Durham, North Carolina ... Home of GE Aviation’s high performance self-directed work teams
Durham Plant History

500 acres of land
500,000 sq. ft. of floor space

Continuous evolution to support our Customers!

Constructed for GE Energy PS Steam Turbines

1972 Site opened by Aviation
1993 First GE90 & CF6-80C2
1994 CFM 56-7 & CF34-8C
1999 GE90-15B CF34-8D/E CFM56-5
2002 CF34-10
2003 GP7000 CF6-80C2 L1F LMS100
2004 GE90-15B GE9X
2007 GEnX/GE90 Repair Station
2009 LEAP Passport
2014 GE9X
2018

GE90
CF34
CFM56
GP7000
CF6-80C2
LMS100
GEnX
LEAP
Passport

FACE

GEnX/GE90
Durham Product Mix

GEnx
- Falcon
- Equipodos
- Kodiak
- Raven

GE90/9X
- Horizon
- Synergy
- Pioneer

Hospital & Surge
- Frontier

CFM56-5/7
- Liberty
- Mirage
- Odyssey
- Summit

LEAP
- Freedom
- Patriot
- Phoenix
- Vector
- Vortex
- Voyager
- Titan

Support Team
- Engineering, Quality, Materials, EH&S, HR, IT, Facilities and Finance
- Aviators
Drivers - reasons for implementation

- Location
- Environment
- Economy
- Aviation Industry

Cape Fear River

Falls Lake

Jordan Lake

Neuse River
Cultural Assessment & Action Plan – Step by Step Process

1. Determine Current Culture

**How:** Answer the following:
- What is the primary driver of our programs?
- How much time we spend primarily reacting or on proactive activities?
- What are employees’ perception?
- What does the data say about our Programs?

**Who:** Pulse all levels of employees (leadership, teams) – no formal assessment is required

**Actions:** Review available data for evidence (Site strategic plans, Team and individuals performance objectives, lagging and leading indicators, etc.)

2. Identify Specific Culture Actions

**How:** Answer the following:
- Have we defined core values & aligned behaviors?
- What are the operation’s weaknesses?
- What additional training or help do we need?
- Based on assessment of current state, what characteristics are listed in improved culture categories that we can leverage?

3. Incorporate Actions into Strategic Plan

**How:** Answer the following:
- How will we track these actions to completion?
- How will we integrate culture actions & conversations into the operational process?
- What rhythms are needed to keep culture a primary focus during the year?
- How will we assess the success of your actions from the perception of all employees?

4. Train All Leaders/Managers

**How:**
- Use the Culture Fundamentals Training Presentation to deliver the training
- Identify external resources to deliver training as needed

**Who:** Training is required for anyone with a direct report

**Actions:** Review results and integrate into strategic plan

5. Formally Pulse Employee Perception

**How:**
- Formal perception survey of employees
- Roundtable meetings with employees
- Informal routine pulses

**Actions:** Culture Fundamentals Training

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Define, Align, Integrate
Results - Electricity

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<th>Year</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
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2017 Electricity Consumption (13.9 MM kWh)
Results - Water

Water Usage per Year (All Sources)

Gallons per Year (000s)

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2017 Water Consumption (7.2 MM US gallons)
Results - Recycling

Wood – 100% of wood scrap and pallets

Plastic – 60% of all plastic

Cardboard – 100%
20 High Performance Teams

- **328 Highly Skilled Technicians**
- ✓ Flat Organization
- ✓ Self Directed Workforce
- ✓ Flexible Culture
- ✓ Talented & Multi-skilled
- ✓ Structure without boundaries
- ✓ Individual ownership & accountability

[Image of highly skilled technicians working on machinery]
Employee Involvement:

- Concern Reports
- EHS Walks
- Near Miss report/follow up
- EHS Council
- Quarterly Team-Awards System
- Event planning
- EHS Coordinator
- “Focus” Inspections
- Incident Investigation
- Moonshine
- GEAPS
- Training Owner
- Management of Change Request
- Framework Element Owner
- Workstation Owner
- Contractors On-Site Presence
- Contractors Awareness
- LEAN
- On-Site Presence
Engagement through Councils

9 Councils ... 1 representative from each team sits on each council

Creates constant flow of information, strong dialogue & allows for facility wide decision making
Engaged Leadership
Visibility - Cross-functional EHS Integration - EHS Rhythms

Employee Partnership in EHS
Decision-Makers - Develop Programs

Risk-Based, Learning-Focused
Robust Heat Map - SODMs - MOC - Reactions to Events

Moving Forward