Business Week, Best Global Brand:** (#4), 2008, 2009

**Business Week, Most Innovative Companies:** 2007 (#4), 2008 (#4), 2009 (#17)

**Corporate Knights, Global 100 World's Most Sustainable Corporation**

**Fast Company, The World's Most Innovative Companies 2010:**

GE #19, **Top 10 by Industry:** GE #1 in Health Care

**Pro Bono Institute, 2010 Laurie D. Zelan Pro Bono Award:**

Brackett B. Denniston III, GE Legal

**2009 Atlanta Pro Bono Partnership 2008 Corporation of the Year:** GE Energy

**Dress for Success "Something to Share" Award:** Eileen Brumback

**Massachusetts Appleseed 2009 "Good Apple" Award:**

Brackett B. Denniston III, GE Legal

**National Law Journal's 20 Most Influential General Counsel:**

Brackett B. Denniston III, GE Legal

**The Burton Award for Legal Achievement "Legends in Law" Award:**

Brackett B. Denniston III, GE Legal

**Ethisphere Institute 2009 "Attorneys Who Matter":**

Brackett B. Denniston III, GE Legal

**Marvin Campbell 2009 AAF Icon Award**

**Asian American Bar Association of NY 2009 "Leadership Award":**

Outstanding service and commitment to Asian American legal community

**Irish Voice Magazine, Irish American Legal 100, 2009:**

Nuala O'Connor Kelly

**Corporate Secretary Magazine Awards, Best Proxy and Most Effective Compensation Disclosure Corp Securities Team, 2009:** GE Corporate Securities Team

**GE named "Governing Unit" of Shanghai Jiao Tong University Alliance for Innovative Talent**

### INVESTORS

**Innovest:** Highest AAA rating

**KLD:** Global Climate 100 Index

**Dow Jones Sustainability Index 2009/10:** GE achieved an overall score above the average in the diversified industrials group. This is the sixth year that GE has been selected as an index component. GE achieved the best score in the diversified industrials group in the following categories:

- Corporate Governance
- Codes of Conduct/Compliance/Corruption & Bribery
- Environmental Policy/Management System
- Human Capital Development
- Corporate Citizenship/Philanthropy
- Social Reporting

**Covalence Ethical Ranking:** Top 10 Worldwide

**Maplecroft, Climate Innovation Index:** Ranked #1

**The Climate Group, U.S. Climate Brand Index:** Ranked #1

**IR Magazine US Awards 2010:**

(based on investor survey)

- Best retail investor communications
- Best investor relations, Diversified sector

### DIVERSITY

**Working Mother Magazine, 100 Best Companies for Working Mothers:** 2004, 2005, 2006, 2007, 2008, 2009

**Society of Women Engineers, President's Award:**

GE Women's Network, 2009

**G.I. Jobs Magazine, Top 50 Military Employers:** 2006, 2007, 2008, 2009

**CAREERS & the disABLED Magazine:** Ranked #17 in the 19th Annual "Top 50 Employers"

**Minority Engineer Magazine:** Ranked #5 in the 18th Annual "Top 50 Employers"

**Equal Opportunity Magazine:** Ranked #2 in the 17th Annual "Top 50 Employers"

**2009 Top Supplier Diversity Program**

- **Black EOE Journal** "2009 Annual Yearbook"
- **Hispanic Network Magazine** "2009 Best of the Best"
- **Professional Woman's Magazine** "2009 Best of the Best"

### CITIZENSHIP REPORTING & PROGRAMS

**CERES Sustainability Reporting Awards:**

2008 GE Citizenship Report—Top 15

**Corporate Register Reporting Awards:**

2008 GE Citizenship Report—Top 10 ranking for Creativity in Communications, Relevance & Materiality, Openness & Honesty, Credibility through Assurance

**Business Civic Leadership Center, 2009 Corporate Citizenship Awards:** Finalist for Developing Health Globally program

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### CORPORATE OMBUDSPERSON

To report concerns related to compliance with the law, GE policies or government contracting requirements, write to: GE Corporate Ombudsperson, P.O. Box 911, Fairfield, CT 06825; or call (800) 227-5003 or (203) 373-2603; or send an e-mail to [ombudsperson@corporate.ge.com](mailto:ombudsperson@corporate.ge.com).

### GE BOARD OF DIRECTORS

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, write to GE Board of Directors, General Electric Company (W2E), 3135 Easton Turnpike, Fairfield, CT 06828; or call (800) 417-0575 or (203) 373-2652; or send an e-mail to [directors@corporate.ge.com](mailto:directors@corporate.ge.com).

### GE FEEDBACK

Your feedback on GE's progress is appreciated. Please e-mail your comments to [citizenship@ge.com](mailto:citizenship@ge.com). For more information on GE's citizenship strategy or for stakeholder inquiries please contact one of the following:

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