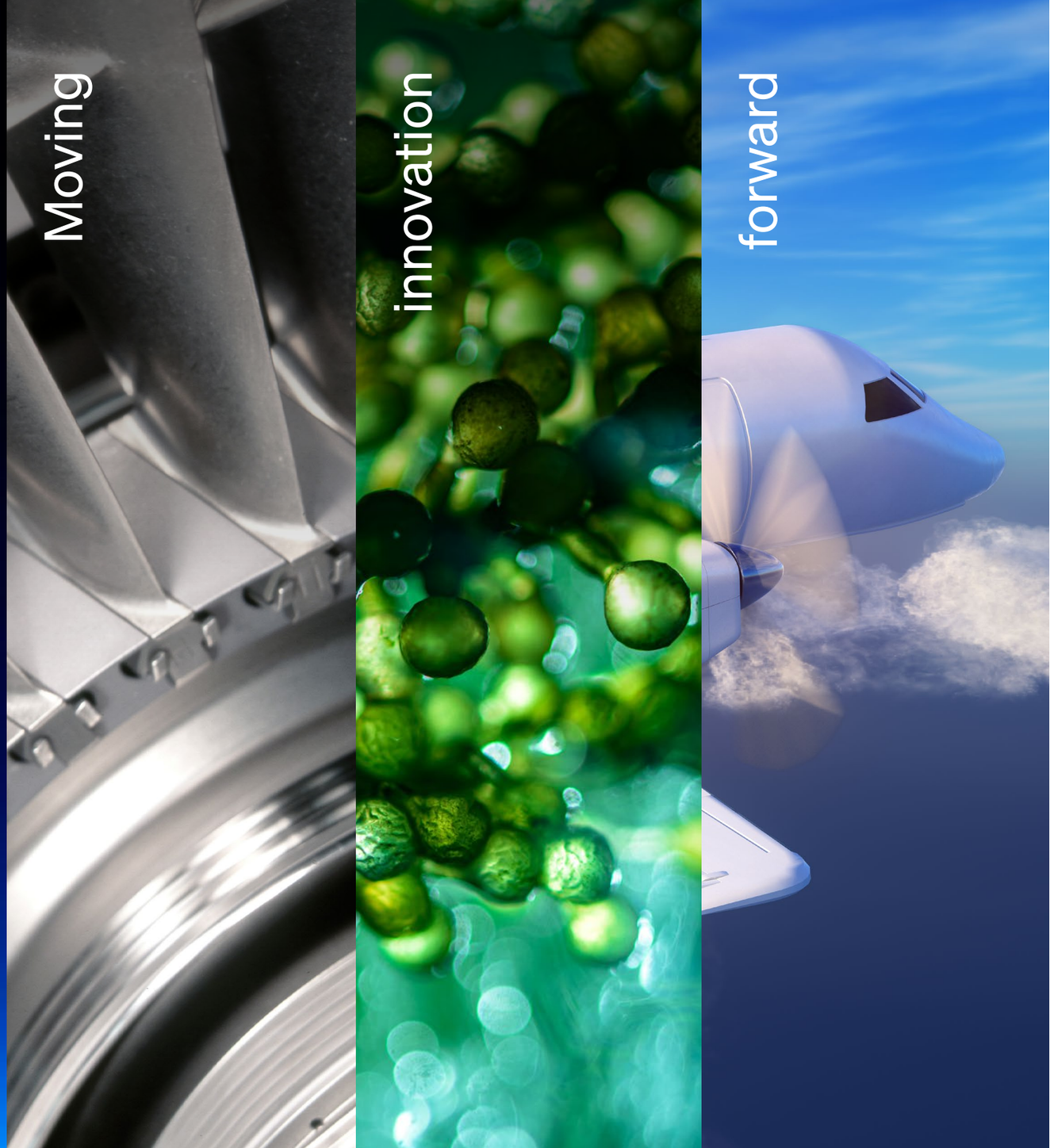
2024 Sustainability Report

September 19, 2024

GE Aerospace



Contents

GE9X engine during ice testing.

Download our 2024 Sustainability Report: Supplementary Materials, which contains our Sustainability databook, information about stakeholder engagement, GRI, SASB, and UN SDGs indices, and greenhouse gas (GHG) and water methodologies.

Download our TCFD Report.

We are excited to publish our inaugural Sustainability Report as GE Aerospace.

GE Aerospace launched as an independent public company on April 2, 2024. This marks the historic final step in the multi-year transformation of what was GE, building on a legacy of innovation and learning that dates back more than a century.

As a global company, we are mindful of the impact our actions have on our own workforce, our customers, our suppliers, the communities where we live and work, and the environment. Through FLIGHT DECK, our proprietary lean operating model, we are bridging strategy to deliver results for our customers and shareholders. FLIGHT DECK is helping us redefine the future of flight for generations to come.

GE Aerospace's purpose as an independent company remains clear:

We invent the future of flight, lift people up, and bring them home safely.

GE9X engine.

GEnx engine in test cell.

About this report

GE Aerospace launched as an independent public company on April 2, 2024, and this report covers the environmental, social, and governance (ESG) activities of GE Aerospace only, unless otherwise stated.

The performance data in this report and the accompanying Sustainability databook covers the calendar year from January 1 to December 31, 2023. In certain places, there is also commentary about events, achievements, and initiatives that took place during the first half of 2024.

In addition to the United Nations Sustainable Development Goals (UN SDGs), we considered three key sustainability reporting frameworks as we developed this report: the Task Force on Climate-related Financial Disclosures (TCFD) framework; industry-specific standards from the Sustainability Accounting Standards Board (SASB); and the Global Reporting Initiative (GRI) Standards (Core). A TCFD Report is available to download, as is our 2024 Sustainability Report: Supplementary Materials appendix, which contains our GRI, SASB, and UN SDGs indices.

GE Aerospace's Greenhouse Gas (GHG) Inventory Management Plan follows the World Resources Institute/World Business Council for Sustainable Development (WRI/WBCSD) Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition (the GHG Protocol). We use the Protocol for all definitions, assumptions, and calculations discussed in this document unless explicitly stated otherwise, reporting under the "operational control" approach. To learn more about our GHG inventory and energy inventory process methodology, see our GHG Inventory Management Plan.

Carbon emissions (Scopes 1, 2, and 3 use of sold products) data has undergone limited assurance by an external third party for base year 2019 and reporting year 2023 (see the verification statements and applicable data assertions). Internal resources have reviewed the other information and data within this report for quality, completeness, and accuracy.

Forward-looking statements

This report contains "forward-looking statements"—statements related to future events that, by their nature, address matters that are uncertain to different degrees.

See the investors section of our website for details of the uncertainties that may cause our actual future results to be materially different than those expressed in our forward-looking statements, as well as our annual reports on Form 10-K and quarterly reports on Form 10-Q. We do not undertake to update our forward-looking statements.

Non-GAAP financial measures

In this report, we sometimes use information derived from consolidated financial data but not presented in our financial statements prepared in accordance with U.S. Generally Accepted Accounting Principles (GAAP). Certain of these data are considered "non-GAAP financial measures" under the U.S. Securities and Exchange Commission (SEC) rules. These non-GAAP financial measures supplement our GAAP disclosures and should not be considered an alternative to the GAAP measure. The reasons we use these non-GAAP financial measures and the reconciliations to their most directly comparable GAAP financial measures are included in our Current Report on Form 8-K furnished with the SEC on April 11, 2024 or our other SEC filings and earnings presentations. The non-GAAP financial measures included herein are unaudited and represent our current estimates.

Definitions

CFM International is a 50/50 joint venture that produces CFM56 and LEAP engine families.

Revolutionary Innovation for Sustainable Engines (RISE) is a program of CFM International. **CFM RISE** is a registered trademark.

Engine Alliance is a 50/50 joint venture that produces the GP7200 engine.

GE Honda Aero Engines is a joint venture between GE Aerospace and Honda Aero that produces the HF120 engine.

Opening letter from Larry Culp: Innovating a more sustainable future

H. Lawrence Culp, Jr., Chief Executive Officer, GE Aerospace

In April, GE completed its multi-year transformation, culminating in the spin-off of GE Vernova and the launch of GE Aerospace. This milestone in our long history of moving innovation forward allowed us to bring our purpose into greater focus: to invent the future of flight, lift people up, and bring them home safely.

GE Aerospace technology powers three out of four commercial flights and is therefore central to achieving the industry's long-term climate goal of net zero carbon emissions by 2050. This is both an incredible responsibility and an unparalleled opportunity to advance a safer and more sustainable future. Our sustainability framework ties together our corporate strategy with our purpose across four key dimensions: safety, environment, people, and governance.

Moving innovation forward starts with putting safety first. Our global team of 52,000 employees brings people home safely every day by ensuring our engines meet the rigorous standards required to keep them flying. Guided by our leadership behaviors—act with humility, lead with transparency, and deliver with focus—we lift people up with a workplace where everyone feels welcome, an unyielding commitment to human rights across the supply chain, and a focus on community impact through our GE Aerospace Foundation, volunteerism, and community giving. And our team is still growing: in 2024, we plan to hire more than 900 engineers to support current aircraft engine programs and develop new technologies.

While our existing technology has made our newest commercial engines 10–15% more fuel efficient than the prior generation, we don't intend to stop there. Whether it be through CFM's Revolutionary Innovation for Sustainable Engines (RISE) program, which seeks to achieve at least 20% better fuel efficiency compared to our most efficient commercial engines today, or our projects with NASA to advance hybrid electric engines, our extensive installed base and technology pipeline provides the expertise and scale to test and launch new innovations.

Underpinning our transformation and commitment to innovation is our relentless focus on safety, quality, delivery, and cost—in that order. Earlier this year, we introduced FLIGHT DECK, our proprietary lean operating system. Focused on continuous improvement, or kaizen, FLIGHT DECK is a systematic approach to running our business to deliver exceptional value through the eyes of our customers and stakeholders.

As we look to advance our industry's sustainability ambitions, we are also looking to make our own operations more efficient. A recent kaizen event in Celma, Brazil, is a great example of how we identified opportunities to reduce energy usage. Leveraging FLIGHT DECK, the team improved a process to shut down air scrubbers and cleaning tank heaters during the weekend, reducing energy usage by 1,970 MWh per year.

The next decade is critical for our industry to develop the technologies needed to achieve our collective goal. With a team motivated each day by our purpose and guided by FLIGHT DECK, GE Aerospace is ready to meet the demand for air travel in an increasingly connected world while reducing emissions.

The flying public expects more from us than ever before. Safety, sustainability, and innovation are paramount as we meet our customers' expectations today and solve our industry's greatest challenges tomorrow. As a more focused, independent industry leader, 2024 is just a start of this journey, and I'm excited to partner with you as we invent the future of flight together.

H. Lawrence Culp, Jr.
Chairman of the Board and Chief Executive Officer,
GE Aerospace

1 Includes equipment made by GE Aerospace and joint ventures.

Opening letter from Chris Pereira: Celebrating our continued focus on innovation

Christoph Pereira, Chief Executive Officer, Aerospace Carbon Solutions (ACS) and Sustainability

At GE Aerospace, we take great pride in our heritage of innovation. Over our 105-year history, our cutting-edge technology has helped make air travel possible, ranging from America's first jet engine to the first turbojet engines, to power flights at two and three times the speed of sound, to the world's first high bypass turbofan engine to enter service.

As an independent company, we have been able to sharpen our focus on sustainability efforts while innovating around the future of flight. Our ambition is to be net zero by 2050 for Scope 3 CO_2 emissions from the use of sold products for commercial engines, and our goal is to achieve net zero carbon for Scope 1 and 2 operational emissions by 2030.

As a leading engine manufacturer, we recognize the unique ability and responsibility we have to use our technological innovation to make the greatest impact in the world. Advancements in propulsion technology have always focused on fuel savings for our customers, which, beyond significant cost benefits, directly impact aircraft CO_2 emissions. As a result, our newest commercial engines products are 10–15% more fuel efficient and have lower CO_2 emissions compared to the engines they replace.

For the future of aviation, the ability to reduce emissions through technology innovation is critical to stay competitive. Our investment in the CFM Revolutionary Innovation for Sustainable Engines (RISE) program—one of the largest technology demonstration programs in company history—represents the commitment to developing the next generation of propulsion. By looking to improve fuel efficiency and reducing CO_2 emissions by more than 20% compared to today's commercial engines, technological innovation will help the industry advance its decarbonization goals.

Our continued focus on innovation led us to think about how we could steer our ambitions beyond the engine, leading directly to the establishment of GE Aerospace Carbon Solutions (ACS) in 2023. ACS is exploring how to scale technology-enabled Sustainable Aviation Fuel (SAF) and CO_2 removal, which are needed for cost-effective emissions reduction at scale.

This dedication is aligned with the International Air Transport Association's (IATA) roadmap to achieve net zero CO_2 emissions by 2050, which sets out a comprehensive path that is mindful of the complexity and breadth required to fully achieve this goal. Working toward this ambition requires leveraging multiple measures: reducing in-flight energy use, optimizing aircraft operations for fuel and emissions savings, transitioning to alternative fuels like SAF, and exploring high-quality carbon credits.

Our focus on technology innovation is just one part of the effort to improve our impact on our people, communities, and planet. We put safety first and ensure that product and employee safety are at the foundation of everything we do, through programs like our Safety Management System, which was first established in 2013, making us the first aerospace manufacturer to voluntarily implement such a program. We are equally dedicated to fostering an inclusive workplace where diverse perspectives are valued and where every employee can thrive. This also allows us to reach a broader talent pool. Strong governance practices underpin all our activities, ensuring transparency, accountability, and ethical decision-making.

Our path forward is clear. We will continue to leverage our rich heritage of innovation to revolutionize the aircraft engine, and beyond. We will drive progress in reducing emissions, collaborating across the industry to meet our goals and working closely with our employees, peers, and government partners to rise to the challenge of creating a more sustainable future of flight.

Christoph Pereira
Chief Executive Officer,
Aerospace Carbon Solutions (ACS) and Sustainability
GE Aerospace

About GE Aerospace

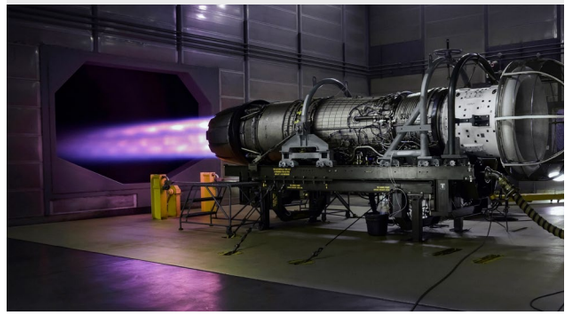
GE Aerospace is a world-leading provider of aerospace propulsion, services, and systems for commercial and military aircraft, with a global service network to support these offerings.

$32.0B
2023 adjusted revenue[2]

~52K
employees

~900K
people flying on GE Aerospace-powered aircraft at any given time[4]

$2.3B
2023 invested in aerospace research and development[3]



12K
engineering jobs

~44K
commercial aircraft engines installed[4]

3 out of 4
commercial flights are powered by GE Aerospace or partner engines[4]

~26K
military aircraft engines installed

2 2023 non-GAAP financial measure. Amount is unaudited and represents our current estimate.
3 Amount represents aerospace research and development as reported in our 2023 Form 10-K and includes customers and partner funding.
4 Includes equipment made by GE Aerospace and joint ventures.

Our history of innovation

From the turbosupercharger to the world's most powerful commercial jet engine, GE Aerospace's history of powering the world's aircraft features more than 100 years of innovation.

Early moves into aviation

1918

First steps

Engineers test the Liberty aircraft engine in the Rocky Mountains. The turbosupercharger enables piston engines to maintain power and efficiency at high altitudes.

1919

GE Aerospace established

Turbosupercharger-powered aircraft ascends more than 16,000 feet at McCook Field in Dayton, Ohio.

1942

First U.S. jet engine

The first U.S. jet engine, the I-A, was designed, built, and tested in six months to power America's first successful jet aircraft for military use.

Innovating technologies and redefining what's possible

1955

First variable stator flight

New compressor technology in the J79 engine enables rapid engine acceleration and deceleration without stalling.

1978

First high-bypass geared turbofan

GE Aerospace and NASA test the Quiet, Clean, Short-Haul Experimental Engine (QCSEE), the company's first use of a geared turbofan, which included variable-pitch composite fan blades, and composite components.

1988

Unducted turbofan crosses the Atlantic

The GE36, an experimental Open Fan engine developed by GE Aerospace with Safran Aircraft Engines, completes its first Transatlantic flight.

1995

Carbon-fiber composites lift off

The GE90 is the first certified commercial jet engine to use lightweight carbon fiber composite fan blades, which reduce weight and increase fuel efficiency.

Building a more sustainable tomorrow

2008

First airline flight using renewable biofuel

Virgin Atlantic flies a GE Aerospace-powered 747 jumbo jet using biofuel in one of the CF6 engines.

2016

CMCs and additive parts take the heat

The CFM International LEAP engine enters service with the first ceramic matrix composites (CMCs) and additively manufactured components in the core of a commercial aircraft engine.

2020

GE9X aircraft engine certified

The advanced GE9X engine is designed to deliver up to 10% greater fuel efficiency than the GE90 with nitrogen oxides (NOx) emissions more than 50% below regulatory requirements.

2021

RISE program unveiled

CFM International's Revolutionary Innovation for Sustainable Engines (RISE) program launched to demonstrate and develop a range of disruptive technologies to drive better fuel efficiency and lower CO_2 emissions than current commercial engines.

2022

Hybrid electric system works at 45,000 feet

The industry's first megawatt-class, multi-kilowatt hybrid electric propulsion system is tested in simulated high-altitude conditions at NASA.

2023

World's fastest supercomputer models new engine design

The Frontier supercomputer is used to model performance of the RISE program's Open Fan architecture, optimizing engine designs for noise and performance.

Two I-A engines powered the historic first flight of a Bell XP-59A Airacomet aircraft.

GE Aerospace's GE90 was the first commercial engine with composite fan blades.

The GE Aerospace GE9X engine is being extensively tested before entering service.

Driving continuous improvement

We have been on a transformation for several years, embedding the right behaviors and principles with a focus on safety, quality, delivery, and cost (SQDC)—in that order.

Our lean operating model: FLIGHT DECK

In early 2024, GE Aerospace launched FLIGHT DECK, our proprietary lean operating model. This systematic approach to running our business brings exceptional value, as measured through the eyes of our customers. It is the means by which we will turn our strategy into sustainable results and deliver on our purpose today, tomorrow, and in the future.

Rooted in our Leadership Behaviors of humility, transparency, and focus, FLIGHT DECK is helping us accelerate the lean transformation that is already gathering momentum at GE Aerospace. It is changing how we work and how we lead. FLIGHT DECK is made up of enterprise- and individual-level fundamentals. These are the foundation of how we will run our business: operating as one team, with one strategy, driving one culture, all with a focus on SQDC.

Our employees are embracing a continuous improvement mindset and activating FLIGHT DECK to generate new opportunities to collaborate, improve processes, and eliminate waste. When we focus our actions on what matters to our customers, we enable the whole GE Aerospace team to unlock the potential of our people, working together in a systematic way to invent the future of flight, lift people up, and bring them home safely.

In Prestwick, Scotland, GE Aerospace employees participate in a daily management meeting to discuss current status of the engine strip cell's key performance indicators.

Cincinnati, Ohio

Our On Wing Support (OWS) team just outside Cincinnati provides maintenance and repair capabilities for customers, with a focus on product safety and quality of service. As the site continues to grow, the team is focused on improving manufacturing, services, and other operations so that they are safer and more efficient. For example, the team has improved ergonomics by introducing a casing that clamps the engines vertically, eliminating the need for employees to climb scaffolding, decreasing fatigue, and increasing efficiency.

Durham, North Carolina

In Durham, the team spent time working through the elements of a model line and better understanding the fundamentals of FLIGHT DECK to improve employee safety. Since implementing the CF34-10 model line, the team has had zero injuries, reduced customer disruption by 65%, reduced lead time by 75%, and improved labor productivity by 30%.

Celma, Brazil

Kaizen events are one of the tools we use to drive continuous improvement, and are supported by subject matter experts, site representatives, and executive leadership. During a kaizen event in Celma, Brazil, the team was focused on identifying projects to reduce the site's energy consumption, uncovering opportunities to save 8,029 MWh. One opportunity the team identified and implemented during the week was to improve the process for shutting down the air scrubbers and cleaning tanks heater during the weekends, and reminding operators to shut off the system before leaving work. This reduced energy usage by 1,970 MWh per year and saved around $366,000.

Our sustainability journey

GE Aerospace launched as an independent public company on April 2, 2024. Our business has a legacy dating back more than a century and sustainability at the core of our future.

Our advancements in engine technology have always focused on fuel savings for our customers, which, beyond significant cost benefits, directly impact aircraft CO_2 emissions. Our market position and competitive advantage is critically impacted by our ability to reduce emissions through new technologies. We take pride in the progress we have made in recent decades through continuous investment and innovation, enabling us to deliver engines that are around 40% more efficient than those in the 1970s.

Environment and climate

Our history of innovation, our global footprint, and the industry we operate in position us well for building solutions that help us progress toward a net zero future. Our goal to achieve net zero carbon for Scope 1 and 2 operational emissions by 2030[5] is supported by efforts that focus on infrastructure investments and lean operations to improve energy efficiency, and move toward sourcing more carbon-free electricity.

We also have an ambition to achieve net zero by 2050 for Scope 3 carbon emissions from the use of sold products for commercial engines. This supports the goal set by the Air Transport Action Group (ATAG) for net zero carbon emissions by 2050.[6] Building on 40 years of investments to make our engines quieter and more efficient, GE Aerospace and Safran unveiled the CFM International RISE program in 2021. The projects within this program seek to develop a range of disruptive technologies that are more fuel efficient and have lower carbon emissions than current commercial engines.

As a founding member of the International Aerospace Environmental Group (IAEG), GE Aerospace supports the development of standards for reporting Scope 3 carbon emissions across the aerospace industry. In 2023, Aerospace Carbon Solutions (ACS) was established, with a focus on driving “beyond-the-engine” breakthroughs, exploring carbon credit markets and low-carbon technologies for alternative fuels.

We also recognize the impacts of our products across their full lifecycle, using a continuous improvement mindset and the principles of circularity when designing our products. Our global network of maintenance, repair, and overhaul (MRO) shops allow us to put reclaimed and repaired parts back into service. When components can no longer be repaired and reused, we work with partners to revert and recycle used serviceable material.

Social

Respecting human rights is a core part of our focus on integrity, with policies and standards embedded across our operations and value chain. Our Human Rights Statement of Principles reflects our commitment to respecting all internationally recognized human rights, including fundamental labor rights, by striving in good faith to identify and address human rights risks across our value chain. We also detail the human rights expectations of all GE Aerospace employees, directors, and officers in our Code of Conduct, The Spirit & The Letter (S&L), which incorporates our Human Rights Policy. All suppliers and business partners must contractually commit to the GE Aerospace Integrity Guide for Suppliers, Contractors, and Consultants.

We are passionate about lifting people up in the communities where we work and live. We aspire to be the best place to work for people of all backgrounds, where all employees feel respected, included, and empowered to reach their potential. We leverage our different perspectives to enhance our competitiveness and generate value for our stakeholders.

Rendering of CFM International’s Open Fan engine architecture being developed as part of the RISE technology demonstration program for next-generation commercial engines.

5 Locations within GE Aerospace’s operational control as defined by the GHG Protocol.
6 https://www.iata.org/en/programs/environment/flynetzero/

Our sustainability framework

With more than 100 years of history, GE Aerospace remains dedicated to innovating technology to lift the quality of life for people around the world.

Our sustainability framework, which is informed by our sustainability issues assessment,[7] serves as a North Star for how we approach sustainability. This framework consists of four pillars: safety, environment, people, and governance, within which we set strategic targets and key performance indicators (KPIs), implement programs, and build industry partnerships where we can make the greatest impact.

We embrace collaboration with thought leaders and experts, continuously refining our programs to uphold our mission. With around 52,000 employees dedicated to our purpose, our journey continues with a steadfast focus on our sustainability priorities.

Throughout this report, we highlight how our innovative technologies, our commitment to integrity, our strategy, and our sustainability programs help bring these priorities to life.

7 GE Aerospace performed a sustainability issues assessment in the fall of 2023. Results from this assessment informed our sustainability framework.

We put safety first and look to continuously improve our products, processes, and operations.

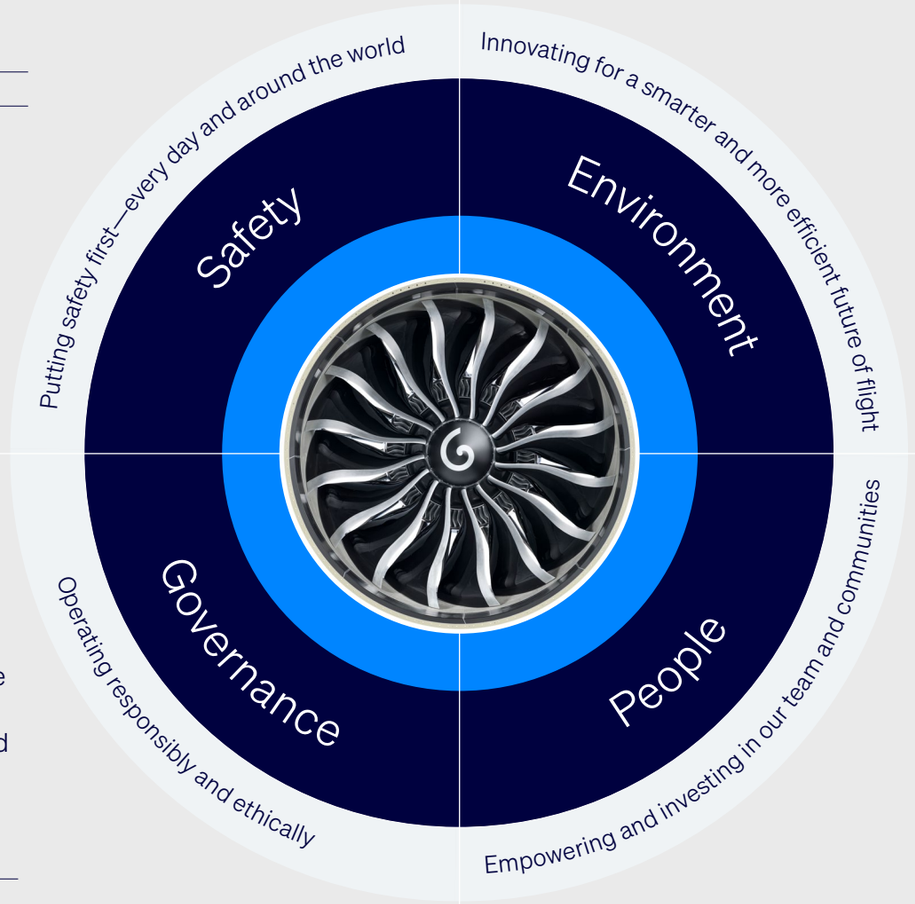
Topics

- Product Safety and Quality
- Employee Health and Safety

We build on the spirit of invention that has fueled us for over a century to help achieve net zero carbon for Scope 1 and 2 operational emissions by 2030 and propel the industry's net zero by 2050 ambition.

Topics

- Product Innovation and New Technology
- GHG Emissions
- Climate Change Mitigation and Resilience
- Energy Efficiency
- Hazardous Materials Management
- Circularity



We create accountability, operate ethically and balance the needs of our stakeholders while supporting risk management and long-term value.

Topics

- Governance
- Business Ethics
- Risk Management
- Data Privacy and Security

We lift up people and communities by working hard to foster a more equitable and prosperous society.

Topics

- Talent Management and Engagement
- Diversity, Equity, and Inclusion
- Employee Wellbeing
- Community Development
- Human Rights
- Supplier Responsibility

Blade pictured to the right is GE9X front view.

How we create value

On a global scale, the aviation industry provides significant value to society. As well as facilitating the movement of people, goods, and ideas across the world, it fuels economic activity by supporting trade, tourism, and investment.

The aviation industry carried 4.5 billion passengers worldwide in 2019, contributing to global mobility, cultural exchange, human connection, and business success, according to the 2020 ATAG report *Aviation: Benefits Beyond Borders*. The sector also directly supported almost 88 million jobs, sustaining livelihoods and career development, and accounted for 4.1% of global economic activity. In North America, commercial aviation helped drive $1.1 trillion in GDP and supported 8.8 million U.S. jobs.

Value creation at GE Aerospace

To the right, we outline the value we create at GE Aerospace, derived from our investments, infrastructure, people, and expertise, as well as the operational activities of our business.

Our business activities[8]

Commercial Engines & Services and Defense & Propulsion Technologies

1. **Research and development**
   We prioritize safety, quality, and performance when developing our products.
2. **Design**
   We are world leaders in jet engine design. We consider maintenance and repair of materials during the use phase of the product in the design state.
3. **Sourcing**
   We strive to maintain ethical and responsible supply chains.
4. **Manufacturing**
   We manufacture engines with the right processes in place and an advanced product quality planning (APQP) toolkit for managing change.
5. **Systems**
   We provide advanced technologies critical to superior aircraft performance, including integrated propulsion systems that create engine energy efficiencies and advanced flight management tools.
6. **Sales and services**
   We have a wide range of world-class engines to support the needs of customer fleets spanning widebody, narrowbody, regional jet, and business jets.
7. **Product maintenance, repair, and overhaul**
   We offer solutions for every stage of an engine's lifecycle. Our suite of services accommodates the full range of needs and operational priorities.
8. **End of life**
   We have products and services dedicated to use of material sales, inventory management, consignment, and brokerage sales for engine parts and line replaceable units.

Stakeholders[9]

Customers
- $2.3B R&D invested[10]
- Durable, reliable engines and services

Employees
- 52,000 employees
- Competitive compensation and benefits
- 99.9% compliance training completion[11]
- Safe and inclusive workplace

Shareholders
- $32.0B adjusted revenue[12]
- $5.6B operating profit[12]
- $4.7B free cash flow[12]

Suppliers
- More than $10.5B supplier spend (direct and indirect)
- Supplier Responsibility Governance program

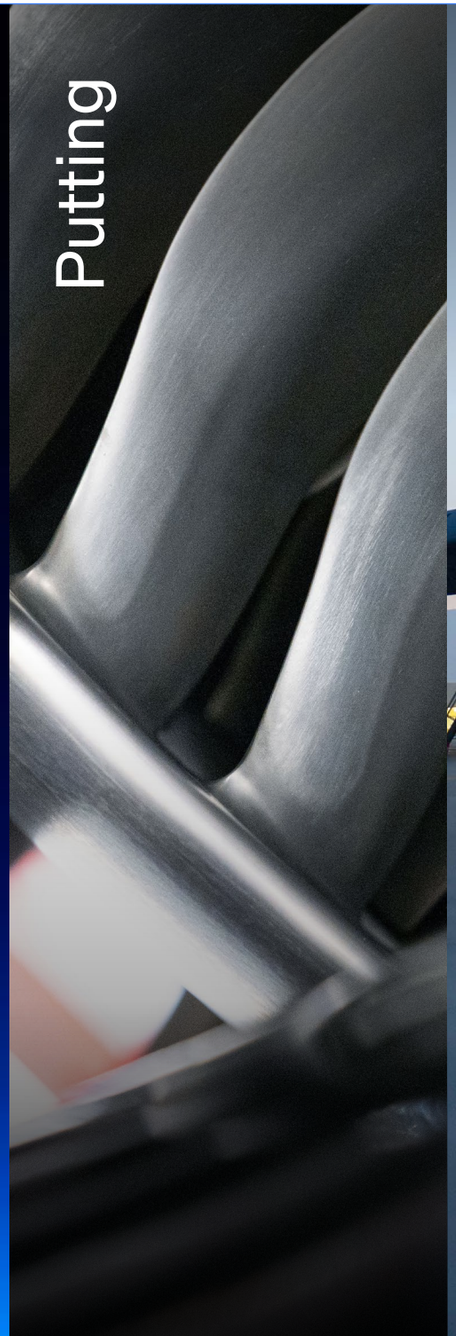
Communities
- $8.3M in donations through the GE Aerospace Foundation[13]
- 56,000+ employee volunteer hours[14]

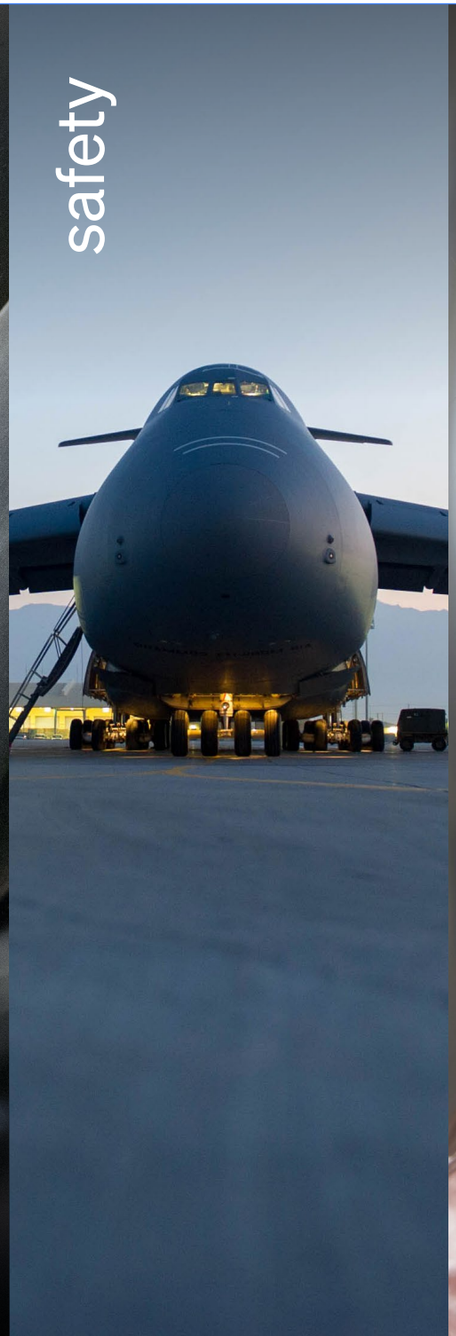
UN SDGs

The United Nations Sustainable Development Goals (UN SDGs) are an interlinked agenda of 17 objectives to help address humanity's most pressing global challenges, from climate change to inequality. We have been a signatory to the UN Global Compact since 2008, and we consider the following SDGs:

8 Business activities shown in this diagram are not inclusive of all GE Aerospace businesses.
9 Numbers represent 2023 information for GE Aerospace on a standalone basis.
10 Amount represents aerospace research and development as reported in our 2023 Form 10-K and includes customers and partner funding.
11 Completion by <100% includes employees who are on leave.
12 2023 non-GAAP financial measure. Amount is unaudited and represents our current estimate.
13 This information is specific to the legacy GE Foundation, which was relaunched as the GE Aerospace Foundation after GE Aerospace became a standalone public company in April 2024.
14 Represents employee hours from GE Aerospace business in 2023.

Safety





Our operating framework at GE Aerospace is SQDC: safety, quality, delivery, and cost—in that order, for a reason. Safety comes first at GE Aerospace. As safe as aviation has become, we are never done. Our approach is focused on continuous improvement.

In this section

Product safety and quality

Delivering engines to power three out of every four of the world's commercial aircraft[15] is a major responsibility.

In 2023, GE Aerospace had zero engine-caused events that resulted in serious risk to an aircraft, improving on a strong five-year record of 0.04 incidents per million departures.[16]

Our Safety Management System

Our strong product safety focus is incorporated in our Safety Management System (SMS). In 2013, we became the first aerospace manufacturer to voluntarily implement an SMS, 10 years before the U.S. Federal Aviation Administration (FAA) proposed requiring it. In 2017, GE Aerospace's SMS was the first established by a product original equipment manufacturer (OEM) to be accepted by the FAA. Our SMS applies across all our product lines, not just those parts of the business operating under the privileges of FAA authorizations, including Defense and Systems, Propulsion and Additive Technologies, and aero-derivative businesses, as well as other affiliates and subsidiaries.

Our SMS is founded on four key tenets, following the International Civil Aviation Organization (ICAO) standard:

Policy: Embedding top-down commitment to safety in our policies

Promotion: Creating a positive safety mindset through training, education, and awareness

Risk management: Executing independent risk assessments that follow the approved FAA process

Assurance: Validating the effectiveness of risk-control strategies in design, manufacturing, quality, and product performance

Running alongside our SMS is our Quality Management System (QMS), making sure we produce quality parts to specification every time, while complying with all regulations. We seek to drive continuous improvement in all of our processes within our SMS and QMS—including deploying FLIGHT DECK, our proprietary lean operating model—to continue to raise the bar on safety.

Raising safety concerns

GE Aerospace encourages employees to report safety concerns voluntarily and confidentially without fear of retaliation. Our open reporting system provides multiple options for employees to raise safety concerns. We value safety concerns submitted from our employees and want everyone to raise any concerns they may have.

Every employee can report safety concerns through a range of channels, including directly through their supervisor, using an anonymous hotline, and via the Safety Program Management Teams (SPMTs). Employees with a computer also have access to a direct link to a product safety toolbox with detailed information on where and how to report safety concerns. A dedicated team evaluates these concerns and escalates those that require action.

Soliciting employee feedback

GE Aerospace regularly invites employees to participate in surveys to gauge knowledge of the importance of safety across our operations and business units. Participants help identify areas that are working well and highlight opportunities to increase education and take action. Participation in the 2023 survey increased by 300% compared to 2022.

"Putting safety first requires that all of us at GE Aerospace create and uphold a strong safety culture. That means one where employees are encouraged to raise concerns and feel comfortable doing so. It's in this spirit that we seek to continuously improve our products, processes, and operations."

Chris Lorence
Chief Engineer,
GE Aerospace

15 Includes equipment made by GE Aerospace and joint ventures.
16 Continued Airworthiness Assessment Methodology (CAAM) Level 3+ events, engine-caused.

GE Aerospace employee at our Singapore component repair site following our operating framework that puts safety first.

Our holistic approach to product safety and quality

Product safety and quality are top priorities for GE Aerospace. Given the central importance of flight and product safety to the company, our Board of Directors provides regular oversight of and engagement on safety and quality.

Our uncompromising commitment to safety is strengthened through our organizational structure that is intentionally designed to create checks and balances with engineering teams reporting independently to the CEO from product management teams.

Furthermore, our Chief Engineer's Office serves as a technical resource for the business as well as an internal technical audit function, providing another layer of internal oversight separate from the product management teams. The Chief Engineer's Office also includes our Flight Safety Office, which provides full flight safety and operational readiness support for both new and existing commercial and defense programs.

Dedicated cross-functional product safety rhythms further support our commitment to safety, including:

Safety Program Management Teams (SPMTs): Each engine product line reviews and addresses potential model-specific product safety concerns across all aspects of manufacturing, field performance, maintenance, and repair, ensuring potential emerging trends are evaluated, and identified actions are implemented.

Enterprise Safety Program Management Team (ESPMT): This enterprise-level team ensures potential product safety concerns reviewed in product-level SPMTs are "read across" all product lines to understand if a potential issue could impact other product lines.

Product Safety Review Board (PSRB): The PSRB independently monitors the progress of investigations and corrective action plans defined by the individual SPMTs and the ESPMT, ensuring closure actions are completed.

Externally, GE Aerospace regularly participates in safety forums with regulators, other manufacturers, and industry associations to support our approach to risk management and to help the industry continue to improve its safety performance.

Safety spotlight

GE Aerospace actively participates in key forums addressing safety issues, including the FAA and other industry groups:

FAA Aviation Rulemaking Committees (ARC)

- Change Product Rule (CPR)
- Instructions for Continued Airworthiness (ICA)
- Transport Category Airplane Continued Operational Safety Agreements

FAA Aviation Rulemaking Advisory Committees (ARAC)

- Engine and Powerplant Interface Working Group (EPIWG)
- Ice Crystals Icing Working Group (ICIWG)

Industry groups

- Aerospace Industries Association (AIA)
- General Aviation Manufacturers Association (GAMA)
- Aerospace, Security and Defense Industries Association of Europe (ASD)
- Aviation Supply Chain Integrity Coalition (ASCIC)
- Aerospace Engines Supplier Quality Group (AESQ)
- International Aerospace Quality Group (IAQG)
- International Aerospace Environmental Group (IAEG)
- International Audit Practice Consortium (IAPC)
- National Safety Council (NSC)

"Every two seconds, an aircraft with a GE Aerospace or partner engine takes off. It's a tremendous responsibility that we take seriously."

H. Lawrence Culp, Jr.
Chief Executive Officer,
GE Aerospace

Our product quality framework

All new aircraft engines and component parts are manufactured under production quality systems that are approved by military and commercial aviation authorities and certified to conform to their type design. Similarly, fielded engines and component parts serviced within GE Aerospace shops are maintained to original manufacturer requirements using original manufacturer component parts and repairs, then returned to service under applicable commercial aviation maintenance organization approvals.

Underlying these commercial aviation regulatory approvals, our quality framework drives actions that include:

- Developing our people through continuing education
- Creating a mindset that strives for, but doesn't assume, zero defects, with the right processes in place and an advanced product quality planning (APQP) toolkit for managing change
- Optimizing our quality and business management processes

Spotlight

Through our Quality Excellence Program (QEP), we are focused on building aviation industry expertise. This involves a combination of robust customized training, knowledge application, and certification. Individuals obtaining a QEP certification become internal leaders able to provide training and mentorship across the organization.

Inspection technology and innovation

We have a suite of advanced imaging technologies and methods that help us address safety and quality while driving faster, more efficient, and more sensitive aircraft engine inspections. These include ultrasound, X-ray, computed tomography scans, flash thermography, eddy current testing, fluorescent penetrant inspection, and dimensional metrology.

These modalities are commonly used in combination during part manufacture and subsequent field inspections to help the engineer best determine both initial quality and continued serviceability. Image-processing algorithms are developed for each inspection method to improve the accuracy and consistency of data interpretation.

Since 2019, we have voluntarily completed more than 6,300 enhanced inspections of in-service critical rotating parts. In 2023, we enhanced our ultrasound inspections of critical rotating parts during production. Our researchers have also pioneered new inspection technologies for use while engines are on-wing.

The Deep Cavity Inspection System is a fully automated, enhanced surface inspection solution for finished and fielded engine spool assemblies.

Combating unauthorized parts in the supply chain

In February 2024, leaders from across the aerospace industry in the United States and Europe announced the creation of a coalition to help prevent unauthorized parts from entering the aviation supply chain and to strengthen the supply chain's overall integrity. Founding members of the Aviation Supply Chain Integrity Coalition include senior representatives from Airbus, American Airlines, Boeing, Delta Air Lines, GE Aerospace, Safran Aircraft Engines, StandardAero, and United Airlines.

Aviation Supply Chain Integrity Coalition

"One bad actor is one too many in an industry so focused on quality and safety. We look forward to collaborating with leaders across the aviation industry to find meaningful solutions we can implement quickly to prevent this from happening again."

Phil Wickler
Chief Transformation Officer,
GE Aerospace

Teaming with suppliers

We have an oversight system and tools in place to verify that suppliers meet our standards and are part of our efforts to continue to improve quality and create a philosophy that strives for, but doesn't assume, zero defects.

- In 2023, we launched a Partnership for Safety program with suppliers of raw materials for key rotating parts, targeting defect detection and continuous improvements.
- We developed a digital thread solution providing part traceability for rotating life-limited engine parts. This digital solution extends across approximately 95 suppliers since the inception of the tool, and enables tracing of part serial numbers produced from each batch of raw material to specific engine serial numbers where those parts are installed.
- In 2024, we will invest $100 million in our external supplier base, with a prime focus on specific tools and customized dies needed to produce castings and forgings for engine components. This investment ensures suppliers are using the newest tools to produce parts, further reducing the possibility of manufacturing defects.

Working with commercial customers

We work closely with airlines around the globe to ensure they have the information needed to safely operate and maintain the products we produce throughout their useful lifetimes.

In-region customer support teams

We support our customers around the globe 24/7, through a global network of dedicated aviation professionals, training centers, web centers, On Wing Support (OWS) technicians, and more.

Customer training

We provide maintenance training and aids to serve our customers. These include training modules available on our Customer Technical Education Center (CTEC) University website, as well as maintenance videos posted on YouTube to help the aircraft maintainer with everyday engine maintenance tasks. Additional Digital Training Aids are available through dedicated customer web portals and hands-on, instructor-led maintenance courses at six global training facilities.[17] In a typical year, we train more than 6,000 customer mechanics across all our commercial product lines and training centers.

We also offer a detailed Powerplant Engineers Course that provides basic knowledge of jet engine design and how the engine hardware and systems work together.

Learn more about GE Aerospace's training.

Diagnostics and prognostics

We monitor real-time data from operators' fleets to identify early signs of potential issues that could lead to operational disruptions. Using advanced analytics, including artificial intelligence (AI) and machine learning, we leverage data from 181 million annual flight records to provide operators with appropriate and timely recommendations to keep engines reliable.

Flight Operations Team

We have a team of pilots with engineering expertise whose flight ratings cover nearly every commercial aircraft type powered by GE Aerospace or GE Aerospace partnership engines. This team enables direct pilot-to-pilot dialogue, ensuring those who fly aircraft with engines we designed and produced have insights to augment their experience.

$650M
intended investment in manufacturing facilities and supply chain operations in 2024

24/7
global customer support

17 Includes two facilities operated by CFM International partner Safran Aircraft Engines.

Employee safety

Our ultimate responsibility is to protect our people and those who do work on our behalf, ensuring that everyone goes home safely at the end of every day.

Health and safety at GE Aerospace is the responsibility of every single person, no matter what level or where they sit in the organization. Every individual is empowered and encouraged to take responsibility for creating a safe and healthy working environment, and to speak up if they have any concerns about health and safety matters. When performing high-risk activities, all employees and contractors must follow robust procedures and standards to prevent potential accidents and injuries. Our procedures are available in different languages to our employees and those working on our behalf within our facilities. Everyone is empowered and expected to stop work if they have any concerns about the task they are performing.

We strive to proactively identify issues before they happen. However, should an incident or a potentially severe event (PSE) occur, we thoroughly investigate the root-causes and develop corrective actions to prevent future recurrence. All PSEs are reviewed by the global environmental, health, and safety (EHS) leadership team and shared across the business to create awareness.

Our 2023 performance

In 2023, we made important improvements in our EHS performance and continued to drive our safety program. We deployed an injury and illness reduction plan incorporating action plans directed to key risk areas (ergonomics, electrical safety, powered mobile equipment, etc.). The plan incorporates projects and effective partnerships with site-level EHS teams. In 2023, GE Aerospace experienced a 14.8% reduction in our injury and illness total recordable rate compared to 2022[18] as a result of these actions. The 2022 U.S. aircraft engine and engine parts manufacturing industry recordable rate for 2022 was 1.61, compared to GE Aerospace's 2023 recordable rate of 0.56.[19]

Our environmental, health, and safety (EHS) program

At GE Aerospace, we are committed to EHS excellence to protect our people, our communities, and the environment. We hold ourselves to the highest standards, often more stringent than local regulations, and continue to develop robust programs and initiatives.

Our EHS program is built on a spirit of transparency, data, compliance, and continuous improvement. It incorporates the following principles:

- Complying with local EHS laws and GE Aerospace's core requirements and technical standards, whichever is more stringent
- Reducing, mitigating, and managing risk across our operations
- Monitoring and evaluating performance and improvement opportunities
- Driving operational accountability

We maintain global EHS policies and standards that set out the responsibility for mitigating environmental risks, ensuring compliance, and driving safety across all areas of the company. We also have additional core requirements and technical standards that cover specific safety risks such as working at height, confined spaces, and electrical safety, as well as environmental areas including air emissions, spills, and waste and water management.

Our EHS program is designed and maintained by our central EHS team and is deployed within our operations by site-level EHS professionals.

Spotlight

Through our membership of the International Audit Practice Consortium, we benchmark companies inside and outside of our industries to identify and implement best practices across our audit processes.

GE Aerospace EHS mission statement

"We protect people and the environment by embracing continuous improvement to develop an industry-leading EHS program. We achieve this by driving operational engagement, building robust EHS policies, and implementing systemic solutions."

18 Reduction reflects GE Aerospace business through December 31, 2023, excluding Global Research Centers.

19 2022 incidence rate for NAICS code 336412 from United States Bureau of Labor Statistics Occupational Injuries and Illnesses Data.

Infrastructure Summit

Every year, our global EHS, Facilities, Health Services, and Sustainability professionals come together for a multiday learning event to share the latest trends, regulatory updates, and best practices. As well as offering attendees opportunities for growth, learning, and networking through sessions with internal and external industry experts and company leaders, we also take the time to award, recognize and celebrate our teams' progress and leadership initiatives.

Evendale Learning Centre

EHS Framework

GE Aerospace's EHS Framework is a key element of our EHS management system that helps define specific expectations across a range of safety and environmental topics. The Framework provides metrics that are used to measure our facilities' program maturity, including policy alignment, training, leadership, high-risk operations, and safety and environmental compliance. A global network of EHS professionals implement the Framework's requirements, supported by a reporting and metrics structure through which GE Aerospace can assess each site's progress against the program.

We evaluate the EHS impacts of our business through:

- **Management of change:** We assess the EHS risks of any new activity—designing a new product, entering a new market, building a new factory, or acquiring a new business—and prepare accordingly.
- **EHS performance:** We use an enterprise-wide system to record our EHS data, allowing for robust analysis and opportunities to improve. This data is reviewed at least monthly and is made available to operation leaders and the EHS team through a system of dashboards. We track key performance indicators (KPIs) such as injuries, illnesses, significant environmental events, and regulatory findings and closures.
  - Our commitment to continuous improvement and risk reduction is underscored by our use of key metrics to analyze EHS events, identify corrective actions, and prevent recurrence.
  - To ensure visibility and accountability, EHS performance is reviewed by senior leaders, by our CEO, and by the Board of Directors through the Governance Committee at least annually.
- **Incident investigation process:** This involves detailed reviews of incidents with business leaders and putting action plans in place to prevent them from recurring.

GE Aerospace plans and executes regulatory and risk-based audits and inspections at a frequency that reflects the inherent risk and performance of each operation. These audits include a mix of assessments of a site's regulatory compliance and completion of GE Aerospace's EHS policies and procedures.

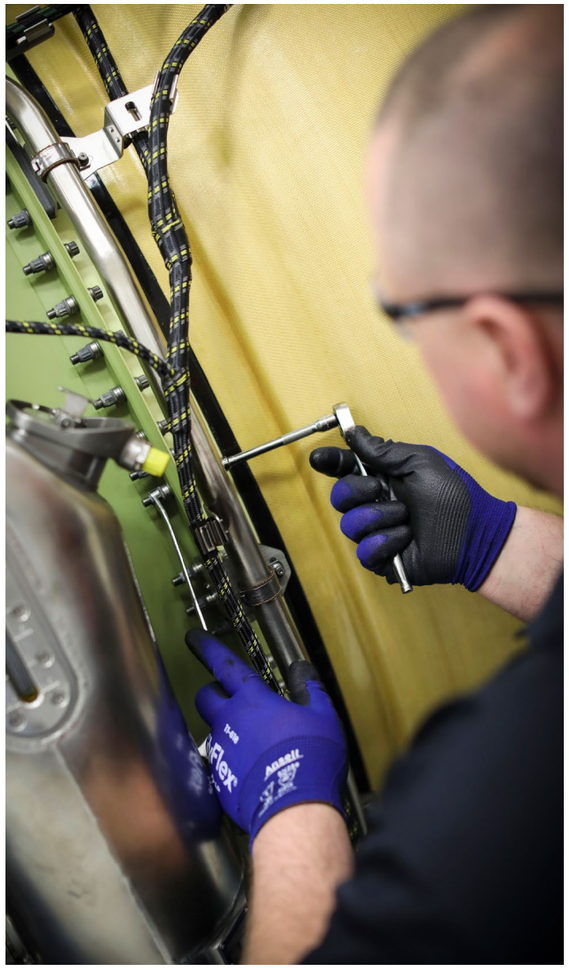
Managing contractor safety

GE Aerospace's expectations for a safe, healthy work environment extend beyond our own employees and operations to include our contractors and all those who work on our behalf, whether at our own sites or those of our customers.

We work proactively alongside our contractor partners to drive performance improvements through our EHS program and take precautions to prevent injuries or accidents. In 2024, we revised our policy for contractor safety reviews and appointed a contractor safety leader within our central EHS team to mitigate what we recognize as a key risk.

Our system for managing contractor safety globally includes technical standards and strict criteria for vetting contractors and sub-contractors, based on their EHS performance, training, and competency, and how well their EHS programs align with our own requirements and expectations. We evaluate each contractor's capabilities and programs for high-risk activities such as working at heights, electrical work, energy isolation, excavations, and lifting operations to drive safe working practices.

If a contractor-related event occurs, we will follow our incident investigation process, undertaking a detailed review in partnership with contractors, and report to our business leader on corrective measures implemented to prevent recurrence. Such events are incorporated into our contractor renewal process.

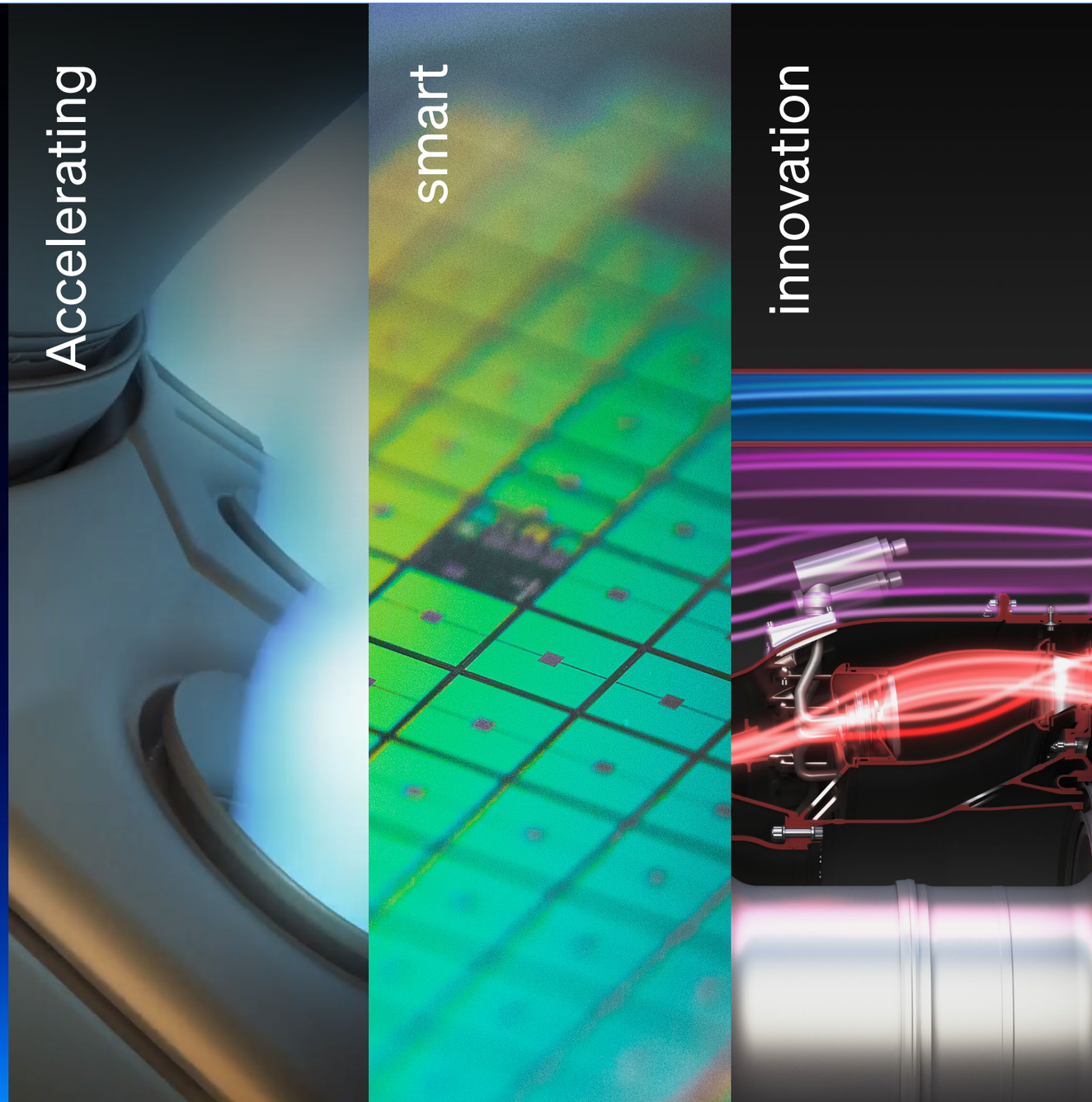


Environment: Technology

GE Aerospace's track record of technology and innovation means that we have products and services to help customers reduce emissions today. We also support efforts to accelerate the uptake of alternative fuels and collaborate across the industry with the goal of making the future of flight smarter and more efficient. We are building on the spirit of invention that has fueled us for over a century to help propel the industry's goal of achieving net zero carbon emissions by 2050.[20]

In this section

20 https://www.iata.org/en/programs/environment/flynetzero/



Our approach to lower-emission technologies

Our ambition is to achieve net zero by 2050 for Scope 3 carbon emissions from the use of sold products for commercial engines.

We endeavor to lead the commercial aviation industry's decarbonization journey and support our customers by continuing to deliver more efficient engines and new forms of propulsion. The engines we manufacture today are 40% more fuel efficient than those manufactured in the 1970s and 1980s. By the mid-2030s, GE Aerospace's comprehensive technology roadmap, including the CFM International Revolutionary Innovation for Sustainable Engines (RISE) program seeks to develop technologies that will enable engines that are 20% more fuel efficient and have 20% fewer carbon emissions than today's most efficient commercial engines. The technology pillars that comprise the RISE program are advanced engine architectures such as Open Fan, compact core designs, hybrid electric systems, and alternative fuels, including Sustainable Aviation Fuel (SAF) and hydrogen. Emissions from commercial engines constitute GE Aerospace's reported Scope 3 carbon emissions from the use of sold products—the most impactful and relevant emissions category, given the nature of our business.

We are also exploring efforts beyond propulsion leadership. We have established a team called Aerospace Carbon Solutions (ACS) to catalyze progress in SAF and high-quality carbon removal technologies, which will be essential to the industry achieving its decarbonization goals. Through ACS, we are supporting startups and other efforts at the forefront of these spaces. We are also mobilizing our team at GE Aerospace Research to design technologies that reduce the cost and increase the potential scale of SAF refining, hydrogen production, and direct air carbon capture.

Achieving the industry's net zero goal will require a substantial effort from a wide range of participants, including aircraft manufacturers, airlines, aviation industry suppliers, and companies outside the industry, such as fuel and energy producers and policymakers. At GE Aerospace, we are working to enable greater fuel efficiency of our engines and supporting the industry's overall ambition as it works to reduce its environmental impact.

Driving continued progress

In terms of innovation, the implementation of next-generation technology will depend on the evolution of new aircraft and engine designs, infrastructure, and regulations, in accordance with the sector's considerations regarding safety, reliability, and the physics of aviation. While the commercial aviation industry's journey to becoming more sustainable will be measured in decades, the industry's ambition to achieve net zero carbon emissions by 2050 is driving action today.

GE Aerospace remains focused on innovating cutting-edge technology and making operational improvements to help meet historic demand while decreasing emissions. To that end, we invested $2.3 billion in aerospace research and development in 2023,[21] including the development of technologies for a smarter and more efficient future of flight.

Read more about how we are doing that, through our current technologies and investments in the breakthrough technologies of the future, including the availability and use of SAF, on the following pages.

Scope 3 carbon emissions: Use of sold products[22,23,24]
(million $MTCO_2$)

2019	2020	2021	2022	2023
51.73	32.45	24.83	25.05	30.62

GE Aerospace's net Scope 3 carbon emissions (use of sold products for commercial engines)[25] decreased from 2019 to 2022 due to lower engine sales in light of reduced demand for travel during COVID-19, 737 MAX groundings, and supply chain constraints. Net carbon emissions began to notably increase in 2023 due to increase in demand for global travel. We expect our net carbon emissions to continue to increase as demand for travel increases.

Scope 3 carbon emissions intensity[23,24]
(gCO_2/RPK)

2019	2020	2021	2022	2023
5.96	6.42	6.04	5.67	5.17

Estimated lifetime emissions of commercial engine products installed on widebody, narrowbody, regional, and business jet aircraft by year. Based on Greenhouse Gas Protocol, Scope 3 use of sold products, category 11 methodology.

Spotlight

Our net zero principles

We have several principles guiding our approach to our ambition for net zero carbon emissions from the use of sold products for commercial engines.

- **Commitment to innovation and technology.** Our role in the sector's path toward net zero is to deliver state-of-the-art technology today while innovating the breakthrough technologies for tomorrow.
- **Collaboration.** No one company can solve these issues alone, and we welcome collaborations with our customers, investors, regulators, and peers to achieve our ambitions.
- **Continuous learning.** We are committed to continuous learning to enable more insights and opportunities, and expect to make progress over time.
- **Credibility.** Knowing this path will take decades, we prioritize credibility, sharing what we objectively know (and don't know) with our stakeholders.

21 Amount represents aerospace research and development as reported in our 2023 Form 10-K and includes customers and partner funding.
22 Calculations use actual commercial engine deliveries by GE Aerospace/GE Aerospace Partnership companies to airframers for installation on new aircraft in alignment with our financial reporting.
23 2019–2023 data is presented here to reflect the profile of GE Aerospace as it exists today, following the spin-offs of GE HealthCare in January 2023 and GE Vernova in April 2024.
24 Figures do not include any SAF projection over the forecast product life.
25 Estimated lifetime emissions of commercial engine products installed on widebody, narrowbody, regional, and business jet aircraft by year.

Current technologies

As one of the world's largest suppliers of aircraft engines, systems, and services, GE Aerospace continues to lead the industry in developing technologies to reduce emissions from flight. Our dedication to innovation and investment over decades has led to the following engines and software available now.

Engines

From the GE9X, the culmination of our decade-long commercial product renewal, to the Passport and Catalyst™ business and general aviation engines, and the T901 and T408 turboshafts for military helicopters, we have the industry's broadest array of advanced engines.

With advances in engine architecture, aerodynamics, and advanced materials, today's commercial aircraft engines consume 40% less fuel and emit 40% less carbon than engines manufactured in the 1970s and 1980s. In addition, technologies such as ceramic matrix composites (CMCs) and additive manufacturing have led to lighter parts with higher capabilities.

Our current engine portfolio

A legacy of innovation for improved fuel efficiency

Single-aisle aircraft

Up to

15%

decrease in fuel consumption from the single-aisle CFM56-7B to the LEAP engine

Twin-aisle aircraft

Up to

15%

decrease in fuel consumption from the twin-aisle CF6-80C2 to the GEnx engine

Large twin-aisle aircraft

Up to

10%

decrease in fuel consumption from the large twin-aisle GE90-115B to the GE9X engine

Turboprop aircraft

Up to

18%

decrease in fuel consumption from competing, legacy turboprop engines available today to the Catalyst™ engine

General and business aviation aircraft

Up to

17%

decrease in fuel consumption from the CF34-3 to the Passport engine

Our most advanced yet: The GE9X engine

The largest and most powerful commercial aircraft engine, the GE9X, is also the most efficient engine we've ever built on a per-pounds-of-thrust basis, and its nitrogen oxide (NOx) emissions are more than 50% below current regulatory requirements. Designed specifically for the new twin-engine Boeing 777X family, the GE9X engine is designed to deliver specific fuel consumption improvement of up to 10% compared to the GE90-115B engine.

GE9X engine installed on GE Aerospace's flying test bed.

"We're proud that the KLM Group has chosen our Fuel Insight solution to support its fuel efficiency efforts. Our platform seamlessly integrates flight data, which will empower KLM to prioritize its sustainability initiatives, lower costs, and gain deeper insights into lowering carbon emissions."

Andrew Coleman
General Manager, Software as a Service, GE Aerospace

Additional technologies and services

Additive manufacturing

Having certified the first additively manufactured part for commercial jet engines and designed the first turboprop engine containing additive parts, GE Aerospace founded GE Additive in 2016, which was rebranded as Colibrium Additive in 2024. Colibrium Additive is a leader in metal additive technology as a manufacturer of industrial metal 3D printers, metal powders and provider of services for a growing installed base of customers across all industrial sectors.

Additive manufacturing, or 3D printing, is a transformative technology and GE Aerospace was an early adopter. Built on decades of advanced manufacturing and materials science knowledge, GE Aerospace gained U.S. Federal Aviation Administration (FAA) certification for its first additively manufactured production part in 2015 and our additive subsidiary was formed a year later. Using additive manufacturing technology, engineers can conceive complex components, then transmit them to 3D printers full of metal powder. The printers' lasers or electron beams melt the particles together in thin layers, gradually forming completely new structures. A new Binder Jet technology was introduced to the market in 2024.

Additive manufacturing can be used to increase product durability and efficiency, reduce weight, improve manufacturing operations, lower costs, simplify supply chains, and speed up product development.

To date, GE Aerospace has used additive manufacturing to make aircraft engine parts such as fuel nozzle tips, sensor housings, combustion mixers, cyclonic inducers, and heat exchangers.

Software

Our Software as a Service helps airlines reduce carbon emissions using data they already have. GE Aerospace has developed a suite of cloud-based software applications to help aircraft operators reduce carbon emissions and drive operational efficiencies.

Fuel Insight software helps airlines improve fuel efficiency, reduce carbon emissions, and lower costs, with the aircraft's flight data and the airline's operational data integrated into one platform. Airlines can see their data and gain intuitive insights into fuel consumption and emissions, enabling them to prioritize initiatives with the highest potential for savings and monitor adoption rates across their fleet. They can also customize their analytics and achieve substantial cost reductions. By offering a single source of truth for fuel data, Fuel Insight gives airlines the ability to identify fuel optimization opportunities that previously went unnoticed. In 2024, the KLM Group became one of the latest airlines to sign up to the platform.

Additionally, software products FlightPulse™ and Airspace Insight are flight analytics tools that help pilots and operators make data-driven choices about designing flight routes that can reduce time, save fuel, and minimize carbon emissions.

Additively manufactured mid-frame structure for an A-CT7 concept engine.

Future technologies

GE Aerospace continues to lead the development of technologies to further reduce carbon emissions from flight. The work we're doing today will be seen in the propulsion systems of the future.

Meeting the aviation industry's long-term goal of net zero carbon emissions from flight will require revolutionary new technologies for increased engine fuel efficiency. To address this challenge, GE Aerospace has embarked on its largest technology demonstration program in company history to mature advanced new engine architectures like Open Fan and hybrid electric systems. Ground and flight tests are planned for this decade, for potential entry into service in the mid-2030s.

The CFM International RISE program

Building on four decades of investment that made our engines quieter and more efficient, GE Aerospace and Safran Aircraft Engines unveiled a bold technology development program in June 2021. CFM International's Revolutionary Innovation for Sustainable Engines (RISE) program will demonstrate and develop a range of disruptive technologies with several goals in mind. These include more than 20% better fuel efficiency and 20% lower carbon emissions compared to the most efficient engines in service today, as well as compatibility with alternative energy sources such as SAF. SAF can reduce fuel lifecycle emissions by up to 80%.

Spotlight

RISE program

Advanced technologies and materials

Open Fan engine architecture

- Advanced architecture
- Step-change in propulsive efficiency compared to ducted fans
- Targeting lower noise levels compared to current engines

Compact engine core

- Next-generation compressor and high-pressure turbine technologies and materials
- Supercomputing-enabled aerodynamic design

Hybrid electric propulsion

- Developing megawatt-class hybrid electric powertrain
- Advancing higher power density/lower weight components

Alternative fuels

- RISE technologies being designed to be 100% SAF compatible
- Developing key building blocks for hydrogen fuel capability

CFM RISE program

250+
tests complete

20%
better fuel efficiency target vs. today

2,000+
engineers worldwide across GE Aerospace and Safran Aircraft Engines

"The industry can't reach its net zero ambition by 2050 with incremental improvements in fuel efficiency. Revolutionary technologies are needed. That's why we believe the time for Open Fan is now. It's an advanced engine architecture that could unlock the single greatest jump in generational engine efficiency that CFM has ever achieved."

Mohamed Ali
Vice President of Engineering, GE Aerospace

Open Fan engine architecture

Advanced Open Fan architecture offers the most promising way to improve the propulsive efficiency of an aircraft engine. The Open Fan design will significantly improve fuel efficiency while delivering the same speed and cabin experience as current single-aisle aircraft.

For decades, GE Aerospace has continually advanced state-of-the-art Open Fan systems. In the 1970s, GE Aerospace teamed up with NASA on the Quiet, Clean, Short-haul Experimental Engine (QCSEE) demonstrator, which was the first high-bypass geared turbofan engine. In the 1980s, GE Aerospace developed and successfully tested the unducted GE36 engine, an Open Fan jet engine demonstrating significant fuel savings compared with conventional ducted front fan engines in the same size class.

Since then, Open Fan engines have continued to become simpler, lighter, quieter, and more efficient, supported by aero and acoustic testing. In 2017, Safran Aircraft Engines successfully ground-tested a Counter-Rotating Open Rotor engine as part of the European Clean Sky initiative. And today, CFM International has introduced the single-stage, variable pitch Open Fan design. This has outlet guide vanes that direct air flow so the Open Fan can fly at speeds consistent with conventional turbofan engine architectures, while improving energy efficiency and targeting noise levels similar to or below current generation turbofans.

Since the RISE program was launched, CFM has completed more than 200 hours of wind tunnel testing using a 1:5 scale model of an Open Fan, including a version of the model mounted on a demonstrator plane wing section for testing with Airbus. A high-speed, low-pressure turbine (LPT) test campaign with advanced turbine blades also ran.[26]

Compact engine core

Another of the enabling technologies being studied through the CFM International RISE program is a compact engine core.

Building on collaborations with NASA that date back 50 years, GE Aerospace is testing and maturing compact jet engine core designs to improve thermal efficiency in single-aisle aircraft, as part of NASA's Hybrid Thermally Efficient Core (HyTEC) project. Having completed Phase 1, which focused on high-pressure compressor, high-pressure turbine advanced aerodynamics, and the combustor, we have been awarded a contract for Phase 2 of the HyTEC program to further advance aircraft engine core technologies. Phase 2 will mature technologies for a core demonstrator test later this decade.

After conducting the first test run of next-generation HPT blades and nozzles using a demonstrator engine, GE Aerospace started a second HPT airfoil endurance campaign in 2024. This shows how durability is a key early focus of the RISE program. Tests of next-generation compressor and combustion technologies have also started, looking to advance material capabilities and understanding of how new engine designs impact CO_2, as well as non-CO_2 emissions.

Noise mitigation

Noise from aircraft engines impacts a range of stakeholders in the aviation industry. For airlines, noise directly affects customer satisfaction, operational costs, and compliance with stringent noise regulations at certain airports, which can influence route planning, fleet management, and community relations. For airports, community noise mitigation and management are important for neighborhood satisfaction and community growth. Regulators also prioritize noise reduction to mitigate environmental concerns, enhance public health, and uphold noise abatement policies.

CFM International and Airbus plan to flight test Open Fan engine architecture this decade. Image credit: Airbus.

On the whole, aircraft engines are quieter than previous generations[27] and have largely reduced noise in line with greater engine efficiency. Our newest commercial aircraft engines already meet the latest global noise standards but reducing noise levels even further remains a key focus for GE Aerospace's future products, including those developed through the CFM International RISE program. Through advanced blade aerodynamics, the new Open Fan engine architecture will be designed to meet the more stringent environmental requirements expected in the future.

Spotlight

Using supercomputing to help reduce noise

To help us model noise sources with high fidelity for the next generation of engines, we are using supercomputing capability. GE Aerospace is the first industrial user of Frontier, the world's fastest supercomputer, based at the U.S. Department of Energy's Oak Ridge National Laboratory. Combined with our computational fluid dynamics software, Frontier enables us to simulate the air movement of a full-scale Open Fan design with incredible detail.

26 Wind tunnel and LPT tests completed by CFM parent company Safran Aircraft Engines.

27 Certified noise levels for the latest aircraft and applicable engines are made publicly available on the EASA website.

"It's full speed ahead for the RISE program as our engineers around the world are testing many new components, systems, and engines to demonstrate the technologies for the future of aviation. It's a period of innovation unlike anything GE Aerospace has seen before."

Arjan Hegeman
General Manager, Future of Flight Technologies, GE Aerospace

Hybrid electric propulsion

Hybrid electric propulsion technologies can help optimize engine performance—reducing fuel use and emissions—and are key to the aviation industry's efforts to reduce carbon emissions for a smarter and more efficient future of flight. Hybrid electric systems are also compatible with alternative fuels, as well as Open Fan and next-generation engine core designs.

GE Aerospace has been advancing the electrification of aircraft and engine systems for more than a decade. Multiple milestones have been achieved, including a 2016 ground test of an electric motor-driven propeller. In 2022, GE Aerospace completed the world's first test of a megawatt-class and multi-kilovolt hybrid electric propulsion system in simulated altitude conditions up to 45,000 feet at NASA's Electric Aircraft Testbed in Sandusky, Ohio.

Current efforts underway for more electric engines include the Electrified Powertrain Flight Demonstration (EPFD) and the HyTEC Turbofan Engine Power Extraction Demonstration projects with NASA.

EPFD

One of our hybrid electric technology demonstration programs is being conducted in collaboration with NASA through its EPFD project. After years of developing individual components of a hybrid electric system—motors, generators, and power converters—GE Aerospace is systematically maturing a megawatt-class, multi-kilovolt hybrid electric powertrain to demonstrate flight readiness for commercial aircraft. Plans are to conduct ground and flight tests of the hybrid electric propulsion system this decade using a modified Saab 340B testbed aircraft and GE Aerospace's CT7 engines. Boeing is partnering with GE Aerospace to support the flight tests for EPFD by providing the aircraft, aircraft modification, aircraft integration, and flight-testing services.

HyTEC Turbofan Engine Power Extraction Demonstration

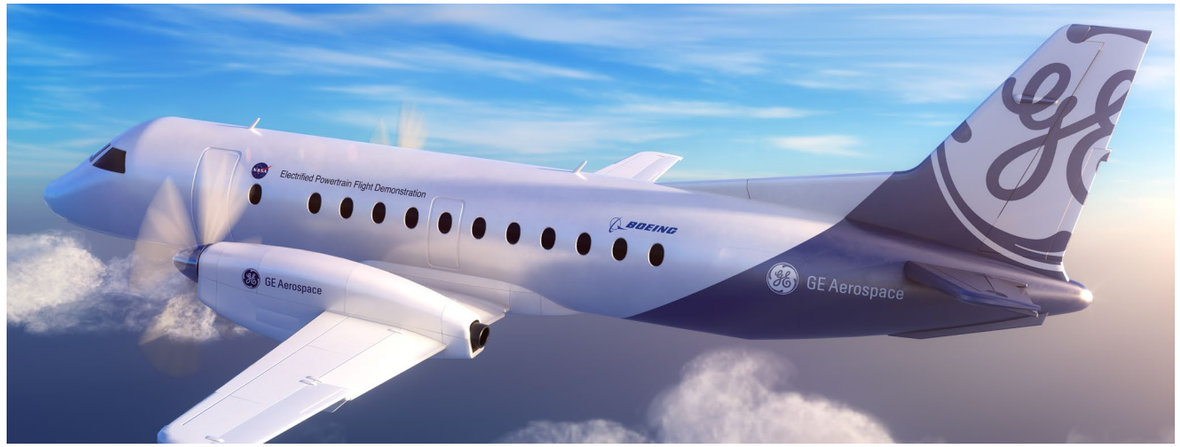
GE Aerospace is also developing a hybrid electric demonstrator engine with NASA that will embed electric motor/generators in a high-bypass commercial turbofan to supplement power during different phases of operation. This includes modifying a GE Aerospace Passport engine with hybrid electric components. Embedded electric motor/generators will optimize engine performance by creating a system that can work with or without energy storage like batteries. This could help accelerate the introduction of hybrid electric technologies for commercial aviation prior to energy storage solutions being fully matured.

Initial component-level testing of electric motor/generators and power electronics has been completed for the HyTEC Turbofan Engine Power Extraction Demonstration. Systems testing took place at GE Aerospace's Electrical Power Integrated Systems Center (EPISCenter) in Dayton, Ohio. Additionally, a baseline test of the Passport engine to characterize performance before hybrid electric components are added was completed at the company's Peebles Test Operation, also in Ohio. Results of the hybrid electric component and baseline engine tests are being used to evaluate and update models in preparation for a ground test.

To meet the increasing demand for hybrid electric aircraft engine component testing, in May 2023, we announced plans to invest up to $20 million to add a new test cell and equipment at our EPISCenter in Dayton, Ohio. The improvements to the facility will support the development and testing of hybrid electric and electrical power generation technologies.

Hydrogen combustion

Hydrogen fuel presents an opportunity for the aviation industry to achieve flight with zero carbon emissions. CFM International continues to advance hydrogen combustion technologies for testing, with engineers working to modify the combustor, fuel system, and control system of a GE Aerospace Passport turbofan so that it can run on liquid hydrogen.



Rendering of GE Aerospace's hybrid electric aircraft testbed.

Sustainable Aviation Fuel

With alternative fuels set to play a significant role in helping the industry meet its goal of a more sustainable future of flight, GE Aerospace supports initiatives for the wider near- and long-term adoption of Sustainable Aviation Fuel (SAF).

While SAF can have the same chemical compositon as petroleum-based jet fuel, it has lower lifecycle carbon emissions. This is because it can be made from renewable sources such as plant-based material, fats, oils and greases, alcohols, waste streams, captured carbon, and other alternative feedstocks. ASTM International, the organization that sets technical standards, has so far qualified eight pathways for manufacturing alternative jet fuels, with varying feedstocks and technologies.

SAF today

Currently, SAF approved for commercial use is a blend of conventional, petroleum-based Jet A or Jet A-1 fuel and a SAF component that is approved at up to 50%.[28] This SAF is considered "drop-in," which means it can be directly substituted for fossil-based jet fuel without any modifications to engines and aircraft. It is therefore compatible with all the GE Aerospace, CFM International, Engine Alliance, and Honda Aero Engines power plants in service today, as well as other parts of the fuel distribution and storage infrastructure.

GE Aerospace and partner engines can operate on 100% drop-in SAF once approved for commercial use.

Advocating for SAF

The widespread use of SAF could reduce fuel lifecycle carbon emissions by up to 80% compared to petroleum-based jet fuel. However, SAF production in 2023 represented just 0.2% of global jet fuel use, according to the International Air Transport Association (IATA). Moreover, SAF prices are typically two to five times higher than the price of conventional jet fuel. The supply is further constrained by competition for renewable fuels from other sectors. Accelerating its uptake is therefore critical if the industry is to reduce aviation emissions.[29]

Working closely with producers, regulators, policymakers, and operators, GE Aerospace continues to drive the assessment and qualification of SAF, and advocate for incentives that will make SAF more accessible and affordable. As well as advocating for policies and initiatives that support availability and engaging with governments on policy and regulation development, we take a leadership role in many organizations, committees, and task forces that are working to approve new production pathways and standardize specifications. One of our fuel experts chairs both the ASTM International committee that owns the industry's only synthetic aviation turbine fuel specification and oversees qualification of SAF pathways, and the ASTM task force standardizing 100% drop-in SAF.

Additionally, GE Aerospace is a member of:

- The Roundtable on Sustainable Biomaterials (RSB), an independent, international organization working to source SAF feedstock responsibly, which sets standards and drives policy discussions that incentivize the production of SAF
- The Commercial Aviation Alternative Fuels Initiative (CAAFI), a coalition of stakeholders in the aviation industry, energy producers, researchers, and government aimed at promoting the development and deployment of alternative jet fuel for commercial aviation
- The European Commission's Renewable and Low-Carbon Fuels Value Chain Industrial Alliance (RLCF Alliance)
- The Sustainable Aviation Fuel (SAF) Coalition (see the Industry collaboration section for more information)

"GE Aerospace has catalyzed the advancement of SAF by evaluating and qualifying SAF pathways, standardizing 100% SAF, supporting airlines in their knowledge, adoption, and use of SAF, enabling 100% SAF engine capability, helping shape policy and regulation, conducting and enabling R&D, using SAF in our own facilities, and other means. Looking at the roadmap and what it's going to take to meet the net zero by 2050 target, we understand the importance of our involvement in this industry-wide effort."

Gurhan Andac
Engineering Technical Leader, Aviation Fuels, GE Aerospace

28 Semi-synthetic aviation turbine fuel.
29 Business Insider.

Emirates tests 100% SAF on world's largest passenger aircraft

In November 2023, Emirates became the first airline to operate an Airbus A380, the world's largest passenger airliner, on 100% SAF, in one of its four GP7200 engines. The short demonstration flight in Dubai came months after Emirates flew the first demonstration flight using 100% SAF in the Middle East–Africa region, using it to power one of the two GE90 engines on a Boeing 777-300ER.

GE Aerospace's GE90 engine powered a demonstration flight in 2023 with 100% SAF in one of the two engines. Image credit: Emirates.

Testing 100% SAF

GE Aerospace has been actively involved in assessing and qualifying SAF since 2006. All GE Aerospace engines can operate on approved SAF blends today.[30] GE Aerospace also supports industry initiatives for the approval and adoption of 100% SAF.[31] With our partners, we've now tested 10 different engine models using 100% SAF since 2016, representing a mix of propulsion systems used for domestic and international commercial air travel, military aviation, and business and general aviation. These tests evaluated factors such as engine performance and the impact of 100% SAF on contrails and emissions.

100% SAF testing timeline

2016

F414
First military jet flight with 100% SAF in at least one engine

2018

GE90
First commercial aircraft flight with 100% SAF (in one engine as well as in both engines)

2019

GE9X
Combustor component testing

2021

LEAP-1A
Ground and in-flight emissions testing using 100% SAF in one engine

LEAP-1B
First experimental flight with invited passengers using 100% SAF in one engine

2022

Passport
Ground testing

GEnx
On-wing ground testing to study emissions

HF120
Ground testing

2023

GE90
First Middle East demonstration flight using 100% SAF in one engine

CFM56
Ground testing

GP7200
Ground testing and flight demonstration

LEAP-1A and -1B
Ground and in-flight emissions testing using 100% SAF in both engines

30 SAF approved for commercial use is a blend of conventional, petroleum-based Jet A or Jet A-1 fuel and a SAF component that is approved at up to 50%.
31 Fully synthetic aviation turbine fuel.

In-flight tests evaluated SAF benefits

We recently partnered with Boeing, NASA, and United Airlines for in-flight testing to measure how SAF affects contrails and emissions at various altitudes, in addition to reducing the fuel's lifecycle climate impact. In the fall of 2023, Boeing's ecoDemonstrator Explorer, a 737-10 destined for United Airlines, flew with 100% SAF on both LEAP-1B engines.

The commercial airplane, with experts from GE Aerospace, Boeing, and other organizations on board, was followed by NASA's DC-8 Airborne Science Lab. Its probes and sensors measured emissions and contrail ice particles, while NASA satellites also captured images of contrail formation. Similar in-flight emissions testing also took place in 2023 with a CFM International LEAP-1A-powered Airbus A321neo aircraft in Europe as part of the VOLCAN program.

Boeing's 2023 ecoDemonstrator Explorer destined for United Airlines. Image credit: Boeing.

Industry collaboration

GE Aerospace takes its position as an industry leader seriously, innovating new technologies for a smarter and more efficient future of flight.

However, no single entity can reach net zero alone. We support aviation industry efforts to decarbonize, which requires a holistic, global approach. Meeting the industry's goal of achieving net zero carbon emissions by 2050[32] requires deploying revolutionary technologies to reduce emissions and to advocate for increased use and availability of alternative fuels such as SAF.

Sustainable Aviation Fuel Coalition

GE Aerospace is one of 40 co-founding members of the Sustainable Aviation Fuel Coalition, formed in May 2024 to advance U.S. federal support for the development, growth, and adoption of more sustainable aviation. This nonprofit group of airlines and aircraft operators, agricultural enterprises, aircraft and aircraft equipment manufacturers, airports, technology developers, labor unions, and biofuel producers aims to rapidly scale investment in the SAF sector and advocate for the incentives and policies necessary to promote U.S. economic competitiveness in the emerging SAF marketplace.

United Airlines Ventures Sustainable Flight Fund

GE Aerospace has joined United Airlines and other corporate partners as an inaugural investor in the United Airlines Ventures Sustainable Flight Fund. This venture capital fund aims to accelerate the research, production, and technologies associated with SAF.

TPG Rise Climate II

GE Aerospace is continuing its partnership with TPG in the second vintage of its climate-focused private equity fund series, Rise Climate II. The TPG Climate franchise represents one of the largest pools of capital dedicated to the capital needs of the net zero transition. GE Aerospace participates in the TPG Rise Climate Coalition (RCC), helping to shape an approach to investing that is evidence-based, data-driven, and expertly informed.

U.S. Federal Aviation Administration

GE Aerospace is advancing groundbreaking work to develop noise- and emissions-reducing technologies for aircraft engines under a research partnership with the U.S. Federal Aviation Administration (FAA). Together, we are investing nearly $55 million over five years to accelerate the development of a series of technologies for more sustainable aviation, including Open Fan engine architecture, electrification, and noise-lowering technologies, as well as ongoing research into alternative jet fuels through the FAA's Continuous Lower Energy, Emissions and Noise (CLEEN) Program. GE Aerospace has received three CLEEN awards since 2010, most recently in 2021.

Clean Aviation

Avio Aero, a GE Aerospace company headquartered in Italy, is a founding member of Clean Aviation and sits on its governing board. The public–private partnership between the European Commission and the European aeronautics industry is Europe's largest R&D program devoted to reducing aviation emissions.

Avio Aero has developed innovative propulsion technologies through the program, such as how to reduce carbon, NOx, and noise emissions from turboprop engines.

It is also coordinating two demonstration projects funded by Clean Aviation:

- The AMBER[33] hybrid electric technology demonstration program will use Avio Aero's advanced Catalyst™ turboprop engine to create a megawatt hybrid electric propulsion system powered by hydrogen fuel cells
- The HYDEA project will modify a Passport engine for hydrogen combustion

In addition, Clean Aviation's OFELIA project, coordinated by Safran Aircraft Engines, seeks to demonstrate the propulsive efficiency of Open Fan architecture in flight tests.

32 https://www.iata.org/en/programs/environment/flynetzero/
33 InnovAtive DeMonstrator for hyBrid-Electric Regional Application.

GE Aerospace's roadmap for the future of flight

This summary shows our across-the-board activities to support a more sustainable future of flight, including the development of more efficient engine technologies compatible with alternative fuels by collaborating with others across the industry. We are also exploring the use of carbon reduction market mechanisms consistent with industry roadmaps.

	Actions pre-2020	2020–2030	2030–2050

Engine technology	• More fuel-efficient commercial engine products certified: GE Passport, GEnx, CFM LEAP
	• Fewer part counts, optimized part designs from additive manufacturing vs. conventional manufacturing
	• More heat-resistant ceramic matrix composites (CMCs) vs. metal alloys
	• Twin Annular Premixing Swirler (TAPS) combustor to reduce nitrogen oxide (NOx) emissions
	• Counter Rotating Open Rotor engine ground test with European Clean Sky initiative[34]
		• More fuel-efficient commercial engines certified: GE9X
		  ◦ Expands additive manufacturing and CMC parts vs. LEAP
		  ◦ Third-generation TAPS combustor
		• CFM International's Revolutionary Innovation for Sustainable Engines (RISE) program unveiled, advancing a suite of engine technologies including advanced engine architectures like Open Fan, compact core, and hybrid electric systems
		• Developing hydrogen combustion engine technologies
		• NASA Electrified Powertrain Flight Demonstration (EPFD) project launched for megawatt-class hybrid electric powertrain
		• World's first to test high-power, high-voltage hybrid electric components in simulated altitude conditions up to 45,000 feet
		• Awarded NASA's Hybrid Thermally Efficient Core (HyTEC) project to mature compact engine core technologies
			• Potential entry-into-service of new engine technologies that, combined, could achieve 20% better fuel efficiency vs. commercial engines today:
			  ◦ Open Fan engine architecture
			  ◦ Compact engine core
			  ◦ Hybrid electric systems
			• Potential hydrogen-fueled direct combustion engine

Operational efficiency	• Real-time data monitoring of operator fleets • Flight Management System for optimized airport descents • FlightPulse™ post-flight software provides pilots with flight data to optimize fuel savings	• Expanded real-time data monitoring to 181 million records annually • On-wing 360 Foam Wash process yields up to three times more fuel savings than water wash and is available for GE90, GEnx, and CF34 engines • Fuel Insight, FlightPulse™, and Airspace Insight software use data to optimize flight plans and routes for fuel savings	• Enhanced flight data analytics for fuel savings recommendations
SAF	• All GE Aerospace and partner engines can operate on approved SAF blends • Industry's first commercial airliner flight with 100% SAF in both GE90 engines • Active participation in ASTM International for qualification of new SAF production pathways and co-processing approaches	• Tested 10th aircraft engine model with 100% SAF • First experimental flight with invited passengers using 100% SAF in one of two LEAP-1B engines • Chair ASTM International committee responsible for SAF pathway qualifications and development of 100% drop-in SAF specification • United Airlines Ventures Sustainable Flight Fund inaugural investor	• Support adoption of 100% SAF • GE Aerospace and partner engines can operate on 100% drop-in SAF once approved for commercial use

2023 progress

- Simulated Open Fan engine architecture performance using the world's fastest supercomputer
- More than 250 tests completed for CFM's RISE program, including first test of next-generation high-pressure turbine airfoils
- Awarded next phase of NASA contract for advanced engine compact core development
- Avio Aero launched the AMBER[35] hybrid electric technology program to demonstrate an aviation propulsion system coupling a turbine engine with a fuel-cell powered electric motor
- Supported in-flight testing to evaluate SAF benefits on emissions and contrails

34 Counter-Rotating Open Rotor was a technology test led by Safran Aircraft Engines with the participation of Avio Aero, a GE Aerospace company.

35 AMBER is a project funded under Clean Aviation Joint Undertaking, a successful public–private partnership between the European Commission and the European aeronautics industry.

Environment: Operations

We aspire to be responsible stewards of the environment, maintaining a strong environmental compliance program. We have shared a goal to achieve net zero carbon for Scope 1 and 2 operational emissions by 2030,[36] with an initial focus on energy efficiency and acceptance testing fuel efficiency, carbon-free electricity, and exploring low-carbon fuels.

In this section

36 Locations within GE Aerospace's operational control as defined by the GHG Protocol.

Our environmental program

We are committed to environmental, health, and safety (EHS) excellence to protect our people, our communities, and the environment.

Our Environmental Compliance Assurance program includes multiple levels of assessment. The program is designed and maintained by our central EHS team, which deploys the program at our operations in conjunction with site-level EHS professionals and third-party experts. Operations are expected to review compliance against environmental permits, other regulatory obligations, and the GE Aerospace EHS policy. Environmental inspections and investigations by regulatory agencies are captured in our compliance reporting system and reviewed by our EHS central team, with key findings presented to our Senior Aerospace Leadership Team (SALT).

Key performance indicators (KPIs), including regulatory finding closure rates, environmental events, notices of non-compliance, and reportable spills and releases, are tracked to monitor performance.

Learn more about our EHS Framework in the Employee safety section.

Working toward net zero

Our goal is to achieve net zero carbon for Scope 1 and 2 operational emissions by 2030.[37]

To do so, we are using FLIGHT DECK to reduce energy waste and increase energy efficiency while transitioning to decarbonized power globally. While we are focused on driving absolute reductions to achieve net zero, where necessary, we plan to balance remaining emissions with high-quality carbon credits. GE Aerospace internally tracks progress to established targets against a 2019 baseline.

Our progress to date

We continued to make progress toward reducing carbon emissions in our facilities and operations during the past year. Our strategy to achieve our goal is currently focused on three key levers:

- Infrastructure investments, operational optimization, and FLIGHT DECK fundamentals to improve energy efficiency and engine acceptance testing fuel efficiency
- Sourcing more carbon-free electricity
- Exploring the use of low-carbon fuels such as Sustainable Aviation Fuel (SAF) at our engine testing operations

You can also read about our ambition to achieve net zero by 2050 for Scope 3 carbon emissions from the use of sold products for commercial engines in the Technology section.

Spotlight

In 2024, GE Aerospace recommitted to the U.S. Department of Energy (DOE) Better Climate Challenge program. We are one of more than 80 organizations across the United States driving real-world action toward a low-carbon future. As a partner in the Challenge, we are committed to a 50% reduction in Scope 1 and 2 absolute carbon emissions and a 20% reduction in energy intensity by 2030 against a 2019 base year.

23%

reduction in Scope 1 and 2 CO_2e emissions vs. 2019 base year

37 Locations within GE Aerospace's operational control as defined by the GHG Protocol.

"With FLIGHT DECK at the heart of our enhanced energy efficiency program across our global facilities, we continue to make progress toward our goal of net zero carbon for Scope 1 and 2 emissions by 2030. What's most encouraging is to see energy representatives at our sites around the world engaged and focused on finding innovative solutions."

Geraldine Barnuevo
Sustainability Director, GE Aerospace

50001 Ready

The ISO 50001 standard helps organizations continually improve their energy performance, deliver financial savings, and meet their strategic decarbonization goals through the development of an energy management system (EnMS).

The U.S. Department of Energy's (DOE) 50001 Ready program recognizes facilities and organizations that have implemented an ISO 50001-based EnMS. The self-paced program offers a suite of resources that help drive structured energy improvements that do not require external audits or certifications.

Since September 2023, 15 GE Aerospace sites have been participating in a cohort of DOE-led training to better understand how to implement and maintain a 50001-ready EnMS. Once the training concludes, each site will begin preparing to have its 50001 Ready EnMS recognized for conformance with the program.

50001 Ready
U.S. DEPARTMENT OF ENERGY

Driving energy efficiency

In 2023, GE Aerospace introduced a Carbon KPI focused on reducing carbon emissions at more than 60 sites across 15 countries.[38] Participating sites are required to track energy usage every month and prepare action plans using FLIGHT DECK fundamentals to achieve targets.

The success of the program is supported at site level by energy representatives, who work with the central team to identify and implement projects to improve KPI performance. As a result, more than 634 opportunities have been identified. In 2023, the actions we implemented led to a reduction of approximately 11,000 metric tons of CO_2e.

Energy treasure hunts

One of the tools we use to help optimize energy efficiency in our sites is energy treasure hunts (ETHs). These events include subject matter experts and local team members actively going to genba to identify opportunities for optimizing energy efficiency. Teams are also equipped with an ETH playbook, which includes checklists for before and during the visit, an agenda, an energy observation worksheet, and templates for kick-off and follow-up actions. A total of 18 ETHs were completed in 2023.

During a typical visit, teams explore ways to optimize operations and eliminate energy waste, calculating savings and costs. Findings are summarized in a presentation to the senior management team and a post-ETH action plan is established.

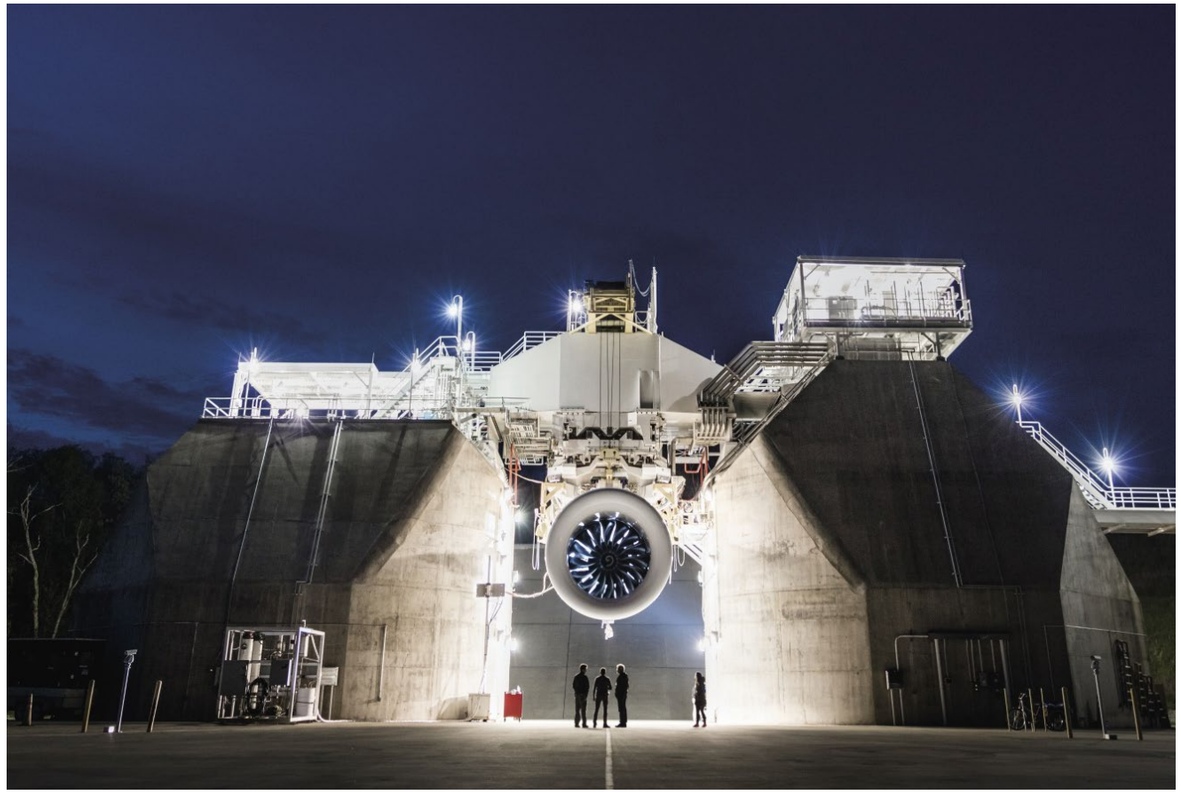
Findings can range from quick paybacks, like reducing the temperature of hot water and cleaning air intake filters, to more complex and investment-heavy solutions, like installing LED lighting and upgrading heating, ventilation, and air conditioning units.

38 Sixty sites account for ~88% of our Scope 1 and 2 emissions attributable to site-specific operations. Excludes fleet, SF6, jet fuel used for product testing, and de minimis amounts.

Engine acceptance testing fuel efficiency

One of the levers we are using to achieve our 2030 net zero carbon goal is to improve our acceptance testing fuel efficiency. In 2023, we began piloting an internal fuel-efficiency KPI at our largest testing site in Peebles, Ohio. This has enabled greater focus on action planning and problem solving to reduce the use of jet fuel in commercial engine acceptance testing. As of 2024, we have scaled this internal KPI to all test sites across the company.

We have created a space for sites across the globe to connect and share best practices in their acceptance test efficiency efforts, including standard work for the jet fuel data collection process.



GE Aerospace's Peebles Test Operation.

On-site solar at Pune, India

The diverse workforce at GE Aerospace's manufacturing facility in Pune, India, caters to a wide range of customers through industry-leading technologies and solutions. At the site, we are working to increase the share of renewable energy we use, which helps us to reduce our carbon footprint and operating costs, as well as safeguard against rising energy prices.

The journey started in 2015, with a 550 kW solar panel installation, and the site currently has a network of solar panels with a total capacity of more than 3,100 kW. Additional solar capacity is planned.

Solar panel array at our Pune, India site.

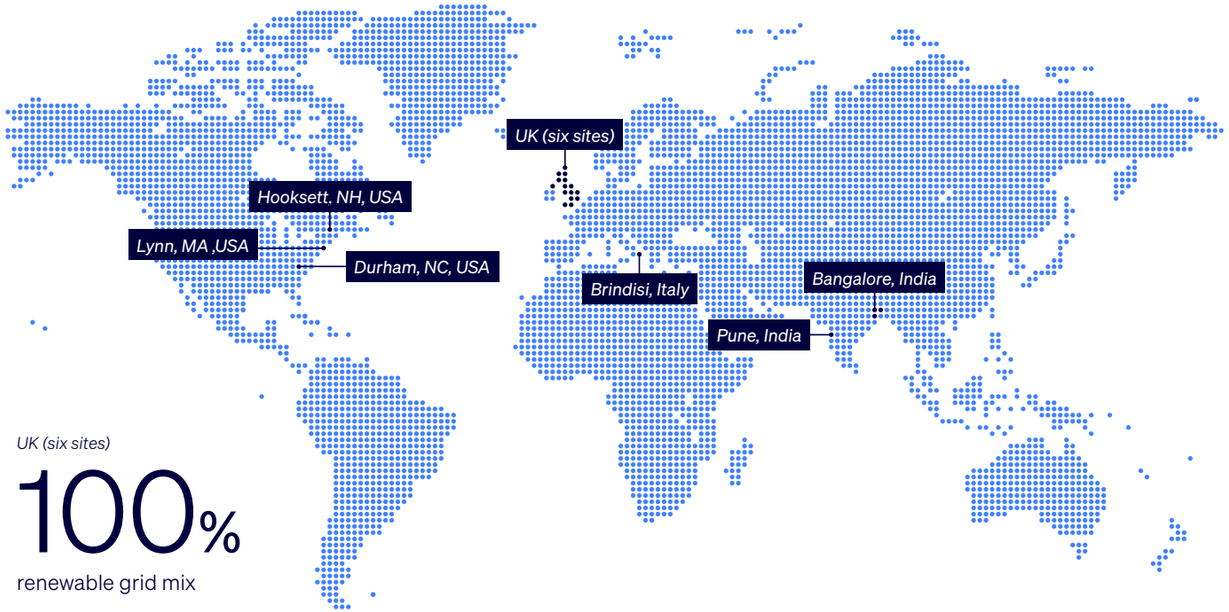
Carbon-free electricity

In addition to making operational improvements in energy efficiency, we are also focused on procuring carbon-free electricity, including on-site solar electricity. We are actively engaging with energy power providers and identifying market mechanism opportunities such as power purchase agreements (PPAs), which would enable us to purchase a stable supply of carbon-free electricity over a specified period of time, while supporting the development of renewable energy projects. In 2023, we accounted for around 77,000 MWh of carbon-free electricity, enough to power more than 5,000 U.S. homes, and established plans to increase the procurement of carbon-free electricity between now and 2030.

At the end of 2023, 12 sites across GE Aerospace utilized a form of carbon-free electricity. The most recent installation, a 1 MW system delivering directly to our site in Brindisi, Italy, became operational in May 2024 and is expected to produce 1,860 MWh a year.

Another integral component of our strategy is the use of Environmental Attribute Certificates (EACs), with a focus on premium or asset-specific attributes. This will allow us to purchase the attributes of carbon-free energy where physical generation may not be available.

GE Aerospace carbon-free electricity[39]



UK (six sites)

100%

renewable grid mix

Hooksett, NH, United States

50%

nuclear supply

Lynn, MA, United States

50%

nuclear supply (Jan 2024)

Durham, NC, United States

8.9%

on-site solar

Pune, India

20.5%

on-site solar

Brindisi, Italy

10.5%

on-site solar (May 2024)

Bangalore, India

100%

off-site solar

39 Sites with carbon-free electric sources are not necessarily completely powered by those resources.

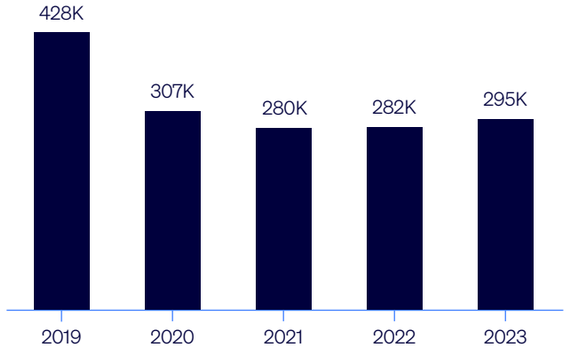
Using low-carbon fuels in our testing operations

SAF will be a significant contributor to the decarbonization of commercial aviation and GE Aerospace has been active in the assessment and qualification of SAF since 2006. This year, GE Aerospace is working toward procuring 250,000 gallons of blended SAF to be physically delivered to Peebles Test Operation and sustainable fuel certificates (SAFc) for 400,000 gallons of SAF, through book-and-claim.

By decoupling the physical fuel product from its lifecycle carbon emissions reduction, book-and-claim enables greater SAF adoption by eliminating the geographic barriers of benefiting from the use of SAF, allowing more customers to participate in SAF investments. This minimizes the added environmental footprint of physically delivering SAF, by uplifting near the point of production and taking credit for SAF environmental benefits.

With this bigger picture in mind, GE Aerospace has joined 17 airlines, one airline group, six national aviation authorities, two other original equipment manufacturers (OEMs), and one fuel producer in supporting the development of the International Air Transport Association's (IATA's) SAF Registry. This registry, expected to launch in the first quarter of 2025, will yield a trusted system for tracking the qualities and quantities of SAF, enabling confidence in the environmental benefits associated with each SAF purchase. GE Aerospace intends for these actions to encourage wider adoption and use of book-and-claim for SAF in the industry.

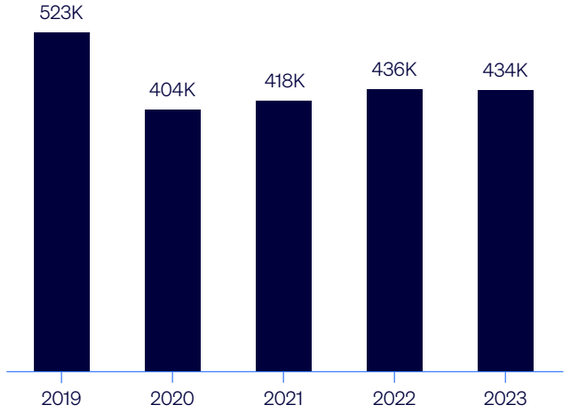
Scope 1 emissions[40] ($MTCO_2e$)



Emissions and energy use[40]

	2019	2020	2021	2022	2023
Total emissions (absolute Scope 1 and 2)—market-based ($MTCO_2e$)	951,490	710,406	698,085	718,458	728,592
Scope 1 emissions ($MTCO_2e$)	428,000	306,708	280,047	282,456	294,537
Scope 2 emissions—market-based ($MTCO_2e$)	523,490	403,698	418,038	436,002	434,056
Scope 2 emissions—location-based ($MTCO_2e$)	513,078	485,792	436,503	441,302	441,385
Operational energy use (MWh)	3,255,320	2,560,815	2,498,098	2,685,746	2,476,158
Total electricity (MWh)	1,400,434	1,307,447	1,269,583	1,278,055	1,276,090
Carbon-free electricity (MWh)	0	20,747	34,704	61,720	77,198
Percentage of carbon-free electricity (%)	0%	2%	3%	5%	6%

Scope 2 emissions[40] ($MTCO_2e$) (market-based)



40 2019–2023 data is presented here to reflect the profile of GE Aerospace as it exists today, following the spin-offs of GE HealthCare in January 2023 and GE Vernova in April 2024.

Managing hazardous materials

We are committed to the highest standards of safety and environmental stewardship in managing hazardous chemicals and substances of concern, ensuring compliance with evolving regulations and prioritizing the wellbeing of our workers and the environment.

Substances of concern

GE Aerospace complies with laws regulating the use of chemical substances and their potential impacts on both human health and the environment, such as the Toxic Substances Control Act and EU and UK REACH (the Registration, Evaluation, Authorization, and Restriction of Chemicals) regulations. We actively monitor and manage our operations as new chemicals regulations are developed.

We work on limiting and substituting hazardous substances with safer alternatives where feasible. EHS professionals at our sites oversee chemical usage at our facilities to ensure compliance with these laws.

Remediating legacy sites

We are committed to managing sites that are, or may be, impacted by legacy contamination arising from current or former manufacturing operations with the utmost care, ensuring the health and safety of our workers, the communities in which these sites are located, and the environment. We manage our remedial actions at these sites in compliance with applicable environmental laws and regulations.

Learn more in our Annual Report on Form 10-K.

Water stewardship

At GE Aerospace, we recognize that water is a vital resource of great importance to the environment and the communities in which we operate.

Our water use inventory process adheres to the reporting principles outlined in the GHG Protocol Corporate Accounting and Reporting Standard, revised edition. Our operational inventory follows the control approach, which includes water use and discharge data at sites where GE Aerospace has operational control. We collect water use and discharge data from main offices, manufacturing sites, research laboratories, and other non-manufacturing facilities.[41]

We are focusing our efforts on understanding our water footprint. To that end, we track water consumption by category, business unit, site, country, and region to prioritize water management in water-stressed areas.

In addition, in 2024, GE Aerospace performed a water-related risk assessment, using the World Resource Institute's Aqueduct tools to provide valuable insights into the challenges we face in areas of high water stress. Our analysis revealed that only five manufacturing sites across four countries (China, India, Mexico, and the United States) are situated in locations experiencing extremely high water stress, and we are planning to enhance water management practices and develop mitigation plans in these locations in the future.

41 At sites where we do not have meter data or invoices, we use estimates based on proxy data from sites with similar operations and extrapolate based on area of floor space.

Driving circularity

Circularity principles exist throughout a GE Aerospace engine's lifecycle: design, sourcing, manufacturing, product maintenance, repair, and overhaul (MRO), and end of life.

Our circularity approach revolves around repairing and recovering metal within our value chain to the fullest extent possible to reduce waste across the product lifecycle. Optimizing use of repaired parts and reverting or recycling metal that cannot be repaired is key to reducing the upstream carbon footprint of our products and reliance on virgin materials.

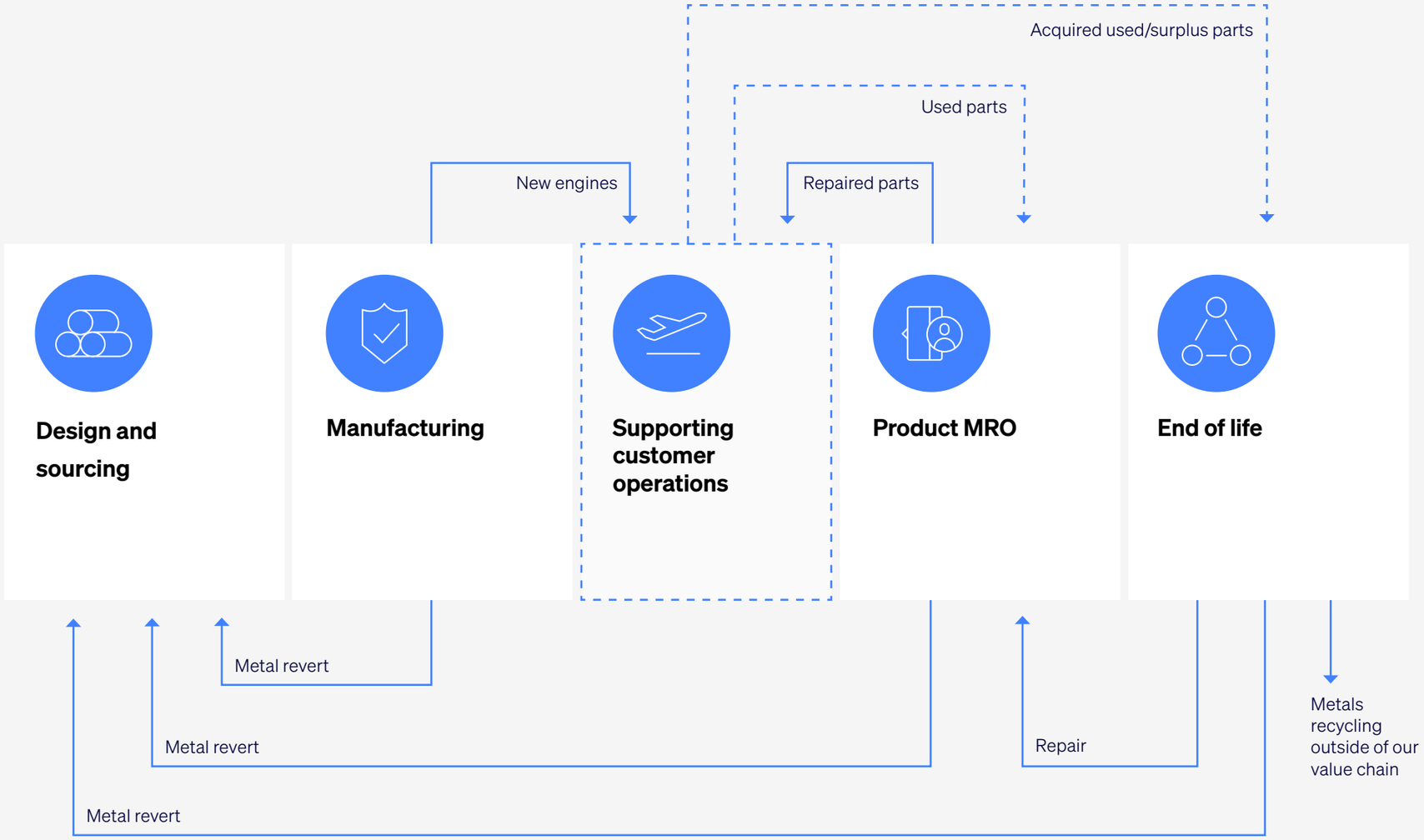
Material flow definitions

Repair: Restoration of worn or damaged engine parts to a serviceable condition in accordance with the Instructions for Continued Airworthiness

Revert: Recovery of high-performance metals for reuse in aerospace applications

Recycling: Recovery of metals for reuse in lower-grade alloys

Our approach to circularity



Design and sourcing

Durability is the key consideration in the selection of materials. Selecting the right material reduces the need for frequent replacements. We also strive to consider aspects associated with the maintenance and repair of materials during the design stage with an eye toward future repairability to extend the useful in-service life of parts.

Manufacturing

Embodying a continuous improvement mindset, we continually seek to improve the efficiency of our advanced production technology and processes to minimize material consumption and reduce waste. We also recover metal revert in our internal manufacturing shops, some of our suppliers' shops, and our MRO network. Working closely with our suppliers and engineering teams, we aim to maximize revert metal recovery through segregation best practices at site level, delivering more reclaimed metal to our supply chain.

As an example, approximately 40% of the strategic nickel alloys we use is revert. We also have robust recovery programs for other alloys including a proprietary process for recovering platinum contained in environmental coatings for key hot section parts.

Product maintenance, repair, and overhaul (MRO)

When an aircraft engine arrives for maintenance, it is disassembled into modules and components to be repaired or replaced with new, repaired, or used serviceable parts. To reduce the amount of new parts required during maintenance, we continually invest in the development of new repairs, and repair capacity. Our advanced repairs restore engine run components to within serviceable limits, helping maintain and extend their service life and reduce the demand for new parts. Currently, there are more than 15,000 total repairs on our books to restore used GE Aerospace and CFM International engine parts to serviceable conditions.

To boost our MRO network's ability to industrialize and scale-up repair processes, we are consolidating multiple activities in a new Services Technology Acceleration Center (STAC), dedicated to advancing inspection, repair, and overhaul technology that will be used at aviation service shops around the world. The STAC facility will allow for collaboration between engineering and manufacturing to demonstrate a technology's manufacturing readiness before scaling it for use at MRO shops.

The STAC will also accelerate the pace of inspections using artificial intelligence (AI), machine learning, and robotics to assist in standardizing and improving repair processes. As these processes become more standardized and MRO personnel get trained, an increasing number of repairs will be completed at individual sites, reducing the need to ship parts around the world.

15,000+

components for which we have developed repair capabilities

End-of-life solutions

GE Aerospace's materials business provides a comprehensive portfolio of products and services dedicated to used material sales, inventory management, consignment, and brokerage services for engine parts and line replaceable units. We have more than 20 years of experience as a leading global provider of used serviceable material for CF6, CF34, GE90, GEnx, and CFM56 engines. We are also a leader in the purchasing, selling, and leasing of used GE Aerospace engines.

When we acquire an engine reaching retirement, there are multiple end-of-life management pathways to evaluate. During engine disposition, we determine whether we can rebuild the engine to keep it flying or need to disassemble it. If the engine needs to be disassembled, then engine parts can be repaired, reverted, or recycled:

- Repaired parts can be reused during servicing to help rebuild engines, reducing the number of new parts required
- Parts can be stored for future repair development
- End-of-life parts can be reverted to the raw material stream, then re-enter the aerospace value chain. If recovering the metal for reverting purposes is not feasible, materials are recycled as scrap metal for use in a variety of industries

2.42B

total component repairs completed in-house in 2023[42]

Evendale manufacturing: Waste metal chips recycling

GE Aerospace is committed to recovering metal chips from engine manufacturing processes and working closely with metal reclamation companies to ensure the reverted metal re-enters the raw material supply chain.

At the end of 2022, the manufacturing operations and facilities teams at our facility in Evendale, Ohio, held a kaizen event addressing the recovery of waste metal chips we produce. Focus areas included increasing the capture of metal chips, organizing segregation by alloy family to avoid cross-contamination that could negatively impact reintroduction of recovered metal to the raw material supply chain, and optimizing transportation protocols to reduce the risk of accidental cross-contamination during transit.

After identified process improvements were implemented, the percentage of metal chips recovered deemed to be in-specification increased by approximately 80% when measured over a two-year time span,[43] enabling direct re-entry of this material into the raw material supply chain. Best practices from this event are being leveraged to additional GE Aerospace sites.

42 Reported number represents the total number of repairs completed in-house during the 2023 year. Only includes repairs completed in our Repair Shops. Does not include repairs completed in the overhaul component repair backshops.

43 Percentage improvement is calculated by measuring Evendale's metal chip in-specification collection from January 2022 to December 2023.

People

At GE Aerospace, we are passionate about lifting people up in the communities where we work and live. We aspire to be the best place to work for people of all backgrounds, where all employees feel respected, included, and empowered to reach their potential. We leverage our different perspectives to enhance our competitiveness and generate value for our stakeholders.

In this section

Our Leadership Behaviors

GE Aerospace's Leadership Behaviors—act with humility, lead with transparency, and deliver with focus, always with unyielding integrity—form an essential part of our lean transformation. They reflect the expected behaviors that will drive the progress we need, in complete alignment with FLIGHT DECK, our proprietary lean operating model.

Act with humility

- We embrace respect and value inclusive teams and diverse perspectives.
- We actively listen to internal and external sources.
- We learn from our shortcomings as much as we celebrate our wins.

Lead with transparency

- We embrace candor, saying what we think, not what people want to hear.
- We share information so we can solve problems.
- We contribute to each other's development in a constructive way.

Deliver with focus

- We put safety first.
- We prioritize our work, maximizing our impact.
- We measure performance through the lens of our customers.

We are committed to continuous improvement, always in search of a better way.

GE Aerospace's leadership team pictured at the New York Stock Exchange on April 2, 2024.

Talent management and engagement

We are focused on attracting, developing, and retaining the best talent, by making learning and development opportunities available to all employees, wherever they are in their career, and engaging with them.

Attracting the best talent

We are continuously competing to attract the very best talent. We conduct training to strengthen our talent acquisition processes and work with local colleges and universities, and organizations such as the National Society of Black Engineers (NSBE), the Society of Women Engineers (SWE), and the Society of Hispanic Professional Engineers (SHPE), to expand our talent pools.

In 2023, we launched our Leaders Innovating Flight for Tomorrow (L.I.F.T.) Summit to widen our reach to diverse university talent across the United States. This three-day, early-access career event introduces students to our company and culture, and creates a pipeline of talent for our summer internship, development, and research programs.

Developing our people

GE Aerospace is committed to making quality learning opportunities available to all employees. Learners can build new skills and capabilities through a variety of resources, including online resources like the FLIGHT DECK Activation Hub and the Learning Central Platform, and virtual learning sessions covering professional skills and FLIGHT DECK fundamentals.

Additionally, leadership learning offerings are designed to help employees grow their careers and leadership capabilities at every stage, providing the skills necessary to lead our organization to the next level.

GE Aerospace Learning

To make quality learning available and easily accessible to all employees, in September 2023, we launched the new GE Aerospace Learning Central Platform. Learning Central offers on-demand learning to support professional development skills such as career development and people leadership skills. The platform includes access to LinkedIn Learning, getAbstract, and aerospace-specific content. Through this accessible, centralized portal, employees benefit from a wide range of tailored content and a personalized experience, based on individual profiles and interests.

We also offer leadership-focused programs designed to help individuals grow their careers at GE Aerospace:

- **Take Flight:** Helping leaders move into executive roles
- **Impactful People Leadership:** Guiding new leaders on what it means to be a people leader
- **Owning Your Success:** Helping employees understand how they can build their careers within the organization

LearnFest: Learning about lean

LearnFest is our annual celebration of learning. Leveraging perspectives from GE Aerospace's leaders, lean experts, and other keynote speakers, the initiative seeks to foster our employees' understanding and application of FLIGHT DECK fundamentals. In 2023, 4,227 employees spent 15,593 hours learning during three experiences encompassed by LearnFest, each with a day of live virtual learning followed by a week of online activities and learning opportunities.

Joining GE Aerospace

In 2023, thousands of new GE Aerospace employees were introduced to our company and culture through Joining GE Aerospace. This multi-week course provides insights into the company's history and our future, the various businesses, plus our culture, Leadership Behaviors, and commitment to learning. As a result of this welcome to our organization, new employees are more connected to the business and other colleagues, launching them into their jobs with a sense of pride and belonging.

Our global development programs

Our development programs are two-year rotational programs dedicated to career-shaping experiences to grow talent in critical functions. These programs provide the primary path for university graduates into GE Aerospace careers. Students can build skills in critical areas of the company with active coaching, training, work content with business impact, and a connected peer community. This is an opportunity for employees to accelerate their future with GE Aerospace.

Our programs include:

- **Digital Technology Leadership:** Build digital products and services that accelerate the way our company works and deliver value to GE Aerospace's employees worldwide.
- **Edison Engineering Development:** Apply engineering fundamentals and design, analyze, and test the technology that continues to innovate how the world flies.
- **Operations Management Leadership:** Build skills and leadership in manufacturing with broad exposure to the supply chain (including manufacturing, sourcing, quality, logistics, and environmental, health, and safety).
- **Financial Management:** Gain exceptional corporate finance expertise through challenging assignments, training, and leadership opportunities in GE Aerospace's core finance competencies.
- **Commercial Leadership:** Develop commercial functions such as sales, marketing, and commercial operations.
- **Manufacturing Engineering Development:** Offer mentored assignments in manufacturing engineering to gain technical depth and experience through a mix of on-the-job training and classroom education.
- **Human Resources Leadership:** Shape the employee experience, develop talent, and become an operational partner for our business.
- **Military Officer Leadership:** Provide challenging assignments to give the necessary foundation for officers leaving the military and looking to start their first civilian role.

In addition, GE Aerospace offers the Take2Flight program for experienced professionals returning to work after a career break of at least one year. This "experienced career relaunch" program offers 12 weeks of customized onboarding and training, designed to help returners with non-traditional career journeys and different life experiences ease back into full-time technical positions.

GE Aerospace is also proud to support the Department of Defense's SkillBridge program, which provides service members with an opportunity to gain real-world training and work experience with approved partners during their last 180 days of service. As a SkillBridge partner, we offer specific industry training and work experience in in-demand fields of work while having the opportunity to evaluate the service members' suitability for the work.

Learn more about our global development programs.

13,256

live learning courses completed in 2023

81%

of employees say that we have a culture of continual learning (Learning Experiences survey, 2023)

Engagement survey

Our latest annual enterprise-wide engagement survey was conducted in 2023, helping us gauge our progress. Employees identified progress on personal and career growth, while candor and transparency remain areas of opportunity.

We are committed to having a strong employee listening strategy that includes at least one annual census, supplemented by additional pulses and special topic surveys to drive focus and measure improvement on critical topics throughout the year.

Performance management

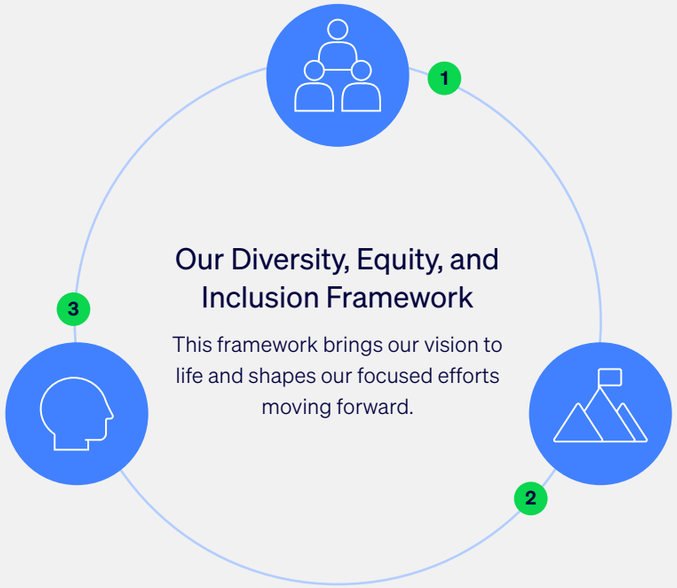
Our performance management system—People, Performance, and Growth—is designed to help employees understand their performance against their priorities, as well as demonstrate our Leadership Behaviors. This performance management system drives greater responsibility for performance at an individual level and outcomes are directly linked to incentive compensation.

Our executive teams conduct regular reviews of talent and performance, particularly in the context of critical roles, succession, and business goals. We also provide our employees with resources to help them manage professional and personal priorities.

Diversity, equity, and inclusion

We believe diverse teams and perspectives are essential to inventing the future of flight, lifting people up, and bringing them home safely.

We are committed to putting processes in place to help every member in our organization be as successful as they can possibly be. Fostering inclusion aligns with our core values and plays a role in ensuring all employees feel respected, included, and empowered to reach their potential. Their empowerment, in turn, enhances our competitiveness, attracts a greater pool of talent, generates value for our customers and stakeholders, and drives innovation and excellence.



Our Diversity, Equity, and Inclusion Framework

This framework brings our vision to life and shapes our focused efforts moving forward.

1

Workforce

Building a workforce that reflects the richness and diversity of the communities where we live and work.

2

Culture

Fostering an environment and building a culture that allows each person to reach their fullest potential.

3

Inclusive leadership

Equipping our people leaders with the right tools and resources to build the inclusive community we all aspire to work in.

Employee Resource Groups (ERGs)

Our ERGs are open to all employees, regardless of background or identity. For decades, they have added value to our colleagues and business by fostering a more inclusive workplace, enhancing employee engagement, driving innovation through diverse perspectives, and creating spaces where employees can learn, connect, and foster a sense of belonging.

Our ERGs

African American/Affinity Forum (AAF)
Our oldest ERG is focused on attracting, promoting, and developing diverse talent in America and across our global operations.

Asian Pacific Allies & Friends (APAF)
APAF was founded to support our Asian Pacific Islander (API) employees and offer education, mentoring, and networking opportunities to promote the API community and support API students interested in careers with us.

Disability Advocacy Network (DAN)
The DAN seeks to provide support and resources that enable people with disabilities, their families, and allies to connect and thrive. With nearly 2,000 members, DAN raises awareness through events, education, and advocacy efforts.

Early Career Professionals Organization (ECPO)
ECPO aims to make GE Aerospace a more welcoming place for new professionals by helping them find their way, answering their questions, and building connections at work and within their communities.

Faith Work Forum (FWF)
FWF welcomes all GE Aerospace employees of various faiths, regardless of their religious affiliation, to connect, learn, support one another, and share experiences, fostering understanding and respect across diverse beliefs.

Green Team Network (GTN)
Through education, action, and best practice sharing, GTN members take a grassroots approach to supporting and furthering our sustainability goals.

Hispanic Forum (HF)
The HF is committed to creating an inclusive environment where Hispanics can thrive and promote their heritage, showcase their talents, and foster strong networks and alliances.

Pride Alliance (PRIDE)
PRIDE welcomes employees who identify as part of the lesbian, gay, bisexual, transgender, queer, asexual, and intersex (LGBTQAI+) community and their allies. The group raises awareness around LGBTQAI+ issues, advocates for inclusive work environments, and promotes GE Aerospace's commitment to developing LGBTQAI+ talent.

Veterans' Network (VN)
The VN was established to make GE Aerospace an employer of choice for veterans, reservists, and guardsmen, and to support and encourage the career development and growth of all members.

Women's Network (WN)
The WN was created to attract, develop, inspire, and retain female professional talent, and cultivate their leadership skills, business practices, personal contacts, and career opportunities.

"The inaugural Cross-ERG Summit was dynamic, energizing, and impactful. More than 500 passionate innovators came together over the course of three days to collaborate and identify ways to apply FLIGHT DECK, our proprietary lean operating model, to solve one of the biggest opportunities: the ability to ensure diversity of inputs are always used to create robustness in our outputs. Our ERGs are stronger together as a result of this significant summit."

Angie Norman
FLIGHT DECK Operations Leader, GE Aerospace

ERGs soaring to new heights together

In May 2024, GE Aerospace hosted its inaugural Cross-ERG Summit, a convergence of people, ideas, and opportunities in the heart of Atlanta and virtually across the globe. The summit offered an unparalleled opportunity for ERG members to come together to connect, learn, network, and foster meaningful relationships.

More than 500 employees participated in dynamic programs filled with engaging workshops, insightful panel discussions, and networking sessions designed to empower both personally and professionally. The summit served as an opportunity for employees to expand their knowledge, exchange ideas, and celebrate diversity alongside fellow ERG members.

GE Aerospace ERG members and allies attend a session featuring award-winning speaker Jonathan Sprinkles.

"The reason why we do this work is the same reason we do anything at GE Aerospace: to invent the future of flight, lift people up, and bring them home safely. Our organization rests on the backs of its people, and this work is an investment in the environment in which we want to work. Our vision is for every single employee at GE Aerospace to feel respected, included, and empowered to reach their fullest potential. By focusing our efforts, energy, and passion on diversity, equity, and inclusion, we will ultimately build a stronger company and create an environment that leverages our differences to enhance our competitiveness and generate value for our stakeholders."

Germaine Hunter
Chief Diversity Officer,
GE Aerospace

Equal pay for all

At GE Aerospace, we are proud of our long-standing commitment to fair and competitive pay practices. Being transparent about our progress is a critical component to driving a more inclusive environment, and we continue to monitor and communicate our pay equity results.

Our goal remains 100% pay equity. To achieve this ambition:

- Our compensation philosophy reinforces our focus on respect and fairness
- We establish consistent pay ranges and structured bonus plans that promote employee engagement and high performance
- We review pay regularly to ensure our pay practices are competitive and equitable

Equitable pay data

Gender pay equity	100%
U.S. underrepresented minorities pay equity	100%

Workforce representation data[44]

We know that data can drive meaningful change. With such information, we leverage a lean mindset to better understand and address challenges such as recruitment and retention. GE Aerospace openly shares its workforce representation[45] and equitable pay data.

Female and underrepresented minorities representation

Global female representation	19.8%
U.S. female representation	20.8%
Global female leadership representation	30.7%
Global female production employees	16.2%
Global female professional employees	23.8%
U.S. underrepresented minorities: leadership representation	19.2%
U.S. underrepresented minorities: production employees	22.2%
U.S. underrepresented minorities: professional employees	20.3%

Female representation per region

North America	53.8%
Asia	14.9%
South America	9.6%
Europe	20.0%
Other	1.8%

U.S. data[46]

Disability	2.9%
Veteran status	11.2%

U.S. race and ethnic minority

Asian	Black/African American	Hispanic/ Latinx	American Indian/Alaskan Native	Native Hawaiian/ Pacific Islander	Multiracial	Total Race and Ethnic Minority
5.8%	7.0%	6.2%	0.3%	0.1%	1.9%	21.2%

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

45 Data representative of GE Aerospace's workforce as of December 31, 2023. System exports show percentages out to several decimal points. Due to this precision, totals may not sum due to rounding differences.

46 The data for U.S. veteran and U.S. disability reflect responses from employees who voluntarily updated these self-identification fields as of December 31, 2023.

GE Aerospace recognized as 2024 Best Place to Work for Disability Inclusion

GE Aerospace has earned a top score in Disability:IN's annual Disability Equality Index, a comprehensive benchmarking tool that helps companies build a roadmap to achieve disability inclusion and equality. This significant achievement recognizes GE Aerospace as a 2024 best place to work for people with disabilities, and is a testament to the supportive culture we continue to build on to ensure every employee can reach their fullest potential. This award further affirms our continued commitment to disability inclusion and accessibility for all our employees.

GE Aerospace Disability Advocacy Network Employee Resource Group leaders and allies accepting an award at the 2024 Disability:IN Global Conference.

Supplier diversity

GE Aerospace leaders have long recognized that small businesses play a key role in satisfying customers. Our sourcing function continues to actively pursue relationships that will benefit small businesses, as well as enhance GE Aerospace's competitive position in the marketplace.

Through our Supplier Diversity program, in place since 1974, we focus on doing what is right for our communities and our company, by engaging suppliers for high-quality goods and services, but also seeking to enhance economic opportunity. We believe supplier diversity results in supply chain management excellence and growth for all.

To build on this program, our Small Business Liaison Office (SBLO) is responsible for identifying and giving full consideration to Small, Disadvantaged, Women-Owned, Veteran-Owned, Service Disabled Veteran-Owned, and HUBZone businesses for subcontracting opportunities, in line with the Federal Government's definitions for these categories.

Learn more about our board diversity in our Proxy Statement.

Data definitions

The data we report includes employee voluntary self-identification data for disability (U.S.) and U.S. veteran status, as well as equitable pay results related to gender globally and U.S. underrepresented minorities. The workforce representation data for gender globally and U.S. race and ethnic minority includes the percent change from the prior year's comparable data. The data shown is representative of GE Aerospace's workforce on December 31.

- **Disability:** According to the U.S. Department of Labor, a disability is when a person has a physical or mental impairment or medical condition that substantially limits a major life activity, or a history or record of such an impairment or medical condition.
- **Equal pay:** Equal pay refers to ensuring that all employees, regardless of gender, race, ethnicity, or other characteristics, receive equitable compensation for performing substantially similar work or jobs of comparable value.
- **Gender:** All gender data is global. Our hope is to be able to supplement binary gender data to be inclusive of the new categories and selections for gender identity from our updated voluntary self-identification fields for U.S. employees in the future.
- **Leadership:** All full-time employees that are at the Executive level and above.
- **Multiracial:** A standalone category in our data that represents a person who identifies as "two or more races" as categorized by U.S. government reporting standards.
- **Professional:** Accounts for all active non-production employees.
- **Race/ethnicity:** All race/ethnicity data is U.S. only.
- **Rounding:** All percentages have been rounded to the nearest tenth.
- **U.S. underrepresented minorities:** U.S. employees who identify as Asian, Black/African American, Hispanic/Latinx, American Indian/Alaska Native, Native Hawaiian/Pacific Islander, or Multiracial.
- **U.S. veteran:** Inclusive of those who identified as a U.S. military veteran or as one or more of the classifications of protected veterans (disabled veterans, recently separated veterans, active duty wartime or campaign badge veterans, and/or Armed Forces service medal veterans).

Working conditions

Being an employer of choice and providing a safe, fair, and respectful work environment is embedded in our culture, operations, policies, and procedures.

Fostering a respectful workplace

GE Aerospace's respectful workplace policies are the foundation of our commitment to a diverse workforce and inclusive workplace. Aligned with our Human Rights Statement of Principles, we prohibit discrimination or harassment against anyone based on race, color, religion, national or ethnic origin, ancestry, sex, gender, sexual orientation, marital status, genetic information, age, disability, military and veteran status, or any other characteristic protected by law. We respect workers' rights to freedom of association, privacy, collective bargaining, immigration, working time, and wages and hours, and prohibit forced and child labor, and employment discrimination in our operations, as well as our business partnerships.

Our Respectful Workplace Policy details every employee's responsibility for treating each other, as well as applicants, customers, suppliers, and contractors, with fairness and respect. The Respectful Workplace Enterprise Standard offers guidance on preventing discrimination, harassment, or bullying against any employee or applicant based on any characteristic protected by law. Any employee with concerns can raise them through our Open Reporting program.

Flexible and hybrid work

At GE Aerospace, we recognize that there are some circumstances that may require a flexible or remote work arrangement, and we promote such arrangements where they support an employee's personal needs as well as the needs of the business.

We encourage such arrangements so that where possible, our employees can individualize their schedules to maximize productivity. The options we offer include flex-time and part-time opportunities, job sharing, reduced and compressed hours, telecommuting, hybrid work, and remote work.

We have introduced a hybrid model of working, in accordance with national laws and local agreements where they exist. This arrangement gives employees the option to work remotely, away from their primary business location, for between one and four days a week, giving them additional flexibility while still facilitating valuable in-person collaboration. People leaders determine how to implement this arrangement to meet customer, business, and team needs.

We also appreciate that many roles across the business can only be completed on-site. In such cases, alternative flexibility options are considered.

Global wellbeing

We understand that the personal wellbeing of our people is essential to our overall success as a business. We are constantly evolving and innovating to meet our mission on a global scale, measuring engagement and using metrics to inform future campaigns and activities.

Through our global program, HealthAhead, we support employees and their families in optimizing their health and wellbeing in ways that reflect their local communities and cultures. HealthAhead currently operates in 18 countries and is brought to life by a network of more than 100 Wellness Champions.

All employees have access to support for their wellbeing, including physical and emotional wellbeing, through physical activity and resilience programs, our Employee Assistance Program (EAP), and the Aerospace Response Center, which is staffed 24/7. We also have a family wellness center to support team members in Cincinnati.

In 2023, HealthAhead offered campaigns and programs to improve resilience and wellbeing for employees and people leaders, including Wellness Champion events, webinars, and multiple global campaigns. In addition, HealthAhead supported several charities, including Save the Children, Special Olympics, CARE, and World Central Kitchen.

U.S. family benefits

GE Aerospace provides a variety of benefits to employees and their families, including medical, dental, vision, life and disability insurance, and retirement savings.

Specific to family planning and benefits, we offer personalized guidance and resources through counselors and online services to help manage challenges, money, and stress. These counselors can also help employees navigate adoption, pregnancy and preparing for parenthood, childcare, parenting, coping with disability, aging, and preparing for retirement.

Our disability leave benefit includes up to eight weeks of paid time for the birth mother following the delivery, plus additional paid parental leave of up to 10 weeks for maternity, paternity, or adoption. Full-time salaried employees also receive permissive time off, which allows them to take vacation or sick time off when needed with no predefined limits.

Health and wellness program highlights

To support parents, the other benefits we offer include:

- **Infertility benefits:** Benefits offered under the company's medical plans include coverage for certain medical and pharmacy services, including (subject to plan rules) in vitro fertilization (IVF).
- **GE Babies:** Eligible members can get one-on-one assistance during pregnancy planning, while pregnant, and after pregnancy. Maternity care nurses provide personalized advice and guidance to available resources to support through pregnancy planning, infertility support, high-risk pregnancies, premature birth, and benefits and claims issues.
- **Maternity Care Select:** A GE-negotiated centers of excellence program available in certain markets, where eligible participants under the company's medical plan receive access to enhanced coverage and navigation for the full episode of maternity care for delivery, the inpatient hospital stay, routine prenatal care, and other associated services.
- **Moms on the Move:** Enabling mothers who are nursing and traveling for business within the United States to ship milk back to their babies at no cost. Moms can request milk storage and shipping kits to be sent to their location for use with their pump.
- **Adoption Assistance program:** The program will reimburse eligible adoption expenses, per adoption, up to an annual maximum.
- **Cariloop:** A dedicated care coach support service provides employees and those whom they consider family unlimited access to care coaches, at no cost to the employee and tailored to each member's personal situation.[47] Some examples of support include senior/elder care planning, in-home back-up child or elder care or nanny services, special needs support and planning, center-based childcare, tutoring, homeschooling support, and enrichment activities.

Employees have online access to resources and plan information related to GE Aerospace health and welfare programs at:

- **GE Health Care Hub:** GE Health Care Hub is an online portal and mobile application that organizes program content on benefits, tools, and resources, including those outlined here.
- **Health Coach from GE:** Since 2006, Health Coach's specially trained nurses, backed by a team of doctors and other service professionals, have helped tens of thousands of employees and their family members deal with chronic illness, medical conditions, and claims issues through expert guidance and world-class medical resources. Today, Health Coach offers even more ways to support with expert guidance and world-class medical resources. Some examples of how they help GE employees and their families include finding high-quality providers, including after-hours care; understanding a diagnosis and treatment options; access to Centers of Excellence programs including Maternity Care Select; help with resolving medical claim issues; and utilizing the company's EAP benefit.

47 Care coach support is provided at no cost to the employee. However, employees are responsible for paying the full cost of any services or provider they choose to use.

Human rights and ethical supply chain

The human rights expectations of all GE Aerospace employees, directors, and officers are detailed in our Code of Conduct, The Spirit & The Letter (S&L).

Respecting the human rights of our workforce and those in our value chain is a core part of GE Aerospace's commitment to integrity. Maintaining GE's approach, we treat everyone affected by our business with fairness and dignity, respect employees' rights to freedom of association, and foster strong relationships with suppliers and other stakeholders in our value chain.

Policies, principles, and standards

Our human rights program is built on a suite of policies and standards that are embedded across our operations and value chain.

Human Rights Statement of Principles

Our Human Rights Statement of Principles reflects our commitment to respecting all internationally recognized human rights, including fundamental labor rights, by striving in good faith to identify and address human rights risks across our value chain. It is the cornerstone of our global program and grounded in leading voluntary standards, such as the United Nations Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and the Ten Principles of the United Nations Global Compact (UNGC). Aligned with these standards, we respect the fundamental dignity of everyone we might affect—directly or indirectly—through our operations, products, services, and business relationships.

The Spirit & The Letter

The human rights expectations of all GE Aerospace employees, directors, and officers are detailed in our Code of Conduct, The Spirit & The Letter (S&L). This incorporates our Human Rights Policy and provides an overview of employee responsibilities and expectations.

Learn more about S&L.

Human Rights Enterprise Standard

Our operational requirements for this risk area are outlined in the Human Rights Enterprise Standard, which helps us identify, understand, and respond to the salient human rights risks our company faces. The standard sets out minimum requirements regarding risk assessment and identification, the due diligence of third parties, and the escalation and remediation of any human rights concerns.

Our Global Human Rights Counsel regularly collaborates with a cross-functional group of stakeholders to discuss the implementation of the standard and the evolving human rights landscape.

Human rights stakeholder engagement

GE Aerospace engages with many external stakeholders to identify human rights risks throughout our value chain and collaborates with peers, experts, and civil society groups to seek practical solutions.

- We actively participate in the UNGC and align with its Ten Principles on human rights, labor, environment, and anti-corruption.
- As a founding member of the Global Business Initiative on Human Rights, we work with other multinationals to embed respect for human rights into our business operations, drive improvements through peer learning, highlight challenges, and address human rights risks.
- We are engaged in the Leadership Group for Responsible Recruitment (LGRR), a group of companies and expert organizations working to improve the recruitment of migrant workers. LGRR supports ethical recruitment practices and promotes the Employer Pays Principle, a concerted effort to eliminate the practice of charging workers a recruitment fee to secure employment.

We provide employees with learning modules on human rights and forced labor; company-wide policies and programs; the causes and global footprint of forced labor; and, most important, how they can serve a role in identifying and reporting possible signs of human rights issues when they are at GE Aerospace operations, supplier facilities, or customer sites. We strive to continuously improve our procedures to identify, prevent, mitigate, and remedy our salient human rights impacts.

Freedom of association

We are committed to engaging meaningfully with worker associations and recognized unions, and have enjoyed respectful and successful negotiations with labor unions around the world for many years.

- **United States:** We have more than 3,500 union-represented manufacturing and service employees spread among eight different unions at seven facilities, making up just under 15% of the total U.S. employee population.
- **China:** Approximately 300 employees have formal representation in China through the GE Aerospace China Union Committee.
- **Latin America:** In Brazil, approximately 2,100 employees are represented by unions.
- **Europe:** As well as engaging with national works councils, trade unions, and other employee-representative bodies where appropriate, our own European Works Council covers 99% of our European workforce, representing approximately 13,000 employees.

Ethical supply chain

GE Aerospace is committed to integrity and high standards of business conduct in our dealings with suppliers. We have an extensive Supplier Responsibility Governance (SRG) program that is designed to foster an ethical, sustainable, and transparent global supply chain and establish clear social and environmental expectations for suppliers. Under our supply chain program, we prioritize suppliers for detailed pre-engagement and periodic post-award audits, including both on-site and desktop audit assessments.

The SRG program allows us to continuously assess, monitor, and drive improvements within our supply chain. Regular communication and engagement with suppliers helps build their capacity to improve their environmental, health, and safety (EHS) practices, and reduce human rights and modern slavery risks. We are particularly focused on safety, environment, working conditions and, where relevant, living conditions of suppliers' employees.

Our systematic approach to SRG program management includes:

- Rigorous in-person auditing by trained, certified auditors to assess compliance with our requirements before onboarding
- Country risk assessments every two to three years, assessing manufacturing and human rights risks using third-party data and risk indices
- Prioritizing suppliers for audits based on location, the parts they produce, and whether they use brokers to recruit migrant workers
- Ongoing compliance monitoring using on-site or remote audits, depending on supplier risk
- Recording, tracking, and monitoring all SRG audit findings in our proprietary reporting tool, with timely issue resolution and corrective action plans where necessary

We also require our sourcing employees to go through training on the SRG program, while additional training is given to those employees who assist auditors.

See our Sustainability databook for details of our performance in this area.

Integrity Guide for Suppliers, Contractors, and Consultants

All suppliers and business partners must agree to abide by our human rights principles by contractually committing to the GE Aerospace Integrity Guide for Suppliers, Contractors, and Consultants. The guide sets out our requirements for relationships with suppliers, contractors, and consultants (collectively "suppliers"). The guide requires them to respect the human rights of their employees and others in their business operations and activities for GE Aerospace, as well as to comply with our standards on lawful business practices, safe and healthy work environments, and ethical conduct, among other topics.

Suppliers' responsibilities include respecting the human rights of employees and others in their business operations, including activities with GE Aerospace. We explicitly prohibit suppliers from using child, prison, forced, or indentured labor or any form of compulsion, coercion, or human trafficking. Furthermore, we require our Tier 1 suppliers to cascade the requirements of the guide to their own suppliers.

Responsible mineral sourcing

We strive to maintain ethical and responsible supply chains for products containing tin, tantalum, tungsten, and gold (known collectively as 3TG), as well as cobalt—common constituents of many of our products. GE Aerospace is committed to adopting policies and establishing systems to procure these conflict minerals from sources that do not directly or indirectly finance armed groups in the Democratic Republic of Congo (DRC) or other Conflict-Affected and High-Risk Areas.[48] Our Responsible mineral sourcing principles outline our commitment to respecting human rights when it comes to sourcing products containing conflict minerals.

Each year, we undertake reasonable due diligence to determine if any of our products containing 3TG originated in the DRC or conflict-affected areas, by requesting information from our Tier 1 suppliers. We continue to achieve at least a 75% response rate every year. We then file a report with the U.S. Securities and Exchange Commission on the use of 3TG in our products and our sourcing due diligence. See our most recent Conflict Minerals Report for details.

On our behalf, a third party conducts annual awareness training on conflict minerals with our suppliers, to help them comply with relevant regulations and our own responsible mineral sourcing principles.

48 Any country that shares an internationally recognized border with the DRC, namely Angola, Burundi, Central African Republic, the Republic of the Congo, Rwanda, South Sudan, Tanzania, Uganda, and Zambia.

Community impact

We are passionate about lifting people up in the communities where we live and work, with a focus on engineering education, workforce development, disaster relief, and humanitarian aid. We create positive change through volunteerism, community giving, and the GE Aerospace Foundation.

Our history of philanthropy

For more than 100 years, the GE Foundation[49]—an independent charitable organization funded by GE—has been committed to transforming our communities and shaping the diverse workforce of tomorrow.

Our century-long legacy dates back to 1922 when Charles A. Coffin, GE's co-founder and first president, retired. The Charles A. Coffin Foundation was created to give prizes to employees, recognize utility and railway companies for their service to the public, offer fellowships to graduate students, and fund research at technical colleges. Two years after evolving into the GE Foundation in 1952, the Foundation created the concept of corporate gift-matching to support employees' personal philanthropy by providing a 1:1 match. This was the first-ever corporate matching gift program and total gifts matched have exceeded $1.5 billion since its inception.

By the 1980s, the GE STAR Awards program had been set up to provide scholarships for the children of eligible GE employees and in 2021, Next Engineers, a college and career readiness program to help young people prepare for and enter the engineering industry, was established.

Through our efforts, we have sought to increase the diversity of young people in engineering, deepen our connection with employees and their communities, and offer support for disaster relief.

Spotlight

In 2024, GE Aerospace inherited the legacy of GE's philanthropic work, including the GE Foundation.[50] As GE Aerospace continues this legacy, we are building on strong foundations and focusing our efforts around the principles of the business's purpose to lift people up.

2023: GE company giving[50] and volunteerism

We have a well-structured volunteering program with a volunteer leader at each site. The program is focused on supporting projects that enhance the environment, foster community building, deliver basic needs, and support veterans. The company has a budget allocated to these activities and we work with organizations approved by our central team.

2023 giving at a glance

Company contributions

$2.5M

company contributions supporting organizations across the globe[50]

$5.1M

employee/retiree giving through individual donations and annual campaign pledges to nonprofits[50]

56K+

volunteer hours from 7,000 employees on 450 GE Aerospace-led projects[51]

49 This information is specific to the legacy GE Foundation, which was relaunched as the GE Aerospace Foundation after GE Aerospace became a standalone public company in April 2024.
50 GE company giving refers to all of GE, before it became three standalone companies.
51 Represents employee hours from GE Aerospace business in 2023.

Ohio River cleanup

In the summer of 2023, a group of 40 GE Aerospace interns and Green Team ERG members took part in a river cleanup, helping remove more than 3,800 pounds of debris and trash from the Ohio River. The day-long event, in partnership with Living Lands & Waters, gave interns an opportunity to learn about our sustainability goals and experience our philosophy of giving back. The nonprofit, which hosts river cleanups, watershed conservation initiatives, and educational workshops, was able to recycle or repurpose around a third of the trash collected.

GE Aerospace's Green Team Employee Resource Group and interns worked with Living Lands and Waters to remove trash and debris in 2023 from the Ohio River.

GE Aerospace sponsors *Military Makeover* show

GE Aerospace was the presenting sponsor of the 35th season of *Military Makeover With Montel*, a reality television show that renovates homes for veterans in need. Sponsoring the series was a powerful way to make a difference to the life of a deserving service member and their family, and show our appreciation of veterans.

From those nominated to be featured in one of the episodes, the show's producers selected Jason Carmody, a veteran in Lynn, Massachusetts, the home of GE Aerospace's defense business. After eight years as a military police officer in the National Guard, which included a nine-month deployment to Iraq, Jason became a captain in the Department of Veterans Affairs' police force. His wife, Alyssa, is a social worker and mental health counsellor, and they have four children.

Hosted by Montel Williams, himself a veteran of the Marines and the Navy, the program pulled together local businesses and volunteers to carry out home improvements based on the needs of the veteran's family. The show featuring the Carmody family included a contingent of volunteers from GE Aerospace.

2023: GE Foundation[52]

Supporting STEM

To help improve access to science, technology, engineering, and math (STEM) education, the GE Foundation sponsored and participated in community activities, and partnered with professional student organizations including the Society of Women Engineers (SWE) and the Society of Hispanic Professional Engineers (SHPE). It also sought to increase the diversity of young people in the engineering industry through Next Engineers, a global college and career readiness program.

Established in late 2021, the Next Engineers program provides students aged 13 to 18, many from underrepresented populations, with first-hand experience of engineering concepts and careers. We also award scholarships to support those looking to pursue higher education in engineering. Nearly 18,000 middle and high school students from the United States, the United Kingdom, and South Africa have participated in Next Engineers since it was launched in 2021.

Next Engineers operates across four cities—Cincinnati, Ohio, and Greenville, South Carolina, in the United States along with Johannesburg, South Africa, and Stafford, UK.

Workforce development

We supported the Advanced Manufacturing Training and Expansion Program (AMTEP), a workforce development initiative on the Massachusetts North Shore. By increasing the region's training footprint and program capacity, and building state-of-the-art infrastructure, AMTEP is committed to training adult learners and high school students to create a more diverse, sustainable, and ready-to-work pipeline for local manufacturing employers.

Since its inception, AMTEP has trained more than 400 adult learners with an 83% job placement rate through 2023, and graduated 164 youth machining students.

Disaster and humanitarian relief

Our disaster and humanitarian relief program responded to major global disasters and humanitarian crises, drawing on our people, technology, and other resources to reduce suffering and hasten recovery.

In 2023, the GE Foundation's[52] contribution to disaster relief totaled $850,000. This included:

- A donation of $250,000 to Bridge to Türkiye in the wake of an earthquake in Türkiye in February 2023
- A $100,000 contribution to CARE following an earthquake in Morocco in September 2023

Matching Gifts program

The GE Foundation[52] Matching Gifts program supports employees in their personal philanthropy and charitable giving by providing a 1:1 match. The top five categories supported by our employees through matching gifts in 2023 were approximately:

Health and human services	$1.5M
Civic and community	$700+K
Higher education	$500+K
Private pre-K–12 school	$250K
Arts and culture	$200+K

$8.3M

GE Foundation[52] contributions in 2023 (including $3.5M in matching gifts)

52 This information is specific to the legacy GE Foundation, which was relaunched as the GE Aerospace Foundation after GE Aerospace became a standalone public company in April 2024.

GE Aerospace engineer Alisha Davis-Kent is passionate about raising awareness for aviation careers. The Next Engineers program looks to build a diverse engineering talent pipeline in cities where we operate worldwide, including Cincinnati, Ohio, U.S., and Warsaw, Poland.

Looking ahead with the GE Aerospace Foundation

In May 2024, a month after GE Aerospace became a standalone company, we officially launched the GE Aerospace Foundation.

Having transformed our communities and shaped the diverse workforce of tomorrow through the GE Foundation for over a century, the GE Aerospace Foundation will continue to focus on expanding STEM education programs that promote a diverse workforce; developing a robust pipeline to support advanced manufacturing careers; responding to major global disasters and humanitarian crises; and amplifying employee engagement.

STEM education

Given the initial success of the Next Engineers initiative established by the GE Foundation, we are continuing and expanding the program. In 2024, the GE Aerospace Foundation confirmed a new six-year, $20 million commitment to extend the initiative through 2030 and into new locations, starting with a fifth city—Warsaw, Poland—in January 2025.

Poland was selected as the first global expansion location as GE Aerospace supports the entire lifecycle of our engines and products there. In Poland, we employ more than 2,000 people and we have a strong history of volunteerism and supporting educational opportunities for local communities, including STEM classes.

Workforce development

Building on our provision of manufacturing training programs through AMTEP, the GE Aerospace Foundation has pledged $2 million for workforce development programs that help address the considerable need for highly skilled manufacturing roles. This includes a $1 million partnership with United Way of Greater Cincinnati, which will coordinate vocational, trade, and technical education and training programs throughout the metropolitan area.

Disaster relief and humanitarian efforts

The GE Aerospace Foundation will continue to support communities as they respond to disasters and humanitarian crises with a $2 million commitment. Highlighting the role aviation plays in disaster response, this includes a new $1 million grant for Airlink, a global humanitarian organization that airlifts critical aid to communities in crisis.

Employee support

We remain committed to supporting employees in their personal philanthropy with equal matches for the eligible nonprofit organizations that matter most to them. We hope some changes to our Matching Gifts program, including removing the minimum donation requirement, will encourage more employees to participate.

STAR Awards—one-time scholarships for secondary education—will continue to be awarded to children of eligible GE Aerospace employees around the world. Since 1984, the program has given more than 15,000 awards, totaling more than $21 million. The winners are chosen based on their academic record, extracurricular activities, community service, and personal experiences and goals, as described in personal essays.

"We are immensely proud to oversee this next chapter of philanthropic support with a focus on a stronger future workforce, disaster relief, and amplifying employee giving. We look forward to expanding our work supporting communities around the globe and advancing the development of a more diverse and skilled industry."

Meghan Thurlow
President,
GE Aerospace Foundation

Governance

We have a robust governance structure in place to operate our business in a responsible and ethical way.

In this section

Sustainability governance structure

GE Aerospace's sustainability priorities and programs have oversight and responsibility at the Board, senior leadership, and functional levels.

The GE Aerospace Board of Directors (the Board) and its committees oversee the establishment and execution of corporate strategy. The company's senior leadership team is responsible for developing our sustainability strategy, focusing on priorities, and for the company's sustainability performance—and reports to the Board and its committees on GE Aerospace's sustainability activities and progress. Our sustainability function coordinates day-to-day sustainability-related activities and is led by the CEO of Aerospace Carbon Solutions and Sustainability.

Board oversight of sustainability

The GE Aerospace Board of Directors oversees the company's sustainability priorities and initiatives as an integrated part of our overall strategy and risk management. Matters related to sustainability often span multiple functional categories and areas of oversight, and therefore involve discussion at the full Board level as well as at individual committees.

- **The Governance & Public Affairs Committee (Governance Committee)** has primary oversight of our priorities and external reporting related to sustainability and environmental, social, and governance (ESG) matters. This includes supporting the full Board's oversight of strategy, risks, and opportunities related to climate change. The Governance Committee also oversees political spending and lobbying, human rights, and environmental, health, and safety (EHS).
- **The Audit Committee** also has a role to play in sustainability and ESG matters, to the extent these topics relate to financial reporting and regulatory requirements. This includes reporting on these matters in Securities and Exchange Commission (SEC) filings and data quality related to this reporting.
- **The Management Development & Compensation Committee** has oversight of strategies and policies related to human capital management, including with respect to matters such as diversity, equity, and inclusion, workplace environment, and talent recruitment, development, engagement, and retention.

More information on the role of each committee can be found in our Proxy Statement and in each committee's charter, which can be found on the Governance section of our website.

Management oversight of sustainability

Strong sustainability engagement from management and the sustainability group ensures effective oversight and alignment across our organization's key functions.

Sustainability Senior Aerospace Leadership Team (SALT) Steering Committee

Our Sustainability SALT Steering Committee comprises senior leaders from key business areas, including sustainability, engineering, corporate affairs, supply chain, legal and compliance, commercial engines and services, and our transformation office. The committee develops the company's sustainability strategy, focusing on our sustainability priorities, and is responsible for sustainability performance and integration across the company. It also reviews the company's Sustainability Report and other ESG disclosures.

Sustainability Council

Staffed by a wide range of corporate functions, including legal, finance, sustainability, communications, investor relations, diversity, equity, and inclusion, human resources, supply chain, and quality, the Sustainability Council meets monthly to:

- Make sustainability core to GE Aerospace
- Monitor progress toward delivering on sustainability goals established by the Sustainability SALT Steering Committee
- Address gaps in our sustainability programs
- Review sustainability disclosures, including the Sustainability Report and regulatory reporting requirements

Progress or challenges in the areas above are escalated to the Sustainability SALT Steering Committee as needed.

The Council is supported by the Working Group, comprising subject matter experts from legal, finance, sustainability, investor relations, and communications functions. It manages voluntary and regulatory sustainability disclosures, including our annual Sustainability Report and frameworks.

However, sustainability at GE Aerospace remains the ultimate team effort, with our employees united in realizing the success of our mission.

Sustainability oversight

Enterprise risk management

GE Aerospace manages enterprise risk using a defined process, active leadership involvement, and robust governance practices.

Our enterprise risk management framework includes a multi-tiered holistic review, performed quarterly, that is intended to inform our annual long-term strategy planning. Through this process, our senior management defines, identifies, and prioritizes top enterprise risks.

Our enterprise risk management framework

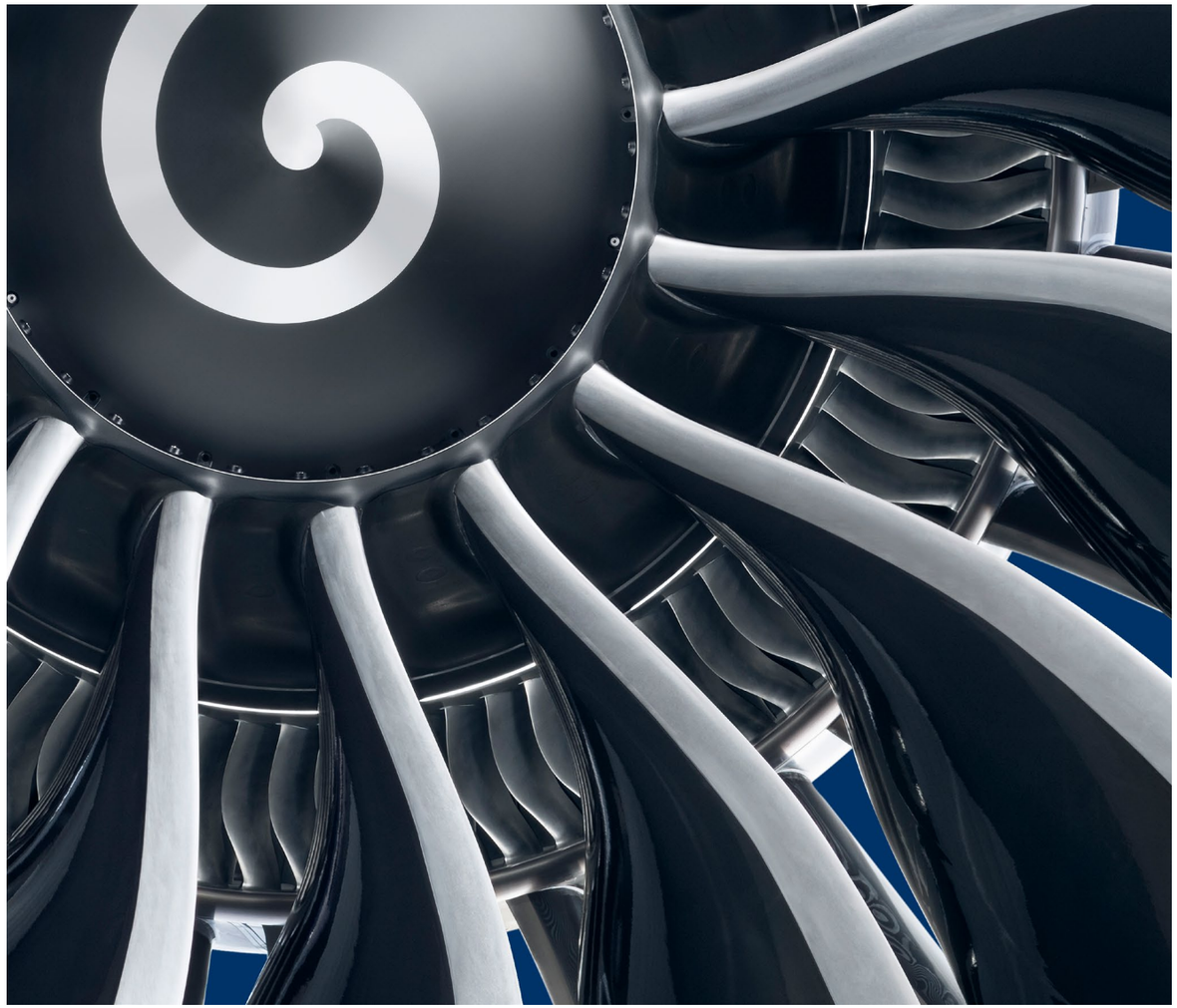
The foundational tier of our enterprise risk management framework is a Working Committee, comprising senior leader representatives from across the enterprise, co-chaired by the Chief Compliance Officer and Chief Risk Officer. This committee assigns business risk owners to key top risks, defines our company's risk profiles, and reviews risk tolerances and response strategies. Its output is brought to an Executive Risk Committee, comprising members of the Senior Aerospace Leadership Team, co-chaired by the General Counsel, Chief Financial Officer, and Chief Compliance Officer. This committee provides additional oversight, approves risk tolerances, and escalates key risks to the Audit Committee and Board.

This structure drives accountability in our business, ensuring effective risk management practices. Ultimately, the Audit Committee oversees GE Aerospace's enterprise risk management framework. Both the Audit Committee and Board receive enterprise risk reports from the Chief Compliance Officer. Our governance principles and committee charters define the risk areas for which each committee has ongoing oversight responsibility. The Board, as a whole, focuses on the most significant risks facing the company.

Key GE Aerospace business leaders also meet regularly with the Board and Audit Committee to review their strategies and operations. This may include a review of their top risks and remediation strategies.

Enterprise risk management framework

- Strategic risk
- Operational risk
- Financial risk
- Legal and compliance risk



GE9X engine.

Our commitment to compliance and integrity

GE Aerospace is committed to maintaining a world-class compliance program with the goal of operating with compliance and unyielding integrity wherever we do business. This means being honest, fair, and trustworthy in all GE Aerospace activities and relationships, and obeying applicable laws and regulations governing our business around the world.

The Spirit & The Letter

The Spirit & The Letter (S&L) is the company's Code of Conduct and is a key enabler of our commitment to compliance and integrity. The Code of Conduct consists of 19 policies that together address the key compliance and ethics risks facing the company. Each policy contains clearly defined rules that all GE Aerospace employees are required to follow.

The Code is available in 12 languages, mobile friendly, and accompanied as needed by additional guidance for employees on how to comply. New employees receive training and existing employees receive regular targeted training and communications designed to keep them knowledgeable on the policies. Salaried employees are also asked annually to acknowledge their understanding and their willingness to comply. Third parties, including distributors, suppliers, agents, and partners, are also required to comply with relevant aspects of the Code and, as necessary, GE Aerospace will educate those third parties about the applicable rules.

S&L policy areas

- Acceptable Use
- Anti-Money Laundering and Know Your Customer
- Conflicts of Interest
- Cybersecurity
- Environmental, Health, and Safety (EHS)
- Fair Competition
- Human Rights/ESG
- Improper Payments Prevention
- Insider Trading and Stock Tipping
- Intellectual Property
- International Trade Compliance
- Open Reporting/Culture
- Privacy
- Quality
- Reporting and Recordkeeping
- Respectful Workplace
- Security
- Supplier Relationships
- Working with Governments

Learn more about S&L or access versions in additional languages on the ESG reporting page on our website.

Other key enablers to our commitment to compliance and integrity:

Compliance Network

Our Compliance Network comprises experienced, full- and part-time compliance professionals who are embedded within the company's business divisions and at each of our sites worldwide. These compliance professionals act as a critical resource, helping employees understand their compliance obligations, while leaders drive compliant behavior and integrity within their organizations. This happens through:

- Standard risk management practices, including the collection of employee input through the annual compliance and ethics survey
- Recurring compliance sessions where compliance data and risks are examined and actioned by our leaders
- Daily site stand-ups where compliance learnings are shared and discussed with our shop-floor employees
- Monthly employee communications addressing important compliance topics

Open Reporting program

Employees serve as the first line of defense in the early detection of potential compliance concerns. Through our Open Reporting program, employees are obligated to promptly report any concerns they have about compliance with applicable laws or the company's Code of Conduct, which they can do anonymously if preferred. Once a concern is raised, a rigorous process is followed to investigate it and, if confirmed, appropriate remedial action is taken.

This approach to identifying and addressing compliance concerns allows the company to continuously improve the processes, practices, and culture that are designed to drive compliance and integrity. GE Aerospace has a focus on open reporting, with 1,123 policy concerns raised in 2023, resulting in 1,340 corrective actions.

The company continually monitors the health of the Open Reporting program through the use of various metrics and key performance indicators (KPIs), including case volume, confirmation rate, anonymity rate, and the average number of days it takes to investigate and close a concern. The integrity of the Open Reporting program is critical to our ability to detect and manage compliance risk and, as such, GE Aerospace strictly prohibits retaliation for raising a concern or for participating in a compliance investigation.

Open reporting is a cornerstone of GE Aerospace's commitment to compliance and integrity.

Risk Focal program

For the company's top risks, it designates a Risk Focal who is responsible for actively managing the risk associated with the policy, in close partnership with relevant business leaders and the company's central compliance team. This risk management responsibility includes understanding how the risk is manifesting itself within the company and ensuring that the risk is adequately controlled across the enterprise, including at our sites.

The company's central compliance team actively supports the Risk Focal program, including through the development and delivery of structured risk management training to Risk Focals designed to continuously improve their risk management capabilities. The central compliance team also provides governance and oversight of the Risk Focals, regularly evaluating and advising on strength of risk controls, risk control improvement plans, and risk control monitoring and testing practices.

Compliance risk assessment

The company's annual compliance risk assessment process provides a structured opportunity to evaluate and consistently improve our compliance program. This assessment is facilitated by the company's central compliance team and includes inputs from across the organization, including from Risk Focals, key partners and stakeholders, and senior business leaders. Employees also provide compliance insights through the annual compliance and ethics survey.

The compliance risk assessment is a key tool that enables us to identify the company's top compliance risks, which can then be prioritized for remedial action. Ultimately, the results of the risk assessment and applicable remediation plans are shared with the company's senior leaders and with the Audit Committee of the Board of Directors.

"The Spirit & The Letter serves as our compass for ethical conduct, reflecting our core values and supporting our long-standing tradition of unyielding integrity. These guiding principles and policies set forth our expectations of all employees and lay the foundation for sound decision-making, ensuring that we act in a compliant manner that is consistent with our Code of Conduct. By adopting these policies and behaviors, we create an environment where everyone can thrive and deliver the very best of GE Aerospace to our customers and partners."

Melissa Kelly
Vice President & Chief Compliance Officer, GE Aerospace

Data privacy and cybersecurity

GE Aerospace is committed to protecting the information we hold about our employees, customers, and suppliers, the proprietary data we have about our designs and products, and the technology resources we provide to our employees and contractors. The measures we take reflect our long-term commitment to protecting our employees, serving our customers, and preserving shareholder value.

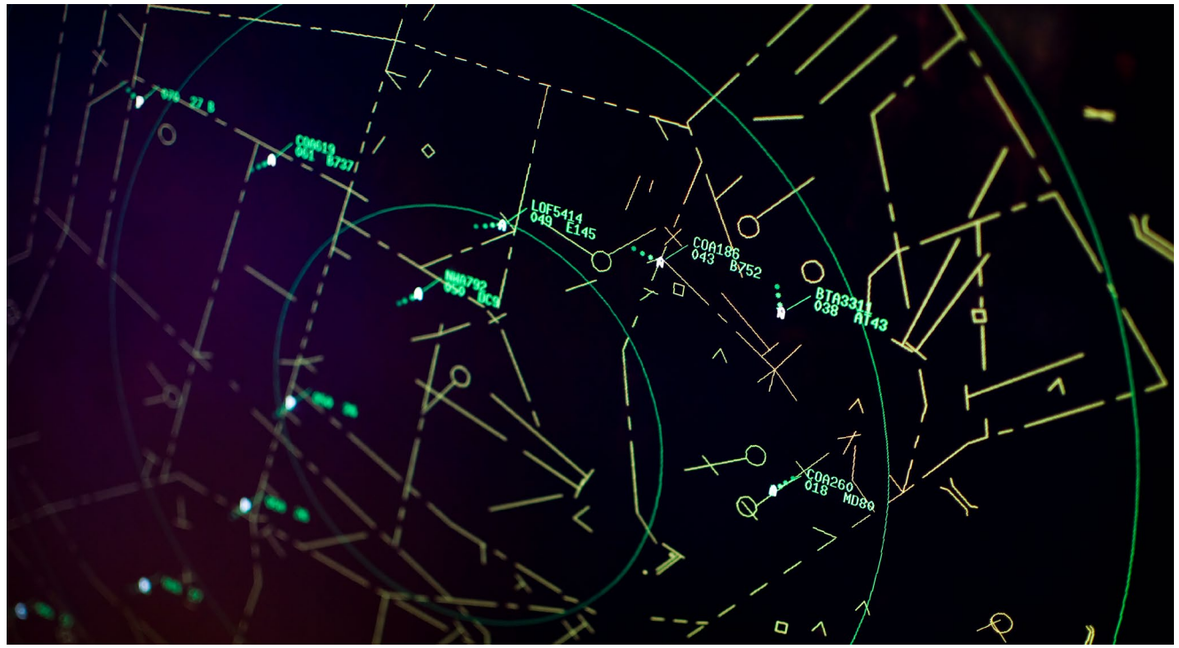
In our defense-in-depth approach, multiple layers of security controls are placed throughout our systems, and a security-by-design approach builds security into our products. Both enable us to proactively respond to a dynamic cyber-threat landscape.

GE Aerospace's cybersecurity framework

Ensuring the security of our information, systems, products, and network is, and always will be, an important priority. GE Aerospace's cybersecurity controls framework is informed in part by the National Institute of Standards and Technology (NIST) Cybersecurity Framework and International Organization for Standardization 27001 Framework. Each cyber function—identify, protect, detect, respond, and recover—is managed by defined governance, risk assessment, control implementation, and control effectiveness monitoring and metrics.

Our layered defense approach to security combines multiple mitigating security controls to protect our resources and information, and improve our cyber resiliency. Our central cybersecurity framework reaches our shared services operations and business units to optimize our protection based on industry-specific requirements.

We devote substantial resources to maintaining an information technology infrastructure that implements physical, administrative, and technical controls to protect information stored on our networks, including customer information, personal information, and proprietary information. Information that could result in a significant harm to our business if lost or misused is subject to enhanced controls. GE Aerospace's most sensitive information is identified and included within a "critical intellectual property program" through an annual review and analysis of our key technologies and programs.



In our defense-in-depth approach, multiple layers of security controls are placed throughout our systems.

In addition, we have committed resources and implemented processes to more effectively prevent, detect, and respond to cyber threats. Our cyber incident coordination team exercises, tests, and continually improves our cyber incident coordination plan through tabletops and simulations. Working with legal, communications, privacy, and compliance teams, the cyber team also addresses security concerns or incidents that could present an enterprise risk, including third-party supplier incidents.

GE Aerospace's approach to product cybersecurity includes lifecycle management, vulnerability management, customer notifications, incident response, issuing security bulletins and advisories, and channels for receiving and responding to vulnerability reports. We have also implemented secure development lifecycle design practices to protect our software designs and connected products.

Protecting our digital ecosystem

The increasing degree of interconnectedness among companies and their affiliates, partners, suppliers, and customers underscores the need for companies to evaluate cybersecurity threats not only to their own internal networks, but also to the larger ecosystem in which they operate. We understand that protecting the confidentiality, integrity, and availability of information extends to business partners that are afforded access to such information. We contractually require our suppliers to secure and maintain their information technology systems and protect our information on their systems, and perform security assessments on certain suppliers based on a risk assessment and rating process. Higher-risk suppliers may be subject to on-site assessments and more frequent reassessments, for which we use a tool to capture information on how their procedures have been improved.

To help our employees safeguard GE Aerospace's information and systems, our Business Information Security Officers amplify key messages to relevant colleagues. We provide cybersecurity awareness training to help employees understand their responsibilities when it comes to identifying cyber threats such as phishing attacks, using secure methods for sharing sensitive information, and using social media responsibly. We also offer additional training tailored to customer requirements, regulatory obligations, and industry risks as required.

Recognizing that technology and the nature of its threats and risks are changing, we will continue to evolve our approach. Collaboration is important for effective cybersecurity solutions—bringing together the best minds and the best ideas—and we continuously seek to engage with regulators, customers, suppliers, employees, and industry colleagues to improve cybersecurity. We also engage in public–private partnerships, such as information sharing and analysis centers, to share actionable cyber threat indicators. These activities have resulted in improved capabilities that are quicker and more effective in responding to dynamic threats.

Cybersecurity governance and leadership

At GE Aerospace, our approach to cybersecurity reflects our spirit of continuous improvement. Although compliance is a legal requirement, we are committed to regulatory excellence in protecting our data.

Our Chief Information Security Officer (CISO) is responsible for developing and maintaining an information security program that enables business leaders to make risk decisions while protecting the business from security threats and risks. This program is designed to protect GE Aerospace's products and information resources, and the information contained therein, including the employee, customer, and supplier information stored in our systems. The CISO analyzes cybersecurity and resiliency risks; considers industry trends; implements controls to mitigate these risks; and enables business leaders to make risk-based decisions.

As part of its oversight role, the Audit Committee of our Board of Directors reviews GE Aerospace's practices and programs related to cybersecurity periodically throughout the year. The Committee is updated regularly on cyber threats and risk management strategy, while the CISO meets with our CEO and other senior leadership to review and discuss the company's cybersecurity program, including emerging cyber risks, threats, and industry trends.

In addition, GE Aerospace periodically engages third-party cybersecurity companies to assess our cybersecurity program for maturity, effectiveness, and consistency with prevailing industry standards.

Our privacy program

GE Aerospace employs privacy practices based upon our Privacy Enterprise Standard, which is designed to support our compliance with our privacy commitment and applicable internal policies and regulations.

Spotlight

We respect the privacy rights of individuals and are committed to handling personal information responsibly, in accordance with all applicable laws and our Commitment to the Protection of Personal Information.

Our privacy program is led by our Chief Privacy Officer and supported by a dedicated privacy office. The privacy program includes education and awareness programs, incident response protocols, audit routines, and a process-based privacy-by-design approach and system development that incorporates privacy impact assessments. The program also includes technical and organizational information security measures designed to protect personal information. In addition, we contractually require suppliers that process personal information under a contract with GE Aerospace to do so in a manner consistent with our privacy program, our policies, and applicable regulatory requirements.

GE Aerospace's privacy commitment

GE Aerospace's Commitment to the Protection of Personal Information outlines the standards that are applicable to the processing of personal information. Our privacy policies require us to:

- Process personal information fairly and lawfully, informing customers, employees, and suppliers in a timely manner
- Limit the processing of personal information to the fulfillment of GE Aerospace's specific, legitimate purposes
- Limit the processing of personal information to that which is adequate, relevant, and not excessive
- Take reasonable steps to ensure personal information is accurate and only retained for as long as necessary for the purposes for which it is collected
- Make privacy practices clear to individuals
- Provide for the exercise of individual rights in relation to personal information processed by GE Aerospace
- Establish the necessary basis for lawful cross-border transfers within the company

Spotlight

We are third-party certified by an accountability agent, Trust-e, in the Asia-Pacific Economic Cooperation (APEC). Our certification includes Cross-Border Privacy Rules (CBPR) and Privacy Recognition for Processors (PRP) to reinforce the global scope of our privacy program and to extend our commitment to privacy worldwide.

Political engagement and policy development

Engagement with governments and trade associations is an important part of shaping the regulations and legislation that govern our business and our industry.

Board oversight of public policy and lobbying

The Governance Committee, composed solely of independent directors, oversees the company's political spending and lobbying activities, and external reporting on such activities. This includes political and campaign contributions, as well as any contributions to trade associations and similar organizations that may engage in political activity. The Governance Committee is responsible for:

- **Policy oversight:** Reviewing legislative, regulatory, and public policy matters that could be significant to the company
- **Public policy and government relations activities:** Overseeing public policy and government relations activities, including annually reviewing the company's political and campaign contributions, lobbying activities, and other political spending

GE Aerospace discloses the names of all trade associations receiving more than $50,000 from the company.

In 2023, GE Aerospace did not contribute any corporate funds to political campaigns, committees, or candidates for public office.

Policy engagement

Advancing policy development will require continued partnerships across governments, business, and civil society. As a new independent company but with a more than 100-year history of working with our customers and other stakeholders to lift the quality of life for people, we continue to engage in the public domain and advance thought leadership and research on product safety in the aviation industry, as well as the development of low-carbon technologies that will shape the future of flight.

While the Paris Agreement sets broader climate goals that encompass all sectors, including aviation, the efforts of the International Civil Aviation Organization (ICAO) are more tailored to the specific challenges and requirements of the aviation industry, focusing specifically on mitigating the emissions from aircraft operations. We support ICAO's work on fuel-efficiency standards for aircraft and its Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). We also promote research into technology and materials to improve fuel efficiency and reduce emissions, such as those in development through the CFM International Revolutionary Innovation for Sustainable Engines (RISE) program and with more efficient flight planning.

Lobbying through trade associations

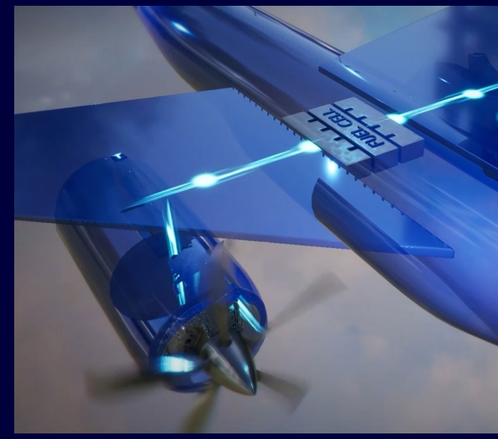
As a major global company, GE Aerospace belongs to many industry associations, through which we engage in advocacy on a range of policy topics including energy and climate, in line with our climate change ambitions and our support for the Paris Climate Agreement.

Trade associations are increasingly moving to rally their members toward climate change and energy transition solutions, and our policy team works with them to influence constructive action toward these goals. Annually, we meet with our major U.S. trade associations to review policy priorities and ensure we continue to be a force for positive action toward decarbonization and sustainable development.

Where there is divergence of views on policies and approaches, we strive for constructive engagement, initially reaching out to seek alignment. However, we may consider terminating our membership or withdrawing financial support if the misalignment outweighs the benefits of membership.

Advocating for progress

In April 2023, more than 200 people from across the aviation sector gathered in Brussels for the Clean Aviation Annual Forum, with hundreds more online. At the event, Avio Aero CEO Riccardo Procacci joined a panel to discuss the value of our technology demonstrations of hybrid electric and hydrogen propulsion solutions. Hydrogen was also a focus at the event, with Avio Aero's Research and Technologies leader Luca Bedon joining another panel on propulsion efficiency and hydrogen-powered aircraft. Bedon emphasized the need to take an across-the-board look at technology development and to look at every segment of air transport, from small jets to large aircraft for intercontinental flights.



Avio Aero, a GE Aerospace company, is advancing development of hybrid electric technologies.

GE Aerospace