2020 SUSTAINABILITY REPORT

DRIVING SUSTAINABLE VALUE

IN THIS REPORT

Note: some images in this report were taken before the COVID-19 pandemic began.

ESG MANAGEMENT

Leadership Message

While 2020 will go down as a challenging year, meeting those challenges proved our collective resiliency and commitment to our people, our communities and our environment.

We're well into 2021, and at an inflection point for more sustainable mobility and a more diverse and inclusive society. We're moving through the world in a new way, taking EVs mainstream and executing against a growth strategy that imagines our future beyond the vehicle, while accelerating our social and environmental impact.

There is no question that our greatest opportunity is an all-electric, carbon-neutral future. Our commitment to become carbon neutral in our global products and operations by 2040 and aspiration to eliminate tailpipe emissions from new light-duty vehicles by 2035 is another step toward our vision of a world with zero emissions.

Decarbonizing our business is the right thing to do. Last year, amid the pandemic, we made a strategic decision to accelerate our zero-emissions future by investing more than $27 billion on EVs and AVs through 2025, allowing us to offer 30 EVs globally by the same year. This is how we will bring everybody in on the all-electric future: EVs that are fun to drive for every lifestyle and price point.

I am encouraged by how many other companies share our goal of creating a better future. Yet, it's just as important to recognize that how we get there matters. Once-in-a-century technology transformations like these often leave people behind. At GM, the transition will be equitable and inclusive, with our longstanding leadership in fostering diversity.

Nearly a year ago, following several tragic deaths and a broad awakening to the ongoing racial bias and injustice in our society, I announced our ambition to become the world's most inclusive company. Much of the focus is on our own culture, but we also view this in the way we impact the world. We will bring the employees, communities, dealers and suppliers who have been so essential to our success into this more prosperous future. Our transition will also recognize racial justice and equality, with more career opportunities that include new green jobs. Throughout 2021 we will share more details, but we want our employees, investors and communities to know that we are committed to achieving our environmental goals in a way that can also help benefit people in our society.

We will continue to innovate, be transparent, report out on our progress and explore new ways to accelerate our vision for a better, more inclusive future.

What I believe is that we have everything we need to deliver a more sustainable and equitable future—talent, technology, manufacturing footprint and scale, industry-leading customer loyalty, strong dealers and great partners and suppliers. Integrating all of these elements is what we do best, and we are committed to bringing our speed and sense of urgency to help create a more sustainable future for all.

Mary T. Barra
Chair and Chief Executive Officer

We Are General Motors

We see a world with
ZERO crashes,
ZERO emissions and
ZERO congestion

We are committed to **SAFETY** in everything we do.

We earn **CUSTOMERS** for life.

We build **BRANDS** that inspire passion and loyalty.

We translate breakthrough **TECHNOLOGIES** into vehicles and experiences that people love.

We create **SUSTAINABLE** solutions that improve the **COMMUNITIES** in which we live and work.

CHEVROLET BUICK GMC Cadillac cruise brightdrop

Our Values

How We Behave

Be Inclusive
I create moments every day that value backgrounds, opinions and ideas that may be different than my own.

Think Customer
I consider the customers' needs in everything I do.

Innovate Now
I see things not as they are but as they could be.

Look Ahead
I make decisions now with the long-term view in mind and I anticipate what lies ahead.

One Team
I collaborate cross-functionally to achieve enterprise-wide results.

Be Bold
I respectfully speak up, exchange feedback and boldly share ideas without fear.

It's On Me
I take accountability for safety and my own actions, behaviors and results.

Win With Integrity
I have a relentless desire to win and do it with integrity.

2020 Sustainability Highlights

$10M

Announced aspiration to become the most inclusive company in the world, appointed an Inclusion Advisory Board and committed $10 million to support organizations that promote inclusion and social justice.

GM and Cruise entered long-term strategic relationship with Microsoft to accelerate the commercialization of self-driving vehicles.

$27B

Increased financial commitment to $27 billion through 2025 for EVs and AVs.

2040

Set science-based targets to become carbon neutral in global products and operations by 2040.

2035

Announced aspiration to eliminate tailpipe emissions from new light-duty vehicles by 2035.

22

Committed to equip 22 vehicle models globally with Super Cruise by end of 2023.

30

Committed to introducing 30 new EVs globally by 2025.

3,000

Announced intent to hire 3,000 new employees to support engineering, design and information technology functions.

21%

Contracted GM's largest solar power project to date and ended 2020 with 21% of global energy demand met by renewable energy.

450 miles

Announced the GM-estimated maximum range of our Ultium-based EVs as up to 450 miles on a full charge.

96%

Achieved a 96% response rate from select suppliers in CDP Supply Chain survey, exceeding our goal.

Introduced a digital platform to unify customer experiences for EV owners.

5M

Impacted 5 million U.S. individuals through nearly $35 million in funding to 357 nonprofit partners.

How GM Creates Value

INPUTS

Assets and capital that enable us to manufacture and market automotive products

- **100+** Facilities
- **12,358** Dealerships
- **~155,000** Employees
- **1.76M** Total Training Hours Delivered
- **$235B** Assets
- **$40.5B** Automotive Liquidity
- **$72B** Supply Chain Spend
- **$6.2B** R&D Spend
- **25.6ML** Water
- **~277,000** Materials & Services Purchased
- **6M** MWh Energy
- **~13,500** Suppliers

OPERATIONS AND IMPACT

A global company advancing an all-electric future that aims to be inclusive and accessible to all

6.8M Vehicles

Sales to **83** Countries

OUR MATERIAL TOPICS

- Reducing carbon emissions
- Keeping people safe
- Earning customers for life
- Transforming mobility
- Designing for the Environment
- Supporting supplier responsibility
- Developing talented people
- Fostering diversity, equity and inclusion
- Sustaining communities

OUTPUTS

The value we create for stakeholders

- **$122B** Net Revenue
- **$6.4B** Net Income
- **1.4M MWh** Renewable Energy
- **5M** Individuals Impacted by Community Programs
- **$2M** Community Impact Grants
- **1.4M** Individuals Impacted by STEM Education Programs in 2020
- **1.0 MT** Waste Diverted From Landfills
- **953,729 MT** CO2 Emissions Avoided—EV Portfolio
- **20%** Women in Leadership
- **30%** Top Managers Are Women
- **43** Models With One or More Advanced Safety Technologies
- **2.3B** Gasoline Miles Displaced by GM BEVs

A Decade of Progress A Bold Path Forward

GOALS & ASPIRATIONS

Our vision of the future is clear and simple: a world with zero crashes, zero emissions and zero congestion.

However, the pathway to realize this vision is more complex and often dependent upon technological, market and policy dynamics not always in our control. In the face of these uncertainties, we seek to state our intentions to guide our journey and hold ourselves accountable.

It's a process that began a decade ago when we established 2020 environmental commitments for our manufacturing facilities. Over the past 10 years, we've made significant progress, summarized on page 8.

During this time, we've learned the value of having constant targets to guide our work amid constant market change. Through it all, we've managed both unforeseen challenges and emerging opportunities to achieve measurable impact.

As 2020 approached, we began asking, "What's next?" In answering that question, it was clear that our next set of goals had to meet certain criteria. Our new goals needed to be:

BROAD

While we continue to reduce the impact of our operations, our greatest opportunity is to reduce emissions from the use of our products sold, which account for 75% of the emissions GM is trying to address.

TRANSFORMATIVE

The automotive industry is undergoing the greatest technological transformation since its beginning a century ago—new goals must be equally as transformative.

INCLUSIVE

Individual ownership and accountability are the greatest influencers of our success, so it's imperative for every GM team member to contribute to the success of the goals going forward.

FAR-SIGHTED

We are looking beyond the day when tailpipe emissions are zero to other areas of concern, such as sustainable materials to counter resource scarcity.

To meet these criteria, we leveraged thoughtful deliberation, constructive debate, collaborative thinking and bold exploration. The result is a set of new goals that will help us realize our vision of the future.

Yet, more work remains. We recognize that these goals only address the environmental aspects of our impact. Also in development are social goals in areas such as human rights and diversity and inclusion that we hope will spur the same level of performance and accountability.

We're proud of our achievements to date, and we're excited about our potential to do much more as we look forward to a safer, more inclusive and more sustainable tomorrow.

A DECADE OF PROGRESS

Since 2010, we've been working toward a set of manufacturing commitments to achieve by 2020. Some were achieved early in the process and new interim targets introduced. Other commitments have been more challenging, especially intensity-based targets impacted by volume declines primarily due to the pandemic. We're proud of our significant progress in every area and appreciative of the many learnings and insights that can be applied to our continuing sustainability journey.

22%
Reduction in Absolute Energy Use

11%
Reduction in Energy Intensity

95%
Increase in Renewable Energy Use

13%
Reduction in Water Intensity

38%
Reduction in Scope 1 and 2 Absolute Emissions

29%
Reduction in Emissions Intensity

31%
Reduction in Waste Intensity

20.8M
Metric Tons Waste Diverted from Landfills

83%
Increase in Wildlife Habitat Sites

87%
Increase in Wildlife Habitat Acreage

45%
Reduction in VOC Emissions

A BOLD PATH FORWARD

Our New Goals & Aspirations

We've established a set of new enterprise goals that will provide important milestones on the road to achieving our vision of zero crashes, zero emissions and zero congestion.

ACHIEVE SCIENCE-BASED TARGETS FOR SCOPE 1, 2 AND 3 EMISSIONS

General Motors commits to reduce absolute Scope 1 and 2 GHG emissions 72% by 2035 from a 2018 base year.

General Motors commits to reduce Scope 3 GHG emissions from use of sold products of light-duty vehicles 51% per vehicle kilometer by 2035 from a 2018 base year.

Achieve carbon neutrality in global products and operations by 2040.

Source 100% renewable electricity globally by 2035 and 100% in the U.S. by 2030.

Reduce operational energy intensity by 35% by 2035 against a 2010 baseline.

Reduce operational water intensity by 35% by 2035 against a 2010 baseline.

Achieve >90% waste diversion from landfills and incineration globally by 2025.

Strive for at least 50% sustainable material content in our vehicles by 2030.

Make packaging 100% returnable or made from majority sustainable content and zero waste by 2030.

Enroll 100% of our "targeted Tier 1 suppliers" in GM's Supplier Sustainability Program.

ESG MANAGEMENT

Our ESG Strategy

General Motors' strategy is to deliver safe and responsible transportation solutions for our customers. In doing so, we'll work toward realizing our vision of a world with zero crashes, zero emissions and zero congestion while working to become the most inclusive company in the world.

Our strategy reflects today's transportation revolution that is transforming how people move, an effect similar to the debut of the automobile more than a century ago. The technologies leading this transformation of personal mobility will be autonomous, electric, connected and shared. We are focused on initiatives that capitalize on these new technologies and business models to create products, offer services and advocate for policies that look at transportation as a system and mobility as a service.

Our ESG strategy is fully integrated into GM's growth strategy, a 360-degree view of the business designed around delivering world-class customer interactions. The strategy is our compass for pursuing our vision of zero crashes, zero emissions and zero congestion. While much of this strategy is based on product leadership in electric and self-driving vehicles, it is designed to benefit our stakeholders within the company and beyond to the communities where we live and work. Its success is highly dependent upon building a diverse, equitable and inclusive team and providing them with a healthy and safe work environment.

Our Business Growth Model

ESG Strategy Execution

We lead sustainability at the enterprise level to ensure a holistic approach across the company. Our Chief Sustainability Officer directs initiatives through a Sustainability Office. This Office is charged with working cross-functionally to ensure responsible consumption of materials and production of vehicles; to lead the strategic design and implementation of our EV infrastructure; and to engage both internal and external stakeholders to realize a zero-emissions future.

Our Sustainability Office uses a "team of teams" approach to ensure that areas across the enterprise have accountability for their respective functions' role in accelerating the company's vision. Within each functional area, a single leadership point represents sustainability objectives and priorities, as well as owning sustainability goals and metrics. The teams focus on all aspects of sustainability, both environmental and social. For example, a representative from engineering who sources cobalt for battery development works with the representative from supply chain to ensure cobalt is sourced in an ethical manner that respects human rights.

Sustainability Office leaders are charged with innovating and advocating for the acceleration of our zero crashes, zero emissions and zero congestion vision. This work is initially centered around areas of focus that include climate change, reductions in natural resource consumption, increases in operational efficiency and supplier engagement. To manage and measure progress over the next decade, the team has worked to introduce a bold and comprehensive set of enterprise goals (see page X). These goals represent a decade of progress in which our focus has broadened from our operations to include both GM products and our supply chain in order to deliver the most meaningful and positive impact possible.

A Team of Teams Approach

ESG MANAGEMENT

Stakeholder Engagement

Our success depends on relationships inside and outside the company. This core value drives engagement with our stakeholders. We listen to and engage with these stakeholders in a variety of ways, all with the goal of sharing information and informing business decisions with meaningful dialogue.

Brand marketing, communications, investor relations, global supply chain and procurement, human resources, labor relations and government relations are some of the GM functions that engage with stakeholders on a regular basis to understand and address concerns, as well as to advance social and environmental goals. Some forms of engagement include quantitative consumer research studies, stakeholder focus groups, congressional testimony, press briefings and community meetings.

For the past 10 years, our global sustainability team also has engaged with stakeholders through Ceres, a nonprofit organization dedicated to transforming the economy to build a sustainable future for people and the planet. In 2020, GM's chief sustainability officer and a cross-functional team of GM leaders engaged with Ceres-affiliated stakeholders in a discussion about GM's next generation of ESG goals, including, among other things: decarbonization, electrification, sustainable materials, setting a science-based climate goal and other aspects of environmental sustainability.

Summary of GM Stakeholders & Engagement Channels

WHO WE ENGAGE WITH	WHY IT MATTERS	HOW WE ENGAGE
CUSTOMERS (both individual and fleet)	We aim to earn customers for life, which ensures the long-term sustainability of our business in a competitive and changing marketplace.	Participating in customer satisfaction surveys to understand what vehicle attributes customers value. Partnering to expand EV charging infrastructure. Educating customers on the benefits of EVs.
INVESTORS AND ANALYSTS	Investors are increasingly interested in greater disclosure and transparency, particularly related to ESG topics and performance, which they link to long-term value.	Publishing an annual Sustainability Report. Holding focused conversations and briefings to put data in context. Reporting to frameworks including SASB and TCFD.

WHO WE ENGAGE WITH	WHY IT MATTERS	HOW WE ENGAGE
EMPLOYEES (both current and potential new talent)	We must attract and retain top talent to remain innovative and build a competitive advantage.	Recruiting talent at colleges and universities, and with professionals already in the workplace. Adhering to a responsible employer philosophy, which includes paying a living wage and offering competitive benefits. Conducting a global Workplace of Choice survey. Holding regular conversations with labor partners such as the United Auto Workers.
SUPPLIERS (Tier I and beyond)	As our vehicles increase in technological complexity and we seek to make our supply chain more sustainable, we need strong and collaborative relationships with suppliers around the world.	Participating with organizations that help foster responsible supply chains industrywide, such as: • Establishing a Sustainability Subcommittee of the GM Supplier Business Council • Automotive Industry Action Group (AIAG) • Suppliers Partnership for the Environment • International Automotive Task Force Assessing risks related to mineral sourcing through engagement with the Responsible Minerals Initiative. CDP Supply Chain Survey. Outreach through symposia, webinars and other events on sustainability-related topics.
DEALERS (and dealer councils)	Dealers are our first line of engagement with customers, and we rely on them to help us build trust.	Using Standards for Excellence and Essential Brand Elements programs to reward dealers. Maintaining the Mark of Excellence program to recognize high-achieving dealers. Engaging dealers through our national dealer council.
COMMUNITIES	Improving lives in the communities where our employees live and work is directly linked to the health of our business. We also have a strategic interest in developing a pipeline of talent proficient in STEM.	Volunteering for STEM education initiatives worldwide. Sponsoring innovation challenges related to STEM subjects, such as MIT-SOLVE. Working with academic and nonprofit partners to educate community members on the importance of driving safety and seatbelt usage. Improving quality of life in communities where we operate through volunteerism and donations.
GOVERNMENTS (at the national, state/provincial and local levels)	We work with government representatives at all levels to provide information about our business to advance policies that help GM realize our vision and to discuss how our business contributes to local economies.	Engaging on fuel economy standards with the U.S. Environmental Protection Agency (EPA), the National Highway Traffic Safety Administration (NHTSA) and California Air Resources Board. Continued commitment to engaging in innovative city and mobility initiatives such as the Smart Cities Challenge and others, to tackle congestion and other transportation challenges.
NGOS (both environmental and social)	NGOs have the ability to influence public opinion, as well as to provide us with insight and guidance on emerging issues.	Partnering on issues such as resource conservation, climate change, human rights, diversity and vehicle safety. Sharing best practices with other companies that have made renewable energy commitments through RE100.

Local Community Engagement

In many communities, we are a major employer and significant contributor to the local tax base. In turn, these communities are a source of local talent and resources that enable our operation. GM has 118 facilities in the U.S., located in 27 states. In 2020, we prioritized communication and engagement with leaders in these communities, recognizing the mutually dependent relationship that we enjoy.

As an example, we invited stakeholders across the country to join several webinars in which we discussed COVID-19 safety protocols as we brought employees back to work in our plants and other operations. It was important to us to convey how we were keeping communities safe. Frequently, these webinars were followed with one-on-one meetings between local chambers of commerce and local GM leaders. GM senior leadership also makes frequent visits to our facilities across the country to walk plant floors and conduct townhall meetings with employees. Recently, these visits have expanded to include roundtable sessions with local stakeholders to strengthen relationships between plant and community leaders.

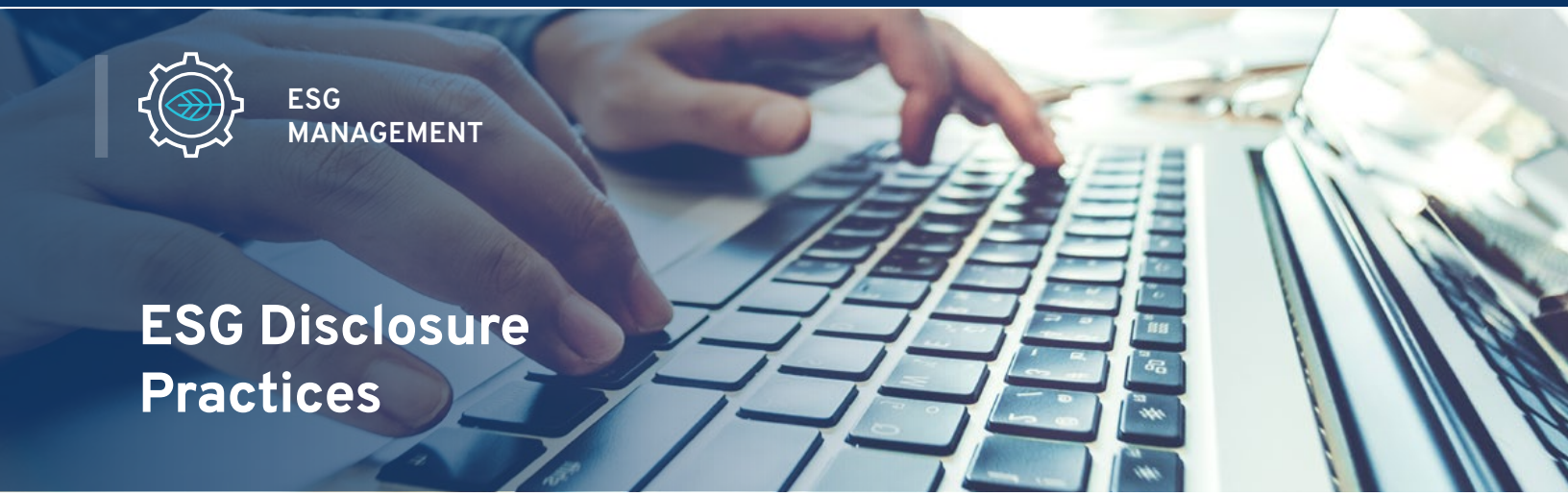
Climate Policy Engagement

We leverage our membership in various organizations to advance our corporate policy positions in support of our zero emissions vision, working from within to facilitate constructive dialogue with diverse stakeholders. These organizations include:

- U.S. Chamber of Commerce's Task Force on Climate Action, a group of companies committed to constructively addressing climate change and that helped drive the U.S. Chamber to revise its policy position on climate change advocacy this year.
- The Business Roundtable, where our CEO serves on the board of directors and which updated its climate change policy in 2020.
- The Climate Leadership Council, an international policy institute of which GM is a founding member, focused on promoting a carbon dividends framework as the most cost-effective, equitable and politically viable climate solution. GM is also a member of the organization's federal advocacy arm, Americans for Carbon Dividends, focused on building the political environment needed to enact comprehensive climate change legislation.
- The Alliance to Save Energy 50x50 Transportation Commission, which is dedicated to developing the regulatory, policy and investment pathways to achieve the goal of cutting energy use in the U.S. transportation sector by half. GM is a founding member.
- The Center for Climate and Energy Solution's Business Environmental Leadership Council, which was established with the belief that business engagement is critical for developing efficient, effective solutions to climate change. Through our engagement with this organization we are advancing policies to drive climate innovation, reduce emissions, strengthen climate resilience, remedy inequities and—in many cases—support the post-pandemic economic recovery.
- EVHybridNoire is the nation's largest network of diverse EV owners and enthusiasts, and EVNoire is focused on e-mobility best practices, diversity, equity and inclusion. Both are committed to advancing inclusive and equitable e-mobility solutions.

ESG Engagement With Investors

We continue to see increased interest in ESG issues from investors, and are engaging with investors to highlight our social and environmental impact. As an example, GM teams—including our CEO, CFO, corporate secretary and director of investor relations, as well as GM's lead independent director and the chair of the Board's governance and corporate responsibility committee—have conducted briefings with some of our largest shareholders. Topics have included corporate governance, company culture, workplace and vehicle safety, and diversity and inclusion.



ESG MANAGEMENT

ESG Disclosure Practices

General Motors is committed to publicly reporting on ESG topics on an annual basis, discussing the opportunities and challenges that we encounter as we work to enhance performance and conduct business in the most responsible manner possible. The reporting process not only helps us manage and measure our progress, but also helps us to engage with both internal and external stakeholders around the world.

Reporting Scope

Our previous report covered calendar year 2019 and was published in July 2020. The editorial content of this report generally covers subject matter for calendar year 2020 and early 2021 and is limited to operations owned and/or operated by GM. In some instances, data has been included for operations in which GM's interest is through a joint venture. Such data is noted in this report. All metrics related to GM manufacturing and product commitments, as well as workforce and financial data, refer to the calendar year ended December 31, 2020.

Presentation of Content

GM used the GHG Protocol Corporate Accounting and Reporting Standard, published by WBCSD and WRI, as a basis for our methodology for publicly reporting GHG.

Reporting Frameworks

GRI

This report has been prepared according to GRI Standards: Comprehensive Option.

SASB

This is the fourth year that GM has reported to the Sustainability Accounting Standards Board framework. Our intent is one of continuous improvement as we report to metrics included in the Transportation Standards.

TCFD

The Financial Stability Board Task Force on Climate-related Financial Disclosures (TCFD) has developed a voluntary, consistent, climate-related financial risk disclosure for use by companies in providing information to investors, lenders, insurers and other stakeholders. The TCFD framework rests on four main tenets. The table on page 195 provides sections of this report that address those tenets.

CDP

GM has worked with CDP since 2010, when we began tracking carbon emissions and reduction activities through the CDP Climate Change Program. Since 2013, we have reported all 15 categories of Scope 3 emissions and in 2020 received an A on climate change performance. In addition to the climate change program, we have voluntarily participated in the CDP Water program since 2011 and were named again to the CDP Water Security A list in 2020.

We also participate in the CDP Supply Chain program, engaging our supply chain for the past seven years in actions to reduce their emissions, mitigate their effects on climate change, address water security and strengthen their overall businesses. We continue to use the information gained from this program to more accurately measure our indirect GHG emissions and water impact and prioritize our climate change risk and water security management within the GM supply chain. Learn more about this initiative on page 118. In 2020, GM responded to CDP Forests for the first time, related to timber, cattle and rubber, scoring a C for timber and cattle (rubber is not currently scored). We intend to respond to the full version in 2021.

United Nations Global Compact

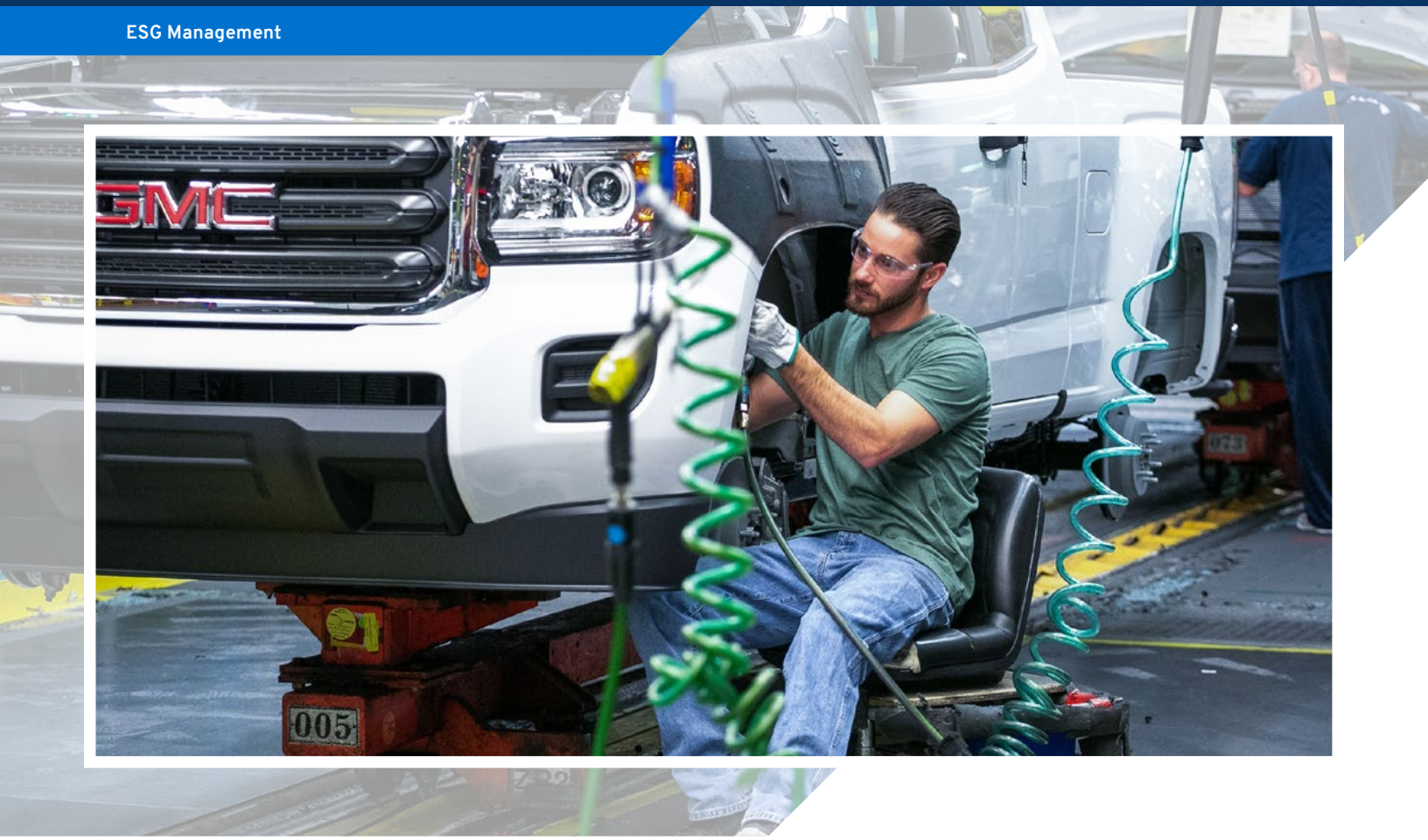
We are a signatory to this voluntary initiative based on CEO commitments to implement universal sustainability principles and support UN goals. As part of our annual disclosure, we include an index that aligns report content with the Compact's Ten Principles.

United Nations Sustainable Development Goals

We map our material issues to the 17 sustainable development goals and the underlying targets and identify where we have the most opportunity for impact. An index for this exercise is included in the appendix. During 2019, we refreshed our materiality assessment and intend to use its findings to further refine our focus on the UNSDGs.

Assurance

For 2020, Stantec conducted limited independent assurance of operational management topics such as waste, water, carbon and energy data for global facilities. See Stantec's full statement of assurance on page 224. Due to limited assurance on most material data streams within the report, this review involves only operational management. Neither the GM Board of Directors nor senior management is involved in seeking assurance for the report.



Materiality Assessment

The content of this report and many of our sustainability initiatives are based on the results of a global materiality assessment, a process we undertake every two to three years. The use of "material" or "materiality" in this report is not related to or intended to convey matters or facts that could be deemed "material" to a reasonable investor as referred to under U.S. securities laws or similar requirements of other jurisdictions. A third party, CRI Communications, conducted the assessment in 2019, based on a process outlined in the GRI Technical Protocol.

IDENTIFY: Relevant sustainability topics covered in previous materiality assessments, as well as key industry reports, were reviewed to finalize a list of 37 ESG topics and subtopics.

PRIORITIZE: Two online surveys were deployed to GM employees and external stakeholders globally. Internal respondents were asked to rate the level of impact each topic would have on GM's business over the next five years, as well as selecting topics that represented the greatest leadership opportunities and greatest business risks for GM. External stakeholders were asked to rate topics based on the level of impact that GM's management of each topic would have on the world around us, as well as selecting topics that would influence their opinion of GM or decision to invest in GM.

VALIDATE: Based on the survey results, all 37 topics were plotted on a preliminary materiality matrix, which was reviewed by GM's internal sustainability team in order to validate the relative importance of each topic.

Among the key learnings from this most recent materiality assessment: Climate change-related topics emerged as a key area of concern. For the first time, the market development for EVs and zero emission vehicles (ZEV) emerged as the top-ranked issue. Closely related topics—technological innovation, vehicle fuel economy, CO2 emissions and climate change management—all ranked within the top 10. Vehicle safety and customer trust and

loyalty continued to be highly ranked topics, consistent with our 2014 and 2016 assessments.

More so than in past years, we observed a sizeable gap between the concerns of external and internal stakeholders. While internal stakeholders prioritized—and rightly so—issues such as quality management and customer trust and loyalty, external shareholders were more focused on climate change-related topics. We have weighted the responses of both stakeholder groups equally, and the results of that weighting are reflected in the materiality matrix below. While materiality is an important input into our reporting and disclosure strategy, it is not the only consideration. The content of this report also reflects the interests and needs of ESG ratings and rankings, as well as other nonfinancial disclosures. Our goal is for GM's sustainability report to satisfy the interests of stakeholders through coverage of our most material topics and to discuss other topics that are reflective of our corporate priorities and strategy.

Material Topics

The following topics (listed in alphabetical order) were identified as environmental, social and governance priorities as part of our 2019 materiality assessment, and updated in 2020 based on leadership review. We will conduct a new materiality assessment in 2021.

HIGHEST-PRIORITY TOPICS		
Climate Change Management	Strategies and actions, such as advocacy, risk management, resiliency and scenario planning, intended to manage the risks and opportunities of climate change and transition to a low-carbon economy.	
Customer Trust & Loyalty	The degree to which customers would recommend GM products as measured by a net promoter score and earned through criteria such as product quality and service experience.	
Diversity, Equity & Inclusion	Promoting an environment that welcomes, celebrates, and values individuals of all backgrounds; providing fair and equitable outcomes for everyone.	
Electric and Zero Emissions Vehicle Market Development	Activities, such as advocacy, pricing incentives, partnerships and R&D investment, that will foster the widespread commercial adoption of EV/ZEV infrastructure and vehicles.	
Ethics	Upholding the GM Code of Conduct through integrity and ethical corporate behavior, and combatting such violations as fraudulent conduct, corruption, bribery and human rights infringements.	
Financial Performance & Resiliency	The company's ability to profitably manage operations throughout the business cycle and withstand adverse economic conditions.	
Human Capital Management	Deployment of and investment in talent to maximize individual and business performance.	
Quality Management	Ensuring the performance, consistency, reliability and excellence of products and services.	
Technological Innovation	Advancements that enhance product performance, from fuel economy to safety to driving experience.	

HIGHEST-PRIORITY TOPICS (cont.)		
Vehicle Fuel Economy & CO2 Emissions	Reducing the amount of fuel consumed by vehicles produced and the amount of CO2 we are trying to address.	
Vehicle Safety	The design, engineering, construction, quality and regulation of vehicles intended to keep drivers and passengers safe.	
Workplace Safety	Programs and practices that support the objective that every person at every site returns home safely every day.	

TOPICS FOR ACTIVE MANAGEMENT AND MONITORING		
Autonomous Technology	The development, commercialization and regulation of vehicles which require little or no input from a human driver with the aim of decreasing driver error and crashes, as well as easing congestion.	
Biodiversity Preservation	The protection of natural habitats and ecosystems, such as forests, threatened by human activities and/or climate change.	
Community Engagement	Fostering goodwill with local communities through grants, philanthropy, volunteerism and other outreach efforts.	
Congestion Solutions	Products and services that help to solve the problem of excessive vehicle traffic, primarily in urban areas.	
Corporate Culture & Behavior	Fostering a work environment that embodies GM's values and behaviors, ensuring that leadership and incentives are aligned with the same.	
Cybersecurity & Customer Privacy	Providing the necessary expertise, architecture, protective features and policies to protect against unauthorized access to vehicles and customer data.	
Design for the Environment	Innovations and improvements to decrease the environmental impact of vehicles, including the use of lightweight, bio-based or recycled materials; elimination of virgin plastics and incorporation of circular design principles.	
Employee Development	The ongoing refinement of employees' skills and knowledge, supported by career planning resources.	
Employee Engagement	Programs that inspire employees to do their best work and make them feel valued for doing it.	
Employee Health & Well-Being	The engendering of positive physical and mental health through a supportive workplace, health benefits and programs that promote work/life balance.	
Energy Reduction/Efficiency	Conservation initiatives in GM facilities to reduce energy use and GHG emissions.	
Fair Employment Practices	Policies to ensure equitable gender pay, living wages, the upholding of human rights and support of employees in the event of displacement due to a business downturn.	
Investment Tailored to Community Need	Investment in strategic areas to ensure the mutually beneficial long-term success of the communities in which GM and customers reside.	

TOPICS FOR ACTIVE MANAGEMENT AND MONITORING (cont.)		
Job Stability & Security	Long-term employment that can withstand economic challenges, and in which workers receive adequate support in the event of displacement.	
Process & Business Innovation	Forward-looking improvements made to GM's manufacturing operations and the development of new business services, models and markets.	
Renewable Energy	The use of clean and renewable energy sources to reduce the emissions of GM operations.	
Responsible Raw Material Sourcing	The practice of procuring raw materials in a way that respects human rights, supports local economies, preserves finite resources and protects human and environmental health.	
Responsible Sourcing and Supply Chain Management	Ensuring that policies and procedures are in place that hold suppliers accountable to GM's own standards of conduct.	
STEM Education	Initiatives and partnerships promoting Science, Technology, Engineering and Math (STEM) education to address the impending talent gap as the demand for technological innovation increases.	
Supplier Diversity	The sourcing of products and services from a diverse set of suppliers, especially small businesses and certified diverse owned enterprises.	
Supply Chain Environmental Impacts	Working with suppliers and holding suppliers accountable to reduce their environmental impacts, such as energy and water use, carbon emissions and waste.	
Supply Chain Human Rights	The upholding of ethical behavior by direct and indirect suppliers, especially around issues such as child labor, forced or slave labor, abusive treatment or corrupt business practices.	
Talent Recruitment & Retention	Attracting and keeping the best talent in order to stay competitive and relevant as a company.	
Waste Reduction/ Management	Eliminating waste in GM operations; minimizing the amount of waste sent to landfill through reuse and recycling initiatives; and responsibly managing the use and disposal of hazardous materials.	
Water Management	Reducing the use of water in GM's operations and disposing of it responsibly, with a focus on conservation and reuse, particularly in water-stressed regions.	

ESG
GOVERNANCE

IN THIS SECTION

ESG
GOVERNANCE

Corporate Governance

GM is governed by a Board of Directors and committees of the Board that meet throughout the year. The Board of Directors represents the owners' interest in the long-term health and the overall success of the company and its financial strength.

The Board is elected by GM's shareholders to oversee and provide guidance on GM's business and affairs and is the ultimate decision-making body of the company, except for those matters specifically reserved to shareholders. It is highly engaged in developing GM's strategic plan and overseeing execution of that plan. The Board is committed to sound corporate governance structures and policies that enable GM to operate our business responsibly and with integrity, and to position GM to compete more effectively, sustain our success and build long-term shareholder value.

Board Structure

Currently, the Board is led by our Chair and CEO, Mary Barra, whose role as Board Chair is complemented by that of our Independent Lead Director, Pat Russo.* The Board is comprised of 13 members, all but one of whom—Ms. Barra—are independent, as defined by the Board's Corporate Governance Guidelines, which reflect the independence standards of the New York Stock Exchange and the U.S. Securities and Exchange Commission. The Board has the flexibility to decide the most appropriate leadership structure for the company to best serve the interests of our shareholders at any particular time. The Board believes that Ms. Barra's in-depth knowledge of GM's business and understanding of day-to-day operations brings focused leadership to our Board and reinforces accountability for the company's performance. Our Corporate Governance Guidelines, available on our website, specify the duties of the Independent Lead Director and independent directors.

The Board has the following standing committees: Audit; Executive; Executive Compensation; Finance; Governance and Corporate Responsibility; and Risk and Cybersecurity. The Board has adopted governance structures and policies that it believes promote Board independence and the interests of shareholders. These structures and policies include, among others:

- Annual election of all directors.
- Majority vote with director resignation policy for directors in uncontested elections.
- Annual review of the Board's leadership structure by the independent directors.
- Independent Lead Director empowered with robust and clearly delineated duties.
- Independence of 12 out of 13 directors.

Please refer to our 2021 Proxy Statement for more background on the Board's strong governance structures.

* As of February 15, 2022

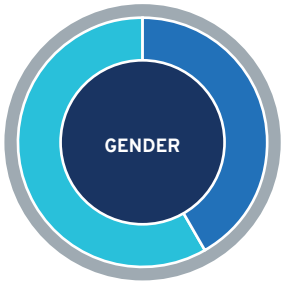
All standing committees other than the Executive Committee are composed entirely of independent directors. Each committee has a written charter setting forth its purpose, authority and duties. The committees enhance the Board's oversight of areas that are critical to GM's corporate responsibility and sustainability efforts, including: transparent and reliable financial reporting, risk identification and mitigation, ethics and compliance, vehicle and workplace safety, pay-for-performance, diversity, equity and inclusion, Board and management succession planning, shareholder proposals, climate change, and political and lobbying priorities and expenditures.

Members of the Board and senior management regularly engage with institutional shareholders. These engagements help the Board and management gain feedback on a variety of topics, including strategic and financial performance, operations, products, executive compensation, and Board composition and leadership structure, as well as on important environmental and social issues. The constructive insights, experiences and ideas exchanged during these engagements have helped the Board evaluate and assess key initiatives during GM's ongoing transition to an all-electric future.

Board Composition & Engagement

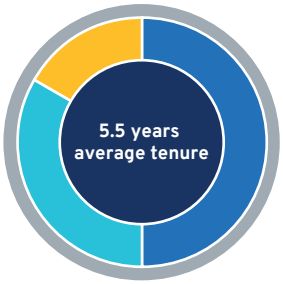
(Updated in July 2021 based on 2021 Annual Meeting Information)

2021 Board Composition

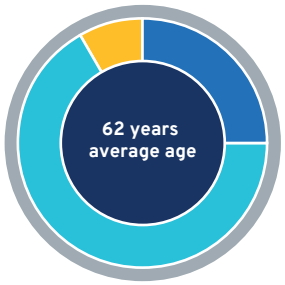


- 5 Male
- 7 Female

- 9 White
- 3 Diverse race or ethnicity



- 6 0-5 years
- 4 >5-10 years
- 2 >10 years



- 3 50s
- 8 60s
- 1 70s

2020 Board Engagement

11 Board meetings

22 regular committee meetings

99% Board attendance

6 executive sessions

Risk Management

The Board has the overall responsibility for risk oversight, with a focus on the most significant risks facing the company. The company does have a comprehensive risk management plan in place. Effective risk management is the responsibility of the CEO and other members of management, including the senior leadership team. Our Board implements its risk oversight function both as a whole and through delegation to Board committees, particularly the Risk and Cybersecurity Committee. Each of the Board committees is responsible for oversight of risk management practices for categories of risks relevant to its functions. Our Board recognizes that cybersecurity is critical to GM's operations—particularly as management continues to execute on its future mobility strategies, such as self-driving vehicles and connected-vehicle technology. The Board believes that its structure for risk oversight provides for open communication between management and the Board and its committees.

ESG Governance and Oversight

The Board is committed to overseeing the company's integration of ESG principles throughout the enterprise. This includes an annual multiday session devoted to discussing, debating and validating management's overall strategy. In the past year, these strategic reviews and discussions included the workplace safety of our salaried and labor workforce during the pandemic, the strength and flexibility of our credit facilities and capital allocation, the corporate purpose of the company, the accelerated electrification of the company's portfolio of vehicles and related workforce issues, the continued development and execution of self-driving vehicles, fuel economy regulation, vehicle safety, international reorganizations and various alternative future business scenarios.

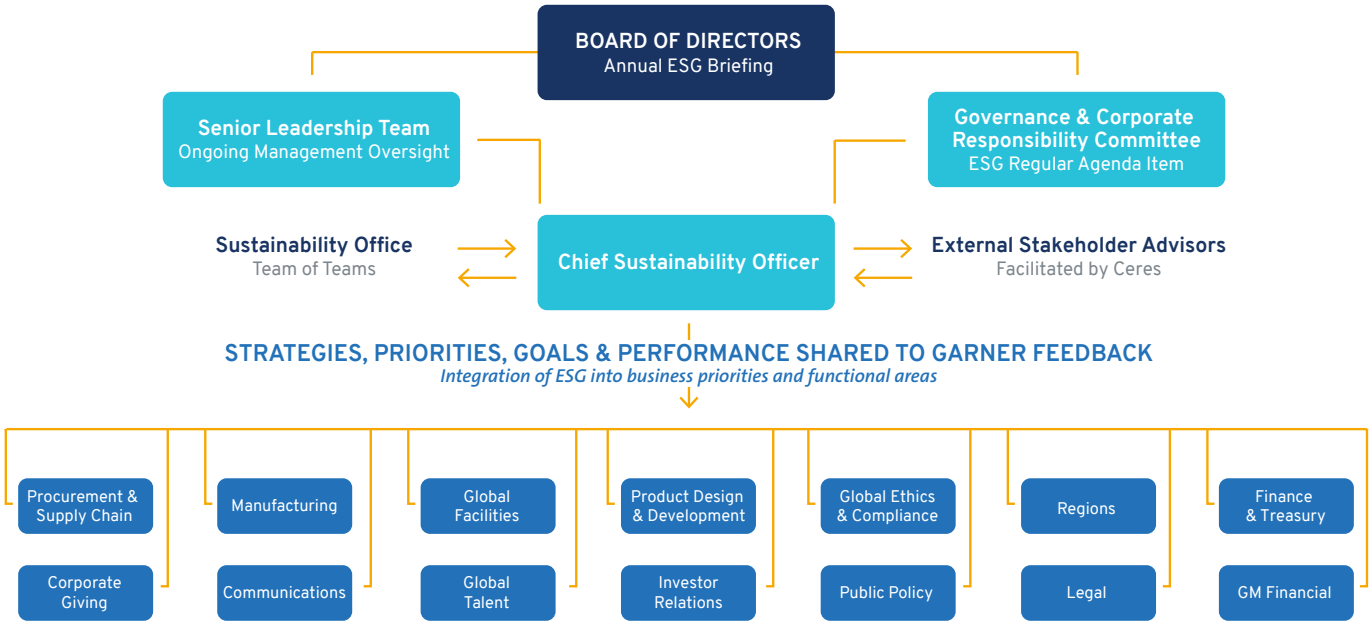
Additionally, ESG oversight includes frequent ESG strategic discussions by the Board's Governance and Corporate Responsibility Committee. This Committee is charged with overseeing:

- Risks related to public policy and political activities.
- Risks related to director independence and related-party transactions.
- Risks related to the sustainability of our operations.

The Committee has recently reviewed the company's ESG strategy, with a broader focus on corporate purpose and culture and how those attributes align with the company's corporate strategy. The Board is committed to elevating GM's leadership profile and reputation among investors, policymakers and others on ESG issues and practices, and believes GM has a unique opportunity to address these important issues.

ESG performance is a focus for the company and our shareholders, and GM has an ongoing commitment to ESG performance outcomes. The Compensation Committee considers ESG performance when making compensation determinations for certain members of management. The Compensation Committee factors ESG performance as part of each named executive officer's strategic goals. Performance to these strategic goals account for 25% of the short-term incentive plan (STIP) compensation for each named executive officer. Linking total compensation to the achievement of these individual measures increases focus on efficiency and performance across the business for our sustainability initiatives. Please see GM's 2021 Proxy Statement for further discussion of individual performance results that had a positive impact on ESG measures.

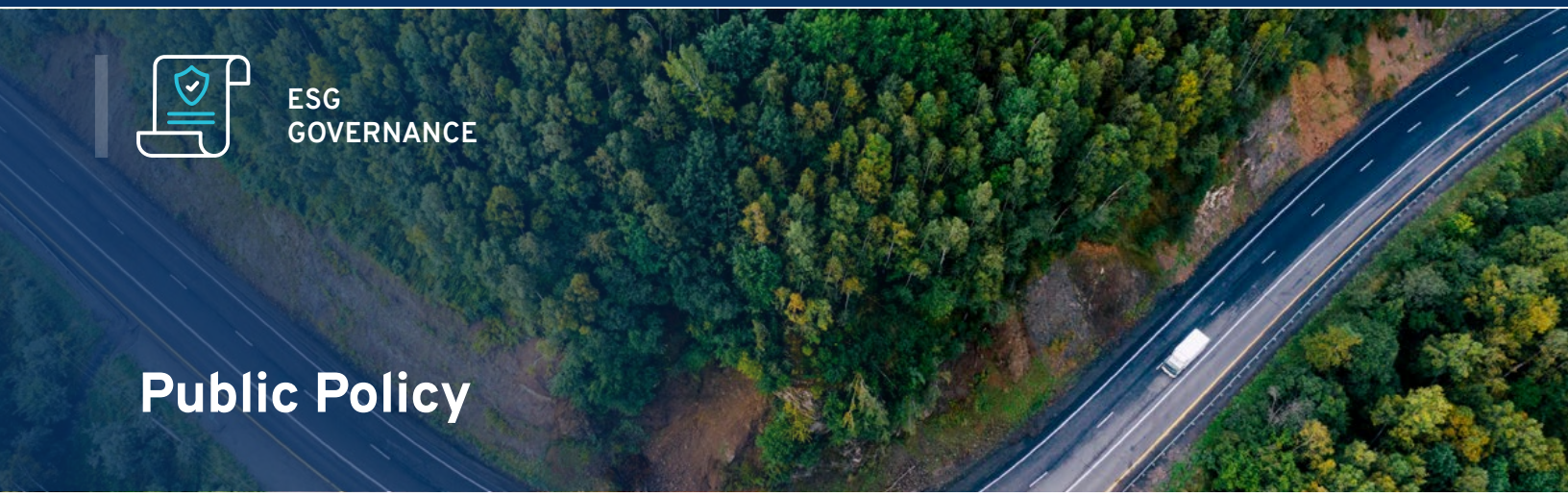
ESG Governance



Corporate Political Contributions and Lobbying Expenditures

The Board has an active role in overseeing how GM participates in the political process and believes it should have a role in helping to shape public policy and address legislation that impacts the company, our industry and our shareholders and other stakeholders. GM has supported and will continue to support public policies that drive the achievement of our long-term, sustainable growth. The following are highlights of the Board's role:

- To guide activities, the Board has adopted a U.S. Corporate Political Contributions and Expenditures Policy (Political Contributions Policy).
- The Governance and Corporate Responsibility Committee oversees the Political Contributions Policy and annually reviews the company's engagement in the public policy process.
- The Governance and Corporate Responsibility Committee also annually reviews all corporate political contributions, GM Political Action Committee contributions and expenditures (which are funded entirely by voluntary employee contributions) and the process by which they are made, and receives multiple updates each year regarding the company's direct and indirect lobbying expenditures.
- The Governance and Corporate Responsibility Committee annually conducts a benchmarking exercise to confirm its political contribution and lobbying expenditure disclosures align with peers' and discusses emerging shareholder expectations.
- The Board also receives a monthly report on the most pressing public policy issues. It uses this report to continuously assess which issues are important to the company's long-term interests and which organizations the company is working with to advance those interests.



ESG
GOVERNANCE

Public Policy

Climate Change

We have consistently and publicly advocated for climate action and awareness, as well as policies putting a value on carbon. Our global commitment to an all-electric, zero-emissions future is unwavering, regardless of the prevailing vehicle emissions standards in any region in which we operate. In the U.S., we support modernizing the standards and creating one national program working with California and all stakeholders.

To that end, we've called for a U.S. National Zero Emissions Vehicle (NZEV) program to help the U.S. move faster toward an all-electric, zero-emissions future. This move would create jobs, encourage innovation and make EVs more affordable for more customers. We believe that the most effective way to attain this goal is with an NZEV program based on the existing ZEV framework and supported by complementary policies. Such a program would be administered nationally by the EPA and represents a more harmonized solution than individual state-based programs.

An NZEV program also would establish a Zero Emissions Task Force to promote complementary policies, such as charging infrastructure investments, renewed federal incentives for EV purchasing and regulatory incentives to support U.S. battery suppliers. The result of such a program would be to position the U.S. as a leader in vehicle electrification. GM will continue to have conversations with regulators in California and the federal government to help speed EV adoption and be ready for customers with the EVs they desire. Because broad consumer acceptance of EVs is critical, we continue to call for meaningful consumer purchase incentives to make EVs more affordable for more customers.

Demonstrating our readiness to engage with the climate policy debate, GM joined 41 other leading U.S. companies in calling upon the Biden administration and new Congress in 2021 to enact ambitious, durable and bipartisan climate solutions. We believe this should include an economywide market-based approach that puts a value on carbon, as well as transformative levels of federal investment in the country's infrastructure—including EV chargers and the grid—to prepare for an electrified future. The statement was organized by the Center for Climate and Energy Solutions as part of its Climate Innovation 2050 initiative.

↑ Webasto Charger

Global Fuel Economy and Emissions Regulation

Emissions requirements have become more stringent around the world, driven by policy requirements such as air quality, energy security and climate change.

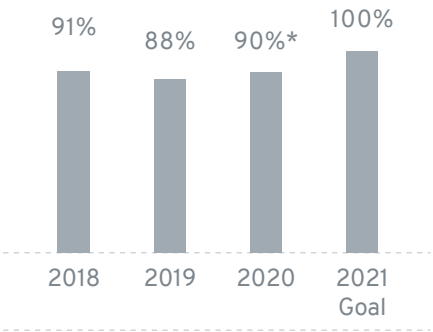
It is important that governments update their legacy regulations like the Corporate Average Fuel Economy (CAFE) standards in the United States to reflect the changing transportation and mobility landscape. For example, when the current CAFE standards were first proposed and finalized in 2012 for models through 2020, shared mobility was in its earliest stages, EVs were a nascent technology far from the mainstream, and self-driving vehicles did not even exist. CAFE for 2021 and beyond was updated in 2020. Going forward, we want to be sure that the regulations accurately account for the current and likely future state of our industry. In addition, we have recommended that EV incentives continue and that federal regulations be harmonized between NHTSA and the EPA, as we work toward a single national standard with all stakeholders, including California. For example, we believe that focusing on interim technologies such as hybrids and multiple solutions for multiple states slows the adoption of full battery EVs. Common standards will allow us to advance innovation today and better prepare for the future.

It is important that governments update their legacy regulations like the Corporate Average Fuel Economy standards in the United States to reflect the changing transportation and mobility landscape.

Many countries around the world have regulatory standards similar to those of the U.S., which are based on a footprint metric or size of the vehicle, or those of the EU, which are mass-based. In many cases, there are regulatory inconsistencies when fuel-saving solutions under one system do not translate to another. Though harmonized standards among countries are in the best interests of our customers and the environment, we realize development and acceptance can take years. That's why we favor mutual recognition agreements, a practice by which two or more markets agree to recognize each other's standards and eliminate costly and nonbeneficial redundancies.

Low-GWP Refrigerant

(Share of Total U.S. Volume 2019–2022)



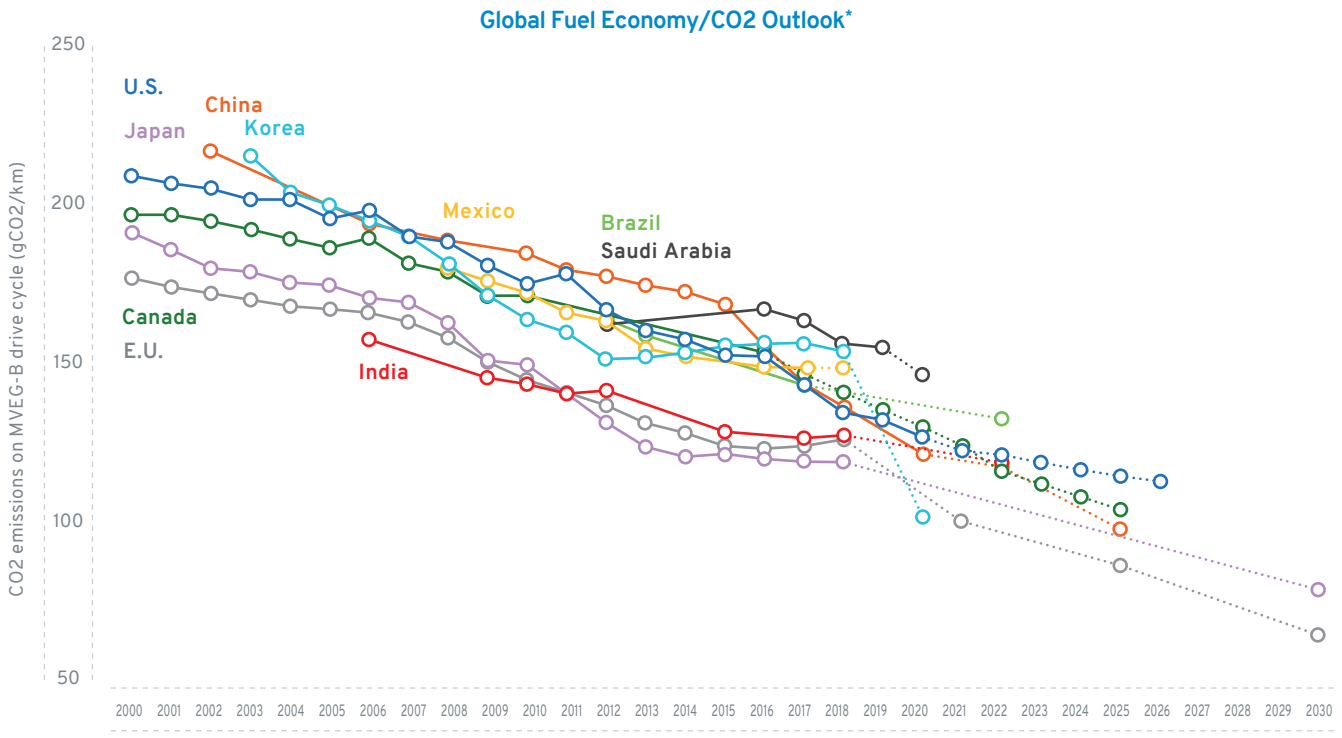
The low global warming potential (GWP) refrigerant R-1234yf has over 350 times less GWP than the refrigerant it replaces. Today, 90% of our U.S. vehicles use R-1234yf and we are on a path for 100% by model year 2021. Our model year 2020 volume of 2.3 metric tons represents nearly 2.3 million vehicles with carbon avoidance of 7.3 million metric tons of CO2.

* Projected

Fleet Fuel Efficiency by Region

(Sales-Weighted Average Passenger Fleet Fuel Economy)

	2016	2017	2018	2019	2020
USA gCO2/km	197	191	189	193	**186**
China L/km	159	151	152	144	**125**
Brazil gCO2/km	123	124	122	121	**121**
Volume-weighted average emissions across all three regions (g/km)	173.1	165.7	165.7	164.2	**160.3**



* Passenger car CO2 emissions and fuel consumption values normalized to New European Driving Cycle (NEDC).
Source: https://theicct.org/chart-library-passenger-vehicle-fuel-economy

As the above chart demonstrates, regulations calling for increased fuel economy and reduced CO2 emissions are common across markets around the world.

China implemented the China 5 emission standard nationwide in 2017, which is more stringent than the previous program at every level. The next round of standards, known as China 6, rolled out nationally in January 2021. China 6 combines elements of both European and U.S. standards, including stronger emissions requirements and extended time and mileage periods over which manufacturers are responsible for a vehicle's emissions performance. As mentioned earlier, GM supports globally harmonized standards and gave input as the new standards were being drafted, sharing best practices from our experiences in North America. Looking ahead to China 7, we support a national program rather than early regional adoption.

Another notable regulation in China is the new energy vehicle (NEV) mandate. This regulation requires OEMs to achieve a certain percentage of their sales as NEVs, designed to drive the growth of a zero emissions fleet. A critical part of this regulation is the ability for an OEM to earn credits based on the technology being sold. This policy, combined with consumer subsidies for purchasing NEVs, has made China an important market for our electrification solutions.

We are also focused on emerging markets. In these markets, we want to find affordable product solutions for our customers, who generally have lower average household incomes, while meeting fuel economy mandates and regulations.

Within GM, we have institutionalized extensive governance processes that predict, plan, measure and assess our fleet's fuel economy and emissions performance according to established government test procedures on a dynamic and country-by-country basis. We dedicate significant resources and use a complex algorithm to calculate the fuel economy of dozens of models sold across developed markets with increasingly stringent regulations, as well as emerging markets that are adopting similar regulations at a rapid pace. These calculations and the subsequent plans around them are an intrinsic part of our business that impacts nearly every operational function, from product development through delivery, on a daily basis.

ESG
GOVERNANCE

Ethics & Human Rights

The foundation of GM's business is our vision—seeing a world with zero crashes, zero emissions and zero congestion; our core values—Customers, Excellence, Relationships and Seek Truth; and our eight core behaviors—Be Inclusive, Think Customer, Innovate Now, Look Ahead, One Team, Be Bold, It's On Me, and Win With Integrity.

Our behaviors drive our business decisions and activities worldwide. GM takes its ethical culture seriously and regularly conducts ethical culture surveys across all levels of our global workforce to monitor our progress. Our most recent third-party survey results show that perceptions of GM's ethical culture continue to increase and are higher than the third-party's 2018-19 global benchmark, which includes responses from over 500,000 individuals across 32 companies. In 2021, for the second year in a row, General Motors was also the only Original Equipment Manufacturer (OEM) automaker recognized by Ethisphere, a global leader in defining and advancing the standards of ethical business practices, as one of the World's Most Ethical Companies.

Winning with integrity is one of our core behaviors, and this honor is a testament to our ethical leadership as we continue to transform our company and industry. An ethical business starts at the top. Chair and CEO Mary Barra and other members of our senior leadership team regularly issue messages to all employees emphasizing the importance of our Code of Conduct and their expectation that every employee strive to do the right thing, even when it is difficult. Our Board of Directors is also committed to upholding the highest legal and ethical conduct in fulfilling its responsibilities. All Board members, officers and employees are expected to act ethically at all times and to adhere to the law and our Code of Conduct and any applicable company policies. Our Board also completes GM's Code of Conduct training. The Audit Committee of the Board of Directors has oversight responsibility for GM's ethics and compliance program, which promotes a culture of high performance with high integrity by advocating and helping to implement the principles of GM's Code of Conduct—Winning with Integrity.

The Global Ethics and Compliance Center (GECC) is led by the Assistant General Counsel and Chief Compliance Officer, who reports to the Executive Vice President and General Counsel, and indirectly to the Audit Committee of the Board of Directors. The Chief Compliance Officer provides regular updates to the Audit Committee of GM's Board of Directors. The GECC prevents, detects and helps correct violations of law and corporate policies or ethical business culture. The GECC seeks to align GM's compliance program with the recognized elements of an effective compliance program and primarily manages GM's Code of Conduct, conflict of interest disclosure process, investigations, ethics and compliance communications, global policy development, compliance training, compliance assurance, risk-based third-party due diligence, whistleblower line and anti-corruption risk areas. Regional Compliance Officers are established in each of GM's operating regions to help

ensure compliance globally. Additional global structures are in place for safety, export compliance, antitrust compliance, data/cybersecurity compliance, records management compliance and other risk areas.

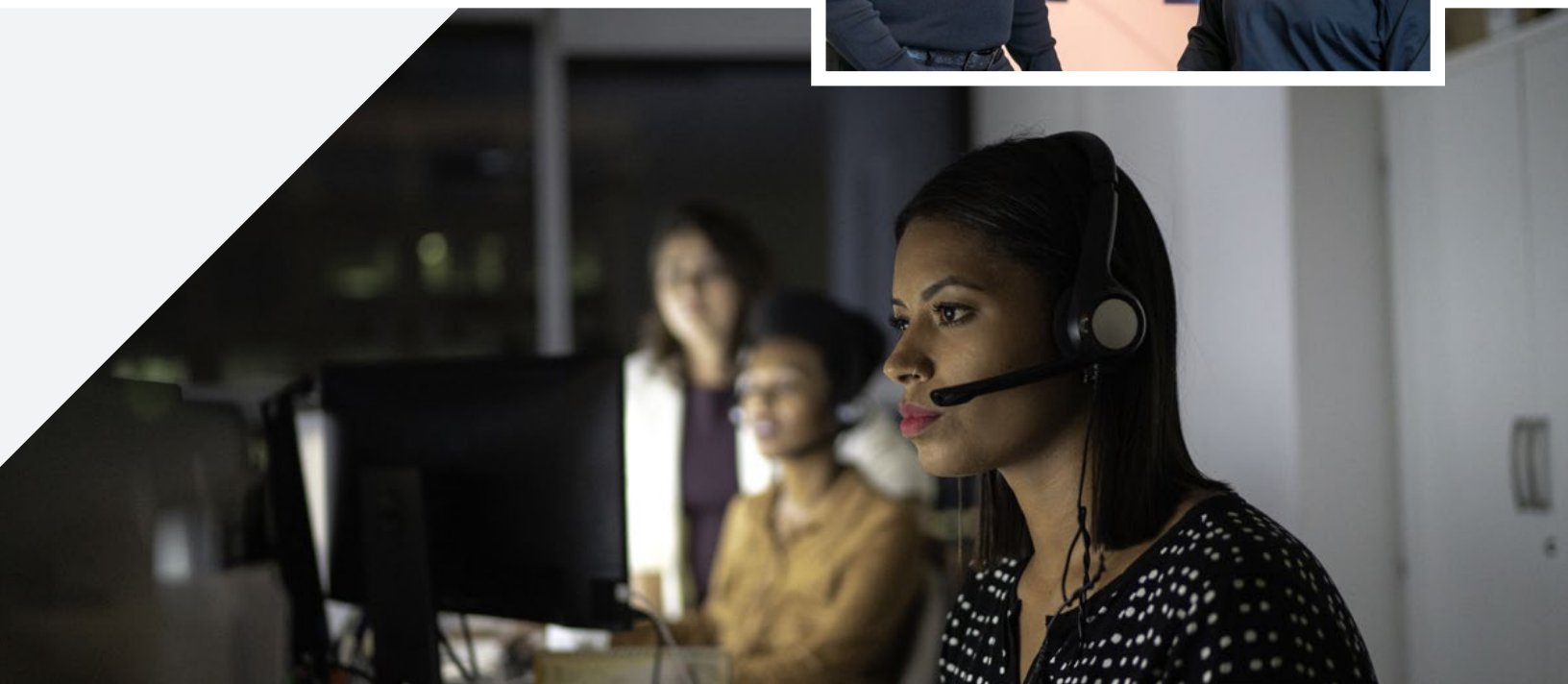
Code of Conduct

GM's Code of Conduct reinforces our commitment to a work environment founded on mutual respect, trust and accountability, and outlines the policies and obligations that guide our business conduct. It applies to everyone in our company, at every level, including employees, supervisors, Board members and subsidiaries that GM controls. We expect third parties, including suppliers, to act in a way that is consistent with the principles and values outlined in our GM Supplier Code of Conduct when conducting business with, and on behalf of, GM. We expect employees working with our third parties to hold them accountable.

GM maintains a robust conflict of interest disclosure process that applies to all salaried employees and directors. Employees are required to complete an electronic conflict of interest questionnaire at least once during their employment and keep it updated as their personal circumstances change. Board members who are not employees provide written disclosure of any actual or potential conflicts of interest at least once a year. To ensure compliance awareness continues throughout the year, our Global Ethics and Compliance Communications team develops and communicates compliance and ethics messages on a regular basis, underscoring the importance of these topics.

Our Code of Conduct governs how our employees are expected to act: displaying integrity in the workplace, in the marketplace and in their communities when representing GM, and guides the conduct of our daily business practices worldwide. We update the Code of Conduct periodically to ensure it remains relevant and meets the needs of our employees.

To ensure the effectiveness of our Code of Conduct, we periodically use independent firms to evaluate our compliance program. We also have regional compliance officers and a network of compliance liaisons, as well as other compliance personnel located throughout GM who provide guidance to employees and answer ethics and compliance questions. In addition, our Code of Conduct clearly publicizes in multiple places a list of contact points, which include local leadership, Human Resources, labor representatives, the GECC, Legal staff and Awareline, to answer employee questions.



Reporting Concerns

GM encourages our employees to speak up and provides resources to do so. A "Report Concerns" site has been created to make it easy for employees to identify the most effective way to quickly report their concern. In cases where an individual is uncomfortable reporting through established internal channels, we maintain a global toll-free hotline. The Awareline is operated by an independent third party and allows employees and others to report concerns of misconduct by the company, its management, supervisors, employees or agents. Reports can be made in more than a dozen languages, 24 hours per day, 7 days per week, by phone, web or email. Reports may be made anonymously, where permitted by law.

In 2020, GM received 3,654 reports to the Awareline, of which 2,732 were classified as allegations, 301 were inquiries, 112 were suggestions and 509 were duplicates or “log only” case types. GM tracks all reports of misconduct—whether made to the Awareline or through some other channel—in a case management system that facilitates efficient investigation, follow-up and trend analysis. The system allows GM to follow up with individuals who submit Awareline reports anonymously, while preserving the reporter's anonymity. This functionality enables GM to better investigate and remediate anonymous allegations.

2020 Types of Allegations Received

CATEGORY	PROPORTION OF ALLEGATIONS
Accounting, Auditing and Financial Reporting *Fraud relating to accounting procedures, internal controls or auditing matters*	**0.3%**
Business Integrity *Examples: Fraud, conflicts of interest, corruption*	**7.0%**
Human Resources, Diversity and Workplace Respect *Examples: Interpersonal conflicts, harassment, discrimination, retaliation*	**39.4%**
Environment, Health and Safety *Examples: Threats and violence, substance abuse, environmental concerns, workplace safety*	**29.7%**
Misuse, Misappropriation of Corporate Assets *Examples: Theft, property damage, information or IP loss, computer misuse*	**23.6%**

Allegations of misconduct are reviewed and prioritized based on a number of factors, including the type of misconduct, the position of the alleged wrongdoer within the company and whether the allegation entails any potential violations of law. High-priority cases receive special scrutiny and review; a cross-functional committee meets monthly to discuss their investigative progress and resolution. There is also a quarterly review process to determine which cases, if any, require reporting to the Board of Directors or Audit Committee, as well as processes in case a particular allegation requires more immediate reporting.

Speak Up!, GM's Non-Retaliation Policy, protects GM employees from retaliation as a result of raising concerns in good faith. Industry benchmarking data shows that the majority of misconduct reports are made to an employee’s manager. To help our own GM managers in such circumstances and to provide additional guidance regarding GM’s nonretaliation policy, the GECC and Global Security teams developed a tool kit on how to address workplace retaliation, and also added nonretaliation scenarios to the live “What Would You Do?” course available to managers.

Ethics Training and Education

Training is a critical aspect of reinforcing an ethical culture. Every year, all eligible salaried employees are required to review the Code of Conduct and complete Corporate Required Training (CRT). The CRT emphasizes four areas: the topics found in GM's Code of Conduct, guidelines for protecting GM's informational assets, maintaining a respectful workplace (e.g., antiharassment, diversity, equity and inclusion and nondiscrimination) and product and workplace safety. Although these topics are covered every year as part of CRT, the courses are updated annually with new content, new scenarios and exercises.

CRT also includes courses on specific legal and regulatory risks, including Anti-Corruption, Antitrust, Data Privacy, Cybersecurity, International Trade and Information Lifecycle Management. These detailed courses are rotated in and out of the CRT every two to three years. We use adaptive technology that tailors the courses to an individual's job responsibilities.

GM's Compliance Training and Communications Group within the GECC oversees the process of regularly updating the CRT. Once the annual program and policy certification requirements are approved by the CRT Governance Board, the course owners and subject matter experts draft the course objectives and content based on company risk analysis and any new compliance regulations. We follow guiding principles of trust, respect and accountability as we select vendors, determine how many courses to offer, set completion deadlines and make other course-related decisions. For example, we show respect for our employees by ensuring courses are relevant to their role, keeping courses concise and setting consistent content standards. Required training in 2020 included:

- GM Code of Conduct: Winning with Integrity
- Workplace Harassment: A Global Perspective
- Privacy Basics
- Litigation Hold and ILM Compliance
- Get Secure—Stay Secure

Once employees complete the Code of Conduct training, they are required to certify that they agree to comply with the policies contained in the Code; that they have disclosed any new potential conflicts of interest; and that they have reported any violations of the Code and any vehicle or workplace safety issues. In 2020, GM achieved a 100% completion rate among eligible salaried employees for both our CRT and Code of Conduct Certification Program.

Beyond distributing our Code of Conduct and requiring annual training on ethics- and compliance-related topics, we use risk-based principles to provide in-person training to thousands of employees each year. For example, the Compliance team conducted live training sessions to targeted audiences on topics that included export compliance, antiharassment and other relevant compliance topics. The GECC also utilizes on-demand microlearning models so that employees can access refresher training on gifts and entertainment, anticorruption or conflicts of interest processes as needed. We also recognize Corporate Compliance and Ethics Week, organized each year by the Society of Corporate Compliance and Ethics & Health Care Compliance Association (SCCE and HCCA). By keeping ethical behaviors top of mind for all GM employees, we will continue to win with integrity in our dealings with suppliers, governments and other third parties.

2020 Ethics Training By-the-Numbers

~70,000
employees and contract workers completed compliance training

5
required courses

1
customized contractor course

32,759[1]
other online compliance courses taken by GM employees

354,990
total online courses delivered

23,345
in-person advanced compliance training modules[2] delivered with assistance from the compliance group

1 Excludes 57,128 online training (non-GM LMS) SGM/SGMW Joint Venture sessions.
2 Includes 20,380 SGM/SGMW Joint Venture sessions.

Third-Party Due Diligence

GM's success depends in part on building positive business relationships with reputable and ethical suppliers that meet our business needs. To that end, GM conducts appropriate due diligence to help us identify such suppliers and protect the company and our employees from potential legal, financial and reputational harm. For those business partners who interact with non-U.S. government (i.e., foreign) officials on GM's behalf, GM also requires third-party acknowledgment of and compliance with GM's Supplier Code of Conduct as a contractual requirement of doing business with our company.

Human Rights

As described in the UN's Guiding Principles on Business and Human Rights, while governments have a responsibility to protect the human rights of their people, businesses like ours likewise have a responsibility to respect the human rights of people. We want to address potential adverse impacts to people, and this means taking steps to prevent, mitigate and, where appropriate, remediate.

Our North Star

We understand that long-term success starts with a company's value system and a principled approach to doing business. Frameworks such as the UN's Global Compact (UNGC) strongly reflect our values, which is why we're proud to be not just a signatory, but an active participant with the Compact. Of the UNGC Ten Principles that we have pledged to support and promote, the first six concern human rights.

Our own human rights policy is guided by the UNGC, along with the UN Guiding Principles on Business and Human Rights, the principles expressed in the International Bill of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work (the ILO Core Conventions). Our policy covers employees, suppliers, partners and communities, among others. It includes ethical recruitment practices, diversity, antiharassment, unlawful discrimination, support of women's rights and equal pay, individual privacy, reporting and antiretaliation policies. Suppliers and business partners are expected to comply with laws on safety, individual security, prohibitions on human trafficking and use of underage children, along with laws that ensure freedom of association and rights to collective bargaining.

GM has a zero-tolerance policy against the use of child labor, as stated in our Supplier Code of Conduct and Conflict Minerals Policy. GM prohibits abusive treatment to employees and corrupt business practices in our supply base. We aim to support indigenous people and the communities in which we work and source material. As stated in this policy, we "seek to avoid inadvertent adverse economic impact attributable to conflict mineral due diligence activities."

During the second half of 2020 and beginning of 2021, we brought together a cross-functional group to review and strengthen our human rights policy. To inform this work, we reviewed two leading human rights policy benchmarks[1] and then examined the human rights policies of 10 peer and leading companies to better understand current practice. We talked through each human rights policy section that was identified in the benchmarks and eventually arrived at full consensus for each, aiming to ensure that our updated policy was, at a minimum, in line with current best practice. We look forward to publishing our updated human rights policy later this year.

Identifying Potential Impacts

In order to effectively prevent and mitigate potential impacts to people, an essential early step is to identify what those potential impacts could be and to prioritize them by determining which are the most severe and most likely. There have been high-quality third-party assessments conducted on the automotive industry as a whole, such as those by the Corporate Human Rights Benchmark (CHRB) and Investor Advocates for Social Justice (IASJ), and we believed it was important to create a process that was specific to us. Through this

[1] The Corporate Human Rights Benchmark and the Investor Advocates for Social Justice's Shifting Gears report.

process, we sought to activate and engage leaders from across our entire enterprise and geographic footprint. We believed that engaging with our own people during a series of highly interactive capacity building and exploratory workshops would be an important early step as we work to embed respect for human rights across our business.

Over the course of the workshops, our group leveraged the key concepts and framework of the UN Guiding Principles on Business and Human Rights. We looked at each category of our value chain and talked through potential impacts, including starting to consider the severity and likelihood of each. We plan to leverage the insights from our workshops to enhance our compliance efforts related to our human rights policies and practices, including with respect to our supply chain.

Human Rights Saliency: Engaging Leaders From Across Our Enterprise

- Sustainability
- Environmental
- Design
- STEM Education Program & Corporate Giving
- Human Resources
- Labor Relations
- Workplace Safety
- Product Safety
- Marketing and Communications
- Diversity, Equity & Inclusion
- Global Purchasing and Supply Chain, Including Raw Materials and Conflict Minerals Team
- Dealerships/ U.S. Sales
- GM Financial
- Data Privacy & Legal
- Public Policy
- GM China
- GM Korea
- GM South America

Our Supplier Code of Conduct and Conflict Minerals Policy have been developed to uphold human rights across our supply chain. Read about our robust program and processes on pages 121 and 124.

We view these results from our initial saliency assessment as a critical jumping off point that we will build upon. From here, we will continue to engage with stakeholders, both internally and externally, to further refine and validate our understanding of our potential impacts.

We also recognize that there are limits to our understanding. Potential impacts that are more distant from us in either time or space are by nature more difficult to capture. For example, as we move toward our aspiration of an all-electric fleet of new light-duty vehicles by 2035, we recognize that there will likely be impacts to people across our value chain, some of which we can expect and others which may be more difficult to anticipate. This underscores to us the importance of effective, regular stakeholder engagement and of viewing this saliency assessment as an ongoing process with impacts and prioritizations that can and likely will change over time.

Preventing and Mitigating Impacts: Moving Toward Action

Historically, we have relied on extensive trainings as a tool to prevent human rights-related issues from arising, and robust reporting and internal auditing mechanisms to rapidly identify and respond to issues if and when they may arise. As we look ahead, we recognize, however, that there is an opportunity for us to use the findings from our saliency assessment to take a more targeted approach to proactively managing potential human rights impacts.

Over the course of the next few years, we plan to take an honest look at our salient issues to gain additional understanding of the risks and why they are salient, along with what efforts and resources (e.g., new or existing tools, partnerships, information, processes, people, capital, etc.) may be needed to manage them. This will help inform a central piece of our strategy for preventing and mitigating potential impacts.

In addition to, and in parallel with, developing action plans, we intend to focus on building out a robust governance system to enable understanding, ownership and accountability over our salient issues. This means ensuring that the right people internally are empowered to understand the issues and to work on developing and executing on action plans. It also means making sure that we have effective metrics in place to track our progress.

Finally, as noted throughout this section, we see stakeholder engagement as an ongoing process. We value the relationships that we have formed with many of our stakeholders, and look forward to future opportunities to connect, learn and collaborate.

ESG GOVERNANCE

Cybersecurity

The freedom and opportunity that vehicles have provided over the past 100 years has come with often adverse effects in the form of injuries, emissions and congestion. Now, transformative innovations—self-driving vehicles, combined with electrification, sharing and connectivity—are changing the nature of transportation and our relationships to the vehicles that move us.

Cybersecurity Risks

Connectivity is a foundational enabler of a future that includes on-demand car sharing and AVs. GM's quarter century of experience building our OnStar in-vehicle safety and security service, as well as our diagnostic, navigation and connectivity services, into millions of vehicles, makes us the most connected automaker on the planet. Today, we provide Connected Services and OnStar to more than 22 million members, with OnStar receiving an average of nearly 150,000 phone calls per day. We are balancing these advances in technology with attention to the potential risks they pose. For example, continued evolution of connected car technologies, the expansion of the vehicle ecosystem and advent of autonomous driving capabilities elevate cybersecurity concerns to another level of complexity and risk. In recognition of these developments and their potential impact on our business, GM has a cybersecurity governance structure at the highest levels of the company. Oversight responsibilities for cybersecurity programs and risks lie with the GM Board of Directors, which has a Risk and Cybersecurity Committee. At the operational level, cybersecurity management sits in a Global Cybersecurity organization that encompasses product, manufacturing and corporate cybersecurity functions across all areas of the business.

22M+

subscribe to our Connected Services and OnStar.

Vehicles that incorporate next-generation battery-electric technology, as well as active safety, infotainment and connectivity features, will require increased bandwidth and computing power. To meet these needs, GM has introduced an all-new electrical architecture consisting of software and hardware that will enable all advanced in-vehicle technologies to run seamlessly and in conjunction with each other. The platform went into production in 2019 and should be rolled out to most vehicles within GM's global lineup by 2023. Cybersecurity is a pillar of the new architecture, with added protective features at both the hardware and software levels. GM's Product Cybersecurity organization, one of the first such groups among major automakers, provides the necessary expertise to protect against unauthorized access to vehicles and customer data.

The goal of our collaborative privacy practice is to ensure that the collection, use and sharing of employee and customer personal information is secure and compliant, and that it reinforces employee and customer trust and confidence.

Privacy Protection

We rely upon information technology systems and networked products, some of which are managed by third parties, to process, transmit and store electronic information, and to manage or support a variety of our business processes, activities and products. Additionally, GM collects and stores sensitive data, including personally identifiable information of our customers and employees, in data centers and across information technology networks. Robust privacy policies and processes are critical to protecting our business and our stakeholders.

GM's Privacy Center publishes a Global Privacy Policy that covers all operations, and we have a Third-Party Information Security Requirement Exhibit and Privacy Exhibit required for all contracts that involve personal information (PI) or sensitive GM information. Our contracts lay out requirements for lawful compliance with data protection and privacy laws and regulations, and for managing PI in a manner that reinforces customer and employee trust and confidence in GM and GM products and services. In addition, our Board of Directors has approved the adoption of Global Privacy Principles, and GM continues to be committed to the Auto Innovators Consumer Privacy Protection Privacy Principles for Connected Vehicles.

Privacy Program

The Privacy Center has a privacy program framework that focuses on policies, procedures, tools, guidance and training. This framework also includes a Privacy-by-Design program that requires all data-dependent initiatives to receive a privacy-focused consultation through their life cycle. The privacy center resides within our legal staff, and additional nonlegal resources are leveraged on a functional, regional and product/program basis to instill best practices in a consistent manner across the enterprise. In certain cases, external reviewers have been engaged to ensure use of industry best practices.

The goal of our collaborative privacy practice is to ensure that the collection, use and sharing of employee and customer personal information is secure and compliant, and that it reinforces employee and customer trust and confidence. Our greatest resource in protecting personal information is our employees. Privacy compliance is part of GM's annual training, which emphasizes the importance of privacy to our business and the high priority the company places on employee and customer privacy.

Privacy Practices

Our Information Security program is aligned to the National Institute of Standards and Technology Cyber Security Framework and ISO Standards and includes elements to protect the confidentiality, integrity and availability of information. We have a robust, global Information Lifecycle Management (ILM) Policy and record retention schedule which applies globally to all GM employees and other individuals or entities (e.g., contract workers, purchased services, etc.) that create or manage GM records. The ILM Policy requires that we properly retain only those records needed to meet business, fiscal and legal requirements. GM requires an online Privacy Impact Assessment to be completed, reviewed and approved by a Privacy Center member prior to the implementation of any new product, service or process, or any change to the foregoing, involving the use of personal information. Additionally, Information Security Risk Management conducts a personal information risk score for systems containing personal information. Systems with high risk are required to have additional information technology controls.

Employees can report suspected wrongdoing via a toll-free number, website or email.

Incidents

GM has a robust process for employees to report an incident involving possible wrongdoing, a violation of GM's Code of Conduct—Winning with Integrity, an IT or other cybersecurity event, personal information incident or other concerns. This includes reporting through our toll-free GM Awareline hotline and a robust process for reviewing and investigating all alleged incidents. An employee who violates our Privacy Policy or Code of Conduct may be subject to discipline, including warnings, suspension with or without pay and/or termination of employment.

Customer Privacy

GM publishes privacy statements publicly, such as on our corporate, vehicle brand and OnStar websites. We utilize an opt-in approach, where legally required or appropriate, based on the nature of the data collected and its intended use. Customers have the ability to opt out. GM complies with all privacy regulations, such as General Data Protection Regulation and the California Consumer Privacy Act. We honor requests under these regulations to access data, make corrections and delete. In addition, we do not allow the use of customer personal information for secondary usage if it is not disclosed in the Privacy Statement or otherwise consented to by the customer. In 2020, we did not have any material customer privacy complaints.

ESG
GOVERNANCE

Environmental Governance

There are very few companies that operate at GM's level globally: 155,000 employees working in 322 facilities, including 88 manufacturing plants in 29 countries, and affiliations with 12,358 locally owned dealerships worldwide.

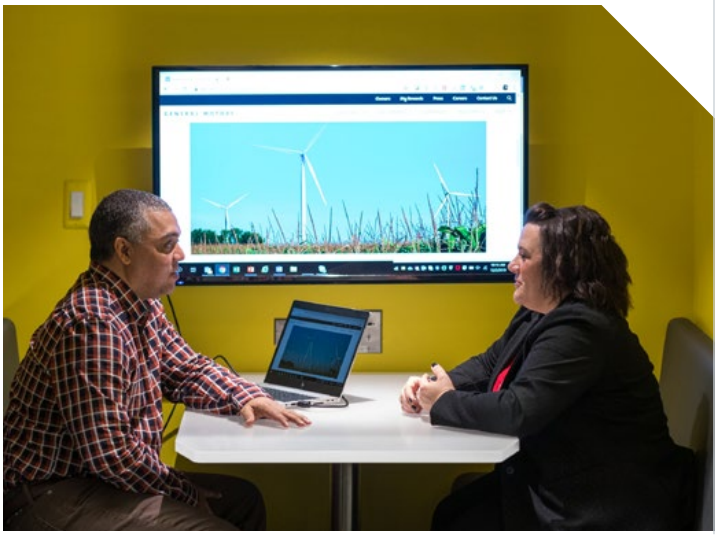
Our efforts pay significant dividends: Sound environmental management helps drive manufacturing excellence and significant cost savings while reducing various operational risks—all of which helps us offer better vehicles for our customers and the environment at more affordable prices. We measure and manage natural resources use at all manufacturing locations, engineering centers, parts distribution centers and proving ground sites around the world. These facilities vary in function, geography, size and surrounding natural environments, which gives rise to varying concerns such as resource scarcity, thousands of different regulatory requirements and different levels of environmental compliance requirements. Although GM-owned and operated facilities have their own operating plans depending on their location, all function under a common Environmental Policy which provides an effective foundation for environmental stewardship and supports our efforts to build the most valued automotive company. Our operational impact strategy across facilities has common attributes:

- It's heavily reliant on innovation, using as much creativity and out-of-the-box thinking in our conservation efforts as we do in innovating new vehicle technologies. In fact, we often work cross-functionally in developing opportunities for resource efficiency in our manufacturing operations.
- It's a collaborative process that reflects a manufacturing culture steeped in the sharing of best practices. We often collaborate with other businesses and organizations to address tough challenges and engage local communities, nongovernmental organizations (NGOs) and educational institutions on environmental stewardship.
- It's incentivized by linking the annual environmental performance of our facilities and our 2020 operational environmental commitments to the compensation of a cross-section of global manufacturing employees and plant-level management. In addition, employees in the U.S. who offer energy and water conservation or waste elimination ideas that are implemented are eligible to receive a portion of the savings up to $20,000 USD.

A common Environmental Policy provides an effective foundation for environmental stewardship across facilities.

- GM has a robust process to enhance the integration of environmental sustainability practices into daily business decisions and to:
  - Comply with applicable environmental laws and regulations globally.
  - Monitor GM's performance according to GM's own Environmental Performance Criteria (EPCs), which are universal corporate performance requirements designed to protect human health and the environment in accordance with the GM Environmental Policy.
  - Conform to other key performance indicators, such as water, energy and waste intensity reduction targets; sustainability outreach initiatives; and environmental performance metrics.

Each GM manufacturing site has one or more environmental leaders, who are supported by a GM regional environmental leader and a team of subject matter experts in regional central offices. Our Global Sustainable Workplaces organization oversees and manages these teams. We also have an annual business planning process, known as Business Plan Deployment (BPD), to strengthen the management of environmental performance, which links our Global Manufacturing employees and their annual compensation to GM Sustainability Commitments. Performance on BPD metrics and goals is monitored monthly at all GM manufacturing sites. Action plans are developed as needed to ensure we keep performance on track.



Environmental Policy

As a responsible corporate citizen, GM has a Global Environmental Policy that provides guidelines to help minimize the impact of our activities, products and services on the environment. The policy establishes a globally consistent standard intended to maintain compliance and protect human health and the environment by incorporating sustainability practices into our design, engineering, manufacturing and distribution practices that support compliance while minimizing negative environmental impacts.

Our Global Environmental Policy and the Guiding Environmental Commitments set forth therein provide a framework for manufacturing and nonmanufacturing facilities and major technology centers around the world to implement global policy, consistent and complementary local policies and EPCs.

This approach helps us to strive for operational compliance across all sites at all times and to embed a philosophy of continuous improvement into each facility's Environmental Management System (EMS). These site-specific actions play a significant role in our overall environmental compliance, ensuring that local plant policies:

- Are appropriate to the nature, scale and environmental impacts of each plant's activities, products or services.
- Reinforce a commitment to comply with applicable laws and regulations and with other relevant environmental requirements.
- Include a commitment to continuous improvement and pollution prevention.
- Provide the framework for setting and reviewing environmental goals and targets.
- Are documented, implemented, maintained and communicated to all employees.

Statutory, regulatory and permit programs administered by various governmental agencies impose numerous environmental requirements on our facilities and products. Compliance with applicable environmental requirements is an organizational imperative. Compliance issues occasionally arise, and each allegation of noncompliance is treated seriously by GM. In 2020 GM received 16 Notices of Violation (NOVs), 12 in the U.S. and four outside the U.S. There were no penalties or fines.

GM's Guiding Environmental Commitments are the foundation of our Global Environmental Policy. The Commitments serve as a guide for all GM employees worldwide, encouraging environmental awareness in both daily conduct and in the planning of future products and programs. They include:

Taking Care of Our Planet
We are committed to actions that restore and preserve the environment.

Environmental Stewardship
We are committed to participating actively in educating the public regarding environmental conservation and biodiversity.

Water Conservation and Quality
We are committed to responsibly using water while taking actions that preserve water quality and conservation across our operations, in our supply chain and in the communities in which we operate.

Greenhouse Gas Emissions and Climate Change
We believe climate change is real and are committed to the public disclosure of our greenhouse gas emissions and taking actions to reduce them.

Energy Management
We are committed to energy conservation and energy efficiency improvements throughout our global sites and operations.

Waste Reduction
We are committed to reducing waste and pollutants while conserving resources and recycling materials at every stage of the product life cycle.

> **Delivering GM's exciting new chapter is a team that embraces diversity and inclusion, a safe workplace, and the commitment to create a better, safer and more sustainable world.**
>
> —Mary Barra, GM Chair and CEO

Improving Technologies
We are committed to vigorously pursuing the development and implementation of technologies for minimizing pollutant emissions from products and our operations.

Obeying Environmental Regulations and Policies
We are committed to working with all government entities for the development of technically sound and financially responsible environmental laws and to complying with applicable laws and regulations.

Responsible Sourcing
We are committed to responsible sourcing and working with our suppliers to develop sustainable solutions.

Environmental Management System (EMS)
We are committed to a systemic management approach to minimizing and eliminating our environmental impacts around the world. We will consistently and continually assess the impact of our operations and our products on the environment and the communities in which we live and operate with a goal of continuous improvement.

Renewable Energy
We are committed to using renewable energy at our facilities and sites globally and will advocate for policies that promote renewable energy use and demand.

Environmental Management System (EMS)

All manufacturing facilities that GM owns and operates, and a majority of our nonmanufacturing sites around the world, have implemented an EMS. GM's global manufacturing operations either obtain certification of compliance to the International Organization for Standardization (ISO) 14001 Standard from a third party or self-declare conformance to the ISO 14001 Standard requirements. GM's EMS system combines elements of ISO 14001 and management system elements that are unique to our operations.

GM EMS specifications are designed to drive a continuous performance improvement cycle in line with legal requirements, site-specific objectives and targets, and corporate and regional policies and strategies. Overall, each of our global manufacturing operations has integrated their EMS within the GM Global Manufacturing System and Business Plan Deployment process, resulting in an EMS with attributes beyond those specified in ISO 14001. This integration ensures we achieve our environmental commitments as a normal part of our business activities.

For GM sites that self-declare conformance to ISO 14001, GM has developed a robust implementation and review process. In the U.S., our self-declared ISO 14001 system undergoes a third-party review of the program design. Our components manufacturing operations in the U.S. use ISO-certified third-party auditors to assess ISO 14001 compliance, and some other U.S. manufacturing facilities use ISO-certified third-party auditors to assist with conducting ISO 14001 internal audits. These quality checks of GM's ISO 14001 program ensure that our self-declaration process is as robust as an ISO 14001 third-party-certified system. Considering all of GM's global operations ascribing to meet the ISO 14001 Standard, over 20% are ISO 14001 third-party certified, and the remaining global manufacturing operations are self-declaring conformance to the ISO 14001 Standard.

Our global EMS activities on a regional basis are currently either third-party certified or self-declared as conforming to ISO 14001 Standards. In 2019, GM did extensive benchmarking of industry best practices in ISO 14001 certification models and then began redesigning the U.S. program from an individually conforming program to an Enterprise conformance model. In 2020, GM aligned our North American manufacturing sites under a common ISO 14001 framework and will continue to transition our global facilities into this common framework by the end of 2021.

New manufacturing operations must develop and implement an EMS program within 24 months of the start of production or the date of acquisition. By maintaining an integrated, common EMS, we can enhance and measure environmental performance and easily share knowledge, processes and technologies that enable GM to meet our environmental goals.

Environmental Performance

Implementation of our Guiding Environmental Commitments is facilitated by GM EPCs that apply to our global facilities and major technology centers. The EPCs are internal performance requirements for the management of environmental matters at our facilities. In many cases, they supplement applicable legal requirements by setting minimum standards for environmental management and performance practices that may be more stringent than those required by law. As a result, we work to ensure that a base level of environmental performance is achieved, regardless of where a facility is located or whether a particular jurisdiction has an environmental regulatory program in place. For example, the EPCs establish a global baseline standard for all new assembly operations with regard to paint shop emissions and associated minimum technology requirements, regardless of whether the country in which the paint shop is operated has adopted specific air emissions requirements. Where laws are more stringent than our EPCs, the law supersedes.

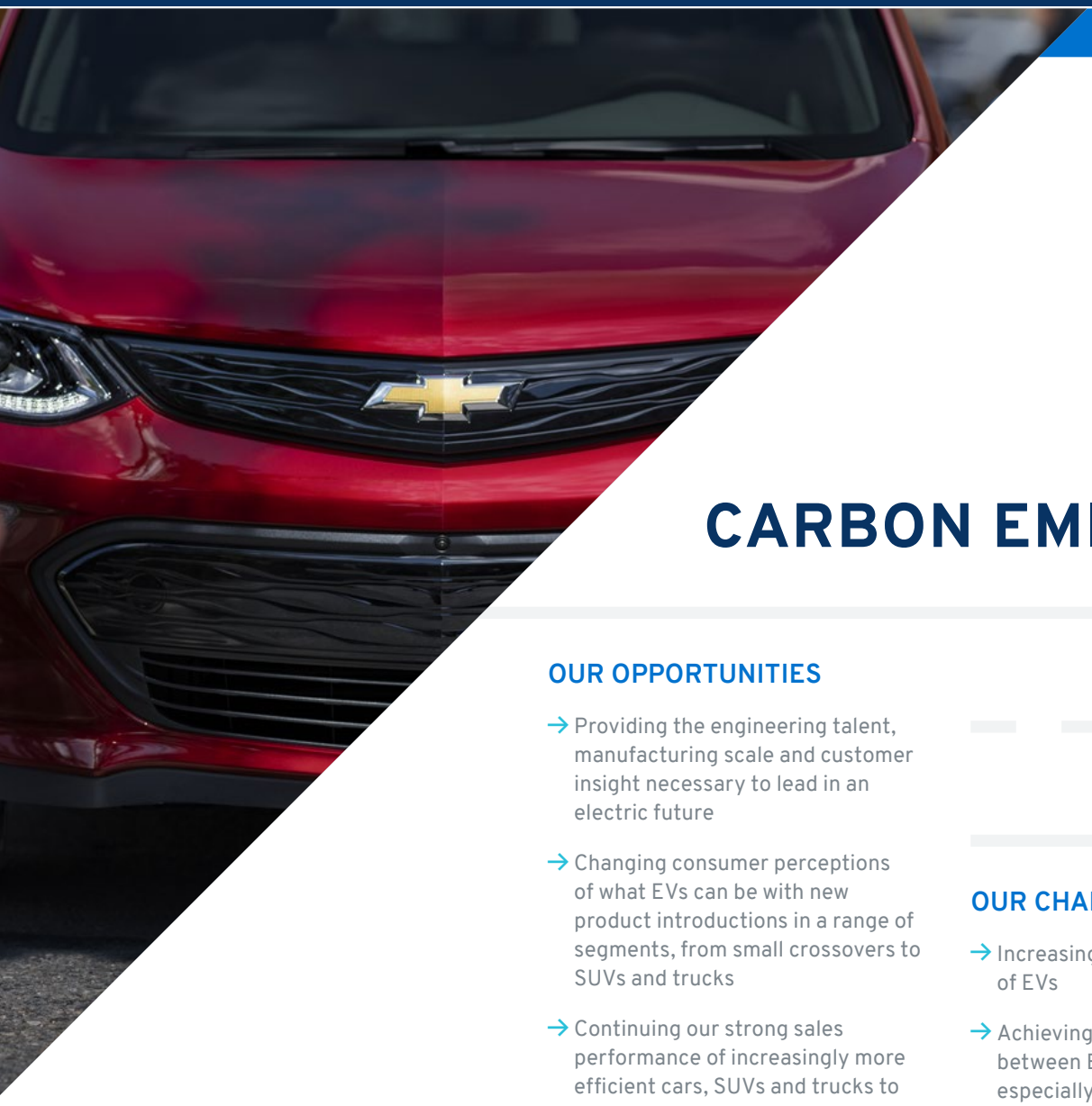
We are expanding our tracking of environmental compliance and sustainability performance in manufacturing operations by leveraging the Manufacturing Excellence Indexes (MEI) system created by Manufacturing as an internal GM scoring tool to benchmark GM operations performance against internal facilities. The new environmental metric system, launched in 2020, correlates electronically stored information on environmental compliance performance and the impactful sustainability initiatives our facilities are involved with across the globe. Some examples of tracked performance items include waste diversion rate, wildlife habitat participation, environmental audit performance and corrective action closure. This use of real-time data provides the organization a way to measure performance, assess risk and drive continuous improvement. In addition, this system will be used annually to evaluate best-in-class performance in the areas of environment and sustainability, with top efforts awarded an “Annual Sustainability Award” presented by our manufacturing vice president and chief sustainability officer.

The use of real-time data provides the organization a way to measure performance, assess risk and drive continuous improvement.

Employee Environmental Training

Our people are key stakeholders in our environmental stewardship and are critical to our environmental performance. We strive to have the best-trained environmental professionals in the world. Although most environmental training is specific to a facility, country or region, we continually provide strategic training and guidance to our environmental professionals to help them keep pace with evolving environmental issues and best practices that could have application worldwide. Our training addresses a variety of issues, including, but not limited to, implementation of corrective and preventive actions, effective use of safety data sheets, management of GHGs, Superfund Amendments and Reporting Act (SARA) reporting (U.S. only), Hazardous Waste Operations and Emergency Response (HAZWOPER) Standard training (U.S. only) and regulatory requirements for air quality, waste management and water quality.

Environmental professionals develop training goals through the company’s Workday portal and seek personal and professional development through internal and external conferences, webinars and lunch and learns. In the U.S., environmental professionals attend a two-day conference where speakers, both internal and external to the company, educate on a variety of topics to enrich the knowledge of our environmental professionals. In addition, environmental engineers are trained on GM compliance systems and how to effectively evaluate regulatory and company requirements. In Canada, new environmental professionals receive at least 40 hours of training initially, followed by regular refresher training. In addition, some Canadian environmental professionals receive specialized training as certified toxic substance reduction planners. Outside North America, we have developed a Global Environmental Certification and Training Program focused on GM’s Guiding Environmental Commitments, our internal EPCs and industry best practices.



REDUCING CARBON EMISSIONS

OUR OPPORTUNITIES

- Providing the engineering talent, manufacturing scale and customer insight necessary to lead in an electric future
- Changing consumer perceptions of what EVs can be with new product introductions in a range of segments, from small crossovers to SUVs and trucks
- Continuing our strong sales performance of increasingly more efficient cars, SUVs and trucks to support our investments in EVs
- Using our scale to accelerate the transition to renewable energy

OUR CHALLENGES

- Increasing consumer adoption of EVs
- Achieving price and range parity between EVs and ICE vehicles, especially in periods of low oil prices
- Establishing collaborative and coordinated public/private partnerships to oversee the national buildout of charging infrastructure
- Ensuring adequate policy on infrastructure to continue renewable energy investments

IN THIS SECTION

REDUCING
CARBON EMISSIONS

Carbon Emissions Management

General Motors takes the challenge of climate change seriously, and it is a driving force behind our vision of a future with zero emissions.

We're committed to achieving this vision in a timeframe that aligns with climate science. That's why GM has announced plans to become carbon neutral in our global products and operations by 2040. Making progress toward these goals will address the most significant sources of carbon emissions that we may be able to impact, including vehicle emissions, which currently represent 75% of the emissions we are trying to reduce, and our manufacturing operations, which are responsible for 2%. To reach carbon neutrality in our operations, we have a goal to source 100% renewable energy globally by 2035, five years earlier than our previous commitment made in 2020 and 15 years sooner than our original target.

Our plans to achieve carbon neutrality are aligned with the Science Based Targets (SBTi) consortium of organizations that include CDP, the World Wide Fund for Nature, the World Resources Institute and the UN Global Compact. Organizations can play their part in combating climate change by setting GHG emissions reduction targets that are aligned with reduction pathways for limiting global temperature rise to 1.5°C or well below 2°C compared to preindustrial temperatures. These targets are termed science-based targets (SBTs).

GM submitted and SBTi has approved a commitment to reduce absolute Scope 1 and 2 GHG emissions from our operations 71.4% by 2035 from a 2018 base year and to reduce Scope 3 GHG emissions intensity from use of sold products of light-duty vehicles 50.4% per vehicle kilometer by 2035 from a 2018 base year. The base year of 2018 was chosen as it represents the most recent verified annual dataset that correlates to normal production without major pandemic or other disruptions.

To hold ourselves accountable, GM also signed the Business Ambition Pledge for 1.5°C, an urgent call to action from a global coalition of UN agencies and business and industry leaders to urge limiting global temperature rise to 1.5°C above preindustrial levels and reach net-zero emissions by 2050. Together, these actions will help establish a safer and better world.

2035
GM aspires to eliminate tailpipe emissions from new light-duty vehicles.

2035
GM commits to 100% renewable energy for electricity to power global facilities.

2040
GM aspires to be carbon neutral in global products and operations.

As we work toward achieving carbon neutrality, we remain committed to transparent disclosure of GHG emissions and actions we are taking to reduce them globally. We reaffirm these points with our global employees and other stakeholders, including policymakers, regulators and shareholders. We are currently advocating for state and federal policies that support EV adoption and will be necessary for achieving our aspiration. Read more about this effort in the Public Policy section of this report on page 26.

Managing Climate Change Risk

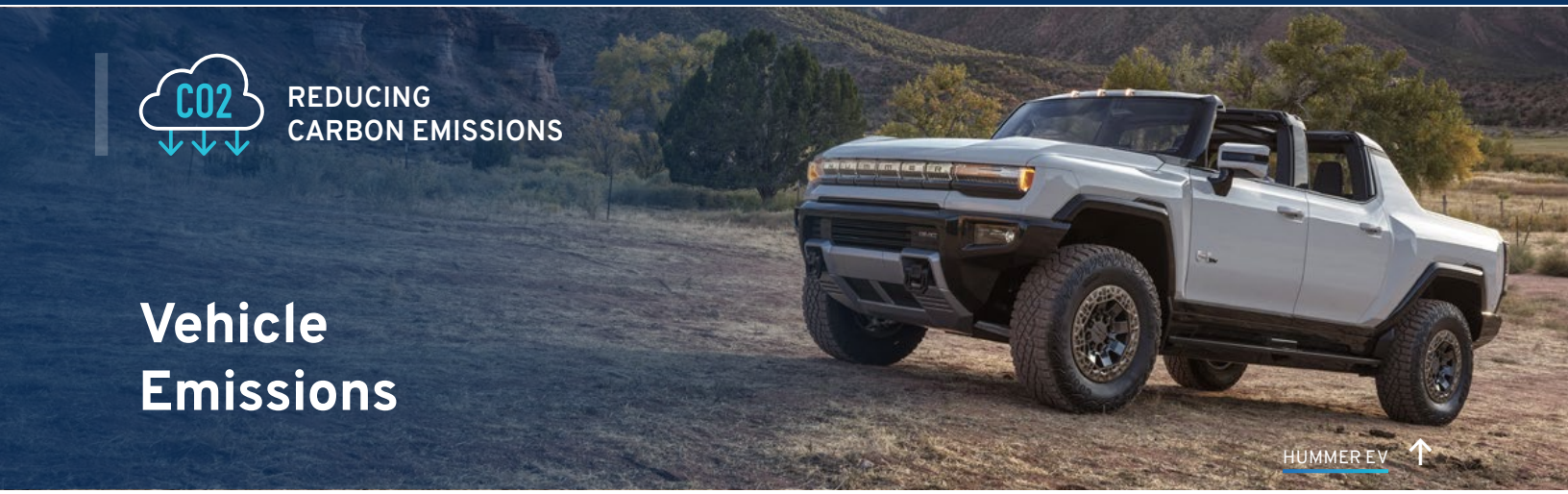
Climate change has been incorporated into our enterprise risk management framework. This designation ensures that these issues are considered in our decision-making processes. Our consideration of climate change has helped us understand and clarify the risks and opportunities in our transition to an all-electric future. We recognize that certain consumers are increasingly aware of the need to limit climate change, and that this awareness will influence their purchases and brand perceptions going forward. Climate change concerns are also likely to drive new policy and regulations, as well as political and economic pressures to reduce emissions throughout the manufacturing value chain.

We believe it is important that we understand the concerns of our stakeholders as we continue to advocate for a National Zero Emissions Vehicle policy to support the transition to electric vehicles.

As a result, we believe it is important that we understand the concerns of our stakeholders as we continue to advocate for a National Zero Emissions Vehicle policy to support the transition to electric vehicles. Read more on page 26. Today, as part of this transition, we identify and monitor climate change risks on a regular basis across our business. The Board and its Committees receive updates regarding climate-related risks, and directors factor such risks into various strategic considerations, including those related to EV execution, battery cost and product portfolio reviews requiring capital expenditures. We believe that these efforts help position GM to better anticipate, detect and address climate change risks going forward.

REDUCING CARBON EMISSIONS

Vehicle Emissions



The vehicles we sell represent 75% of the CO2 emissions that we are trying to address. Our vision is a future with zero tailpipe emissions that will help create a more sustainable planet.

General Motors' future is an all-electric one—and it could be here sooner than many think. In early 2021, we announced our aspiration to eliminate tailpipe emissions from new light-duty vehicles by 2035. By leveraging battery electric vehicles (EVs) and other zero-emissions technology, we will work to offer an EV for every customer, including crossovers, SUVs, trucks and sedans across a range of price points. GM is prepared to deliver and is committed to winning the EV race. We have what it takes to do so and are rapidly building a competitive advantage in EV, software vehicle integration and manufacturing.

2035

The year by which we aspire to eliminate tailpipe emissions from new light-duty vehicles.

To this end, we announced a new growth strategy in 2020 designed around delivering world-class customer experiences. This strategy includes a new, dedicated EV organization called EV Growth Operations. This dedicated team will be entirely focused on driving mass consumer adoption of EVs and will be led by a newly appointed Chief EV Officer. This EV team will combine startup agility with the strength of the GM team and will be empowered to minimize complexity and make decisions fast. This is more than a reorganization; it is part of a broader cultural transformation to position GM to lead in the future of mobility. Along with our dedicated EV organization, our integrated strategy is a competitive advantage for GM.

EV Commitments

Our global commitment to realize an all-electric, zero-emissions future—from battery chemistry and architecture to safety validation and infrastructure—requires unprecedented investment in people and resources. This is why we've announced our intent to allocate more than $27 billion in capital and engineering resources to EV and autonomous vehicle (AV) programs between 2020 and 2025. For the first time, GM will spend more on EVs and AVs than on gasoline- and diesel-powered vehicle development during that five-year period.

These investments will pay off in short order. We will introduce 30 new global EVs by the end of 2025. Two-thirds of our new EVs will be available in the U.S. and approximately 40% of the company's U.S., entries will be battery electric vehicles (BEVs) by the end of 2025. Cadillac, GMC, Chevrolet and Buick brands will all be represented.

To do so, we are pulling a total of 12 new EV launches ahead of schedule, with some moving forward by more than 30 months. This accelerated timeline requires a revamped vehicle development process. During 2020, the HUMMER EV team cut development time nearly in half by leveraging virtual engineering and the simplicity and flexibility of the Ultium system. This achievement has massive implications: we expect to cut development time of our future EVs by nearly 50% over current EV development time today.

We are positioned to design, engineer and produce EVs for every style and price point and invest in ways to make the EV experience as convenient and easy as possible.

50%

approximate reduction in development time for future EVs.

To realize our zero emissions future, we need millions of EVs on the road, which is why we are committed to fighting for EV market share until we are number-one in North America. We aim to achieve margins similar to or higher than our Internal Combustion Engine (ICE) business and to exceed our previous target of selling 1 million vehicles globally by mid-decade.

Advancing Battery Technology

The heart of our EV strategy is a highly flexible global EV platform powered by our proprietary Ultium batteries. This platform and propulsion system can power transportation across all price points, luxury vehicles, work trucks and high-performance vehicles. As a result, GM can compete for nearly every customer type and preference in the market. Some vehicles built on this platform will be capable of offering:

- GM-estimated range of up to 450 miles on some models when fully charged.
- GM-estimated acceleration of 0 to 60 mph in as little as 3.0 seconds on certain vehicles.
- Battery energy storage ranging from 50 to 200 kWh.
- Level 2 and DC fast charging with the capability to charge nearly 100 miles of range in 10 minutes.
- Ultium Drive units to support front-wheel, rear-wheel, all-wheel and performance all-wheel drive applications.

GM's Ultium-based lineup will use less than one quarter of the propulsion combinations currently used for internal combustion engines.

In North America, initially, GM's Ultium-based EVs will be powered by rectangular, pouch-style battery cells that are simple, lightweight and space-efficient. Our ability to stack the long pouch cells vertically or horizontally is unique in the industry and allows for a flat cabin floor and more interior room than comparable EVs that use cylindrical battery packs. The pack also allows engineers to deliver vehicles with an optimized weight distribution and a low center of gravity to improve ride and handling.

Designing common cells that work across many applications yields benefits of scale. It allows us to work in multiple vehicle segments at once and respond quickly to market shifts. This ability to make many cells for a range of vehicles improves quality and equipment efficiency and reduces cost and waste.

<$100

battery cell costs per kilowatt-hour at full volume expected from GM's joint venture with LG Chem to develop and mass-produce battery cells.

The most significant drivers of cost, however, are related to battery chemistry—and we are also making progress in this area. GM's Ultium batteries boast a proprietary, low-cost chemistry and an easy-to-manufacture design. These batteries have high nickel and low cobalt content—reduced by 70% as compared to Bolt EV—in a large-format pouch cell, which requires less wiring than smaller cells. Our joint venture with LG Energy Solution to develop and mass produce battery cells is expected to drive cell costs below $100 per kWh at full volume. We expect to drive costs even lower through ongoing technological and manufacturing breakthroughs and working to enhance the sustainability and reliability of the battery materials supply chain. By the time we release the next generation of Ultium, likely in the middle of this decade, costs will be 60% less than today's Bolt EV with twice the energy density.

Ultium batteries will feature an almost completely wireless battery management system (wBMS). The wBMS, developed by GM and Analog Devices, Inc., is an industry-first innovation that will reduce wires within the batteries by up to 90%. This technology is poised to transform the way we design our EVs, the scope of our connected technology and pace at which we manufacture and bring our vehicles to market.

Reducing the amount of wire in our EVs will decrease weight, potentially allowing us to extend charging range and fit additional batteries into a vehicle. The wBMS also enables vehicles to receive new features as software becomes available, much like a smartphone, with over-the-air updates provided by GM's Vehicle Intelligence Platform (VIP). VIP is available now, and will be rolled out to 29 additional vehicle models by 2023.

Finally, the wBMS will help us bring Ultium-powered EVs to market faster, as time will not be needed to develop specific communications systems or redesign complex wiring schemes for each new vehicle. Instead, the wBMS will enable the scalability of Ultium batteries across GM's future lineup. It will be a primary driver of GM's ability to ultimately power many different types of EVs from a common set of battery components.

Even with the accelerated pace of EV innovation, there is room for more in the future. Already, we are envisioning a future of zero cobalt and zero nickel batteries. We are working on cathodes that have zero cobalt in order to lower costs and solve potential supply constraints. Similarly, we are working on cathodes that have zero nickel, the second-most-expensive cathode material.

Integrating Battery Safety

Safety is just as much of a priority in the design of EVs as it is in ICE vehicles. We have a dedicated high-voltage battery safety team with a key goal to protect the battery in a crash, much as we protect fuel systems in ICE-powered vehicles. Our batteries are packaged below the seating area and designed to be an integral part of the vehicle structure that helps to protect the occupants' safety cage in case of a crash. We developed crash evaluations to assess the unique characteristics of a high-voltage battery system, and our process includes shutting down and isolating the electrical system in the event of a crash or flood to avoid shock risk. We played key roles in leading standards committees on

GM Ultium battery technology used in the 2022 GMC Hummer

battery safety through organizations like the Society of Automotive Engineers International and intend to remain an industry leader in this area.

With our next generation of proprietary technology, the potential for million-mile battery life for shared mobility usage models is real. Our battery R&D team is innovating to give customers more range at lower costs. Already, we are developing cells that are almost twice the energy density of the Ultium battery cell and that could enable 500- to 600-mile estimated ranges in the future.

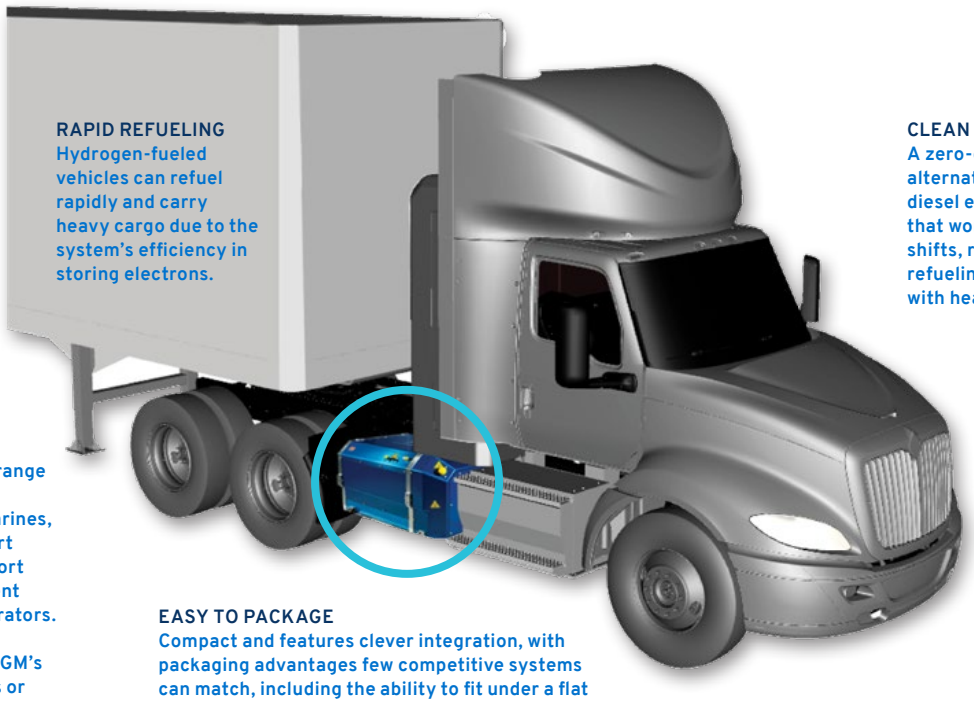
In first quarter 2021, we announced a joint development agreement with SolidEnergy Systems to improve the energy density of lithium-ion batteries. Together, we plan to build a prototyping facility that aims to have a high-capacity, pre-production battery by 2023.

Partnerships to Advance Progress

Beyond our own operations, we are also developing EVs and supporting technology in collaboration with other automotive OEMs, which helps to improve efficiencies and scale. Manufacturing and joint ventures allow us to excel in operational equipment efficiency, first-time quality and waste recycling. We also enjoy the benefits of shared value chains in terms of supply cost advantages.

In 2020, we announced a partnership with Honda, focused on joint development of two new vehicles leveraging the Ultium platform. This announcement builds upon our ongoing relationship with Honda that includes work on fuel cells; the Cruise Origin, a purpose-built, all-electric, and shared self-driving vehicle; and battery module development. Further extending this collaboration, we have announced our intention to work with Honda to establish a North American automotive alliance.

Advantages of GM Hydrotec Fuel Cell Power Cubes



RAPID REFUELING
Hydrogen-fueled vehicles can refuel rapidly and carry heavy cargo due to the system's efficiency in storing electrons.

CLEAN
A zero-emissions alternative to diesel engines that work multiple shifts, require rapid refueling and travel with heavy payloads.

FLEXIBLE
Fits into a wide range of applications, including submarines, locomotives, port equipment, airport ground equipment and power generators.

It complements GM's Ultium batteries or other Li-Ion batteries.

EASY TO PACKAGE
Compact and features clever integration, with packaging advantages few competitive systems can match, including the ability to fit under a flat floor. It can fit into Class 5, 6, 7 or 8 trucks.

DURABLE
Performs in even the harshest environments.

We also are supplying our Hydrotec fuel cell power cubes to Navistar for use in its production model fuel cell electric vehicle (FCEV)—the International®RH™ Series. The FCEV will get energy from two GM Hydrotec fuel cell power cubes. These compact and easy to package power sources can be used in a wide range of applications, including marine, earth-moving and mining equipment, locomotives and power generators.

Scaling EV Manufacturing

New vehicle programs require new manufacturing capabilities—a second area of focus and investment as we accelerate EV commercialization. In 2020, Orion Assembly became GM's first assembly plant 100% dedicated to EV production. Later in the year, we announced the next step in Detroit-Hamtramck's historic transformation. The facility, in which we have invested $2.2 billion, will now be known as Factory ZERO, reflecting the significant role it will play in advancing GM's zero-crashes, zero-emissions and zero-congestion future. This site, which will employ 2,200 people, will produce a variety of all-electric trucks and SUVs, including the GMC HUMMER EV, the GM HUMMER EV SUV, the Chevrolet Silverado electric pickup truck and the Cruise Origin. Factory ZERO will also be home to a sustainable manufacturing process, powered by 100% renewable energy by 2023.

We have played key roles in leading standards committees on battery safety...and intend to remain an industry leader in this area.

Other planned investments include $2 billion to prepare the Spring Hill Assembly site in Tennessee for EV manufacturing. The all-new Cadillac LYRIQ will be the first EV produced at Spring Hill. Between Factory ZERO, Spring Hill and Orion Assembly, which produces the Chevrolet Bolt EV and, soon, the Bolt EUV, we will have three manufacturing sites in the U.S. that are assembling our electric vehicles.

In addition to building new vehicles themselves, we are also building out infrastructure for EV battery manufacturing. With our partner LG Chem, we are constructing plants in Lordstown, Ohio, and Spring Hill, Tennessee, each of which represents more than a $2.3 billion investment. Both plants will mass produce battery cells for our fleet of EVs and eventually provide a combined 2,400 new jobs. Construction is well underway in Lordstown, while the Spring Hill facility is scheduled to open in late 2023.

EV Portfolio Expansion

As we add new EVs to our portfolio, GM has the advantage of a family of brands with vehicles across segments and price points. We also have the benefit of scale, which will help us continue to bring battery manufacturing costs down. But getting everyone in an EV is about more than price. As part of the global vehicle development process, our portfolio planning team listens to customers to understand their needs in terms of vehicle size, body style, range and more. These insights allow us to develop the best possible value proposition for each EV entry.

GM also has the advantage of our modular vehicle platform. The platform removes significant physical constraints associated with conventional vehicles—no need to build around gas tanks, engines, radiator or exhaust pipes, for example. In the past, EV design placed great importance on differentiating the EV visually from its ICE counterparts. The flexibility of this new platform frees us to proportion vehicles to meet unique brand personas and to design around vehicle and customer segment needs.

2020 brought several significant announcements regarding our EV portfolio. These include:

2022 Chevrolet Bolt EV/EUV

The Chevy Bolt EV was the first affordable, long-range EV on the market and continues to evolve. The model year 2021 vehicle is capable of driving an EPA-estimated 259 miles on a full charge and at an affordable price. The next Chevrolet EV will be an updated version of the Bolt EV, followed by the 2022 Bolt EUV, both launching in summer 2021. The Bolt EUV will be the first EV and first vehicle outside of the Cadillac brand to offer Super Cruise, the industry's first true hands-free driver assistance technology for enabled roads. The vehicles will also offer a Power Flow Screen feature, which shows drivers when they are using regen braking and how much charge is left in the battery.

Cadillac LYRIQ

Cadillac's introduction of its electric portfolio began with the debut of the LYRIQ—a fully electric luxury crossover. The propulsion system and supporting technologies position Cadillac to be a leader in electrification, connectivity and hands-free driving. Built on GM's all-new Ultium battery system, we expect the LYRIQ to offer more than 300 miles of range per full charge. It will also offer the enhanced version of Super Cruise and new technologies such as dual-plane augmented reality-enhanced head-up display and remote self-parking. We anticipate the LYRIQ will arrive in the first half of 2022, approximately nine months earlier than originally planned.

Cadillac CELESTIQ

The Cadillac CELESTIQ will represent the ultimate expression of Cadillac innovation. The luxury sedan will offer all-wheel drive, four-wheel steering and a full-glass roof that allows each occupant of the vehicle to set their own level of transparency. The architecture of the Ultium battery allows more space for technology, including personalized console screens that separate individualized comfort settings from entertainment displays.

GMC HUMMER EV

As the world's first zero-emissions, zero-limits, all-electric supertruck, the HUMMER EV is built to navigate off-road conditions. A 24-module pack of Ultium battery cells will offer a GM-estimated range of over 300 miles. HUMMER EV is also the first vehicle in GM's lineup to feature its almost completely wireless battery management system, which maintains balance within the truck's battery cell groups for optimal performance and battery longevity.

The supertruck will offer other technology-driven features that will further enhance its performance, including Energy Assist, which allows drivers to monitor energy use and "preheats" the battery en route to a charging station; Regen on Demand, a driver-controlled regenerative braking feature; and the latest version of Super Cruise driver assistance feature. The introduction of the HUMMER EV also marks the debut of CrabWalk. Using the vehicle's four-wheel steering, CrabWalk allows the rear wheels and front wheels to steer at the same angle at low speeds, enabling diagonal movement of the vehicle for greater maneuverability on challenging terrain.

Cadillac LYRIQ ↑

Also in 2020, Cruise revealed the Origin—a purpose-built, all-electric, and shared self-driving vehicle. There is no steering wheel in the Cruise Origin, because there is no driver. Read more about the Cruise Origin.

Beyond North America, we also plan an acceleration of electrification technology in China, the world's largest EV market. During 2020, we hosted China Tech Day in Shanghai, where we unveiled our latest plans to introduce EVs and advanced technologies in China. This included a commitment that 40% of new vehicles introduced in China over the next five years will be EVs. All of these vehicles will be manufactured in China, with almost all parts coming from local suppliers. Recent introductions in China include:

Baojun E300/E300 Plus

These battery-powered microcars have a range of 305 kilometers (190 miles) on a full charge. The E300 has up to three seats, while the E300 Plus has four. Both are equipped with Baojun's intelligent driving system, which includes artificial intelligence voice interaction, real-time road navigation, a voice-control WeChat function and a mobile app to make driving more convenient and enjoyable.

Chevrolet Menlo

The Chevrolet Menlo sedan is the brand's first fully electric vehicle in China. The vehicle has a constant-speed range of up to 410 kilometers (255 miles) on a full charge. Its battery can be fully charged to 80% of capacity within 40 minutes using a direct current (DC) fast charger.

Wuling Rong Guang Electric Minivan and Mini EV

Wuling launched its first electric minivan in 2020 with both commercial and passenger variations. Both versions support conventional AC charging and DC fast charging. We also launched the Rong Guang Mini EV, a compact vehicle ideal for urban commuting and parking in tight spaces. The model is equipped with an intelligent battery management system, as well as low-temperature pre-heating technology and battery insulation, all of which can be remotely monitored via a smartphone app.

Buick Electra

This all-electric crossover concept vehicle offers a sneak peek at Buick's vision for a new, intelligent electric future. The concept will come with a next-generation electric propulsion system and the advanced Ultium battery, along with a variety of connected and intelligent driving technologies, demonstrating Buick's ongoing evolution toward the future of personal mobility.

Buick VELITE 7 SUV

Buick strengthened its commitment to electrification in China with the launch of the VELITE 7 SUV. The VELITE 7 is the first all-electric SUV in Buick's new energy vehicle portfolio, offering 500 kilometers of range on a full charge. It is equipped with technologies that take connectivity and EV driving experience to the next level, such as One Pedal Driving, Regen on Demand and the latest-generation Buick eConnect connectivity system.

Baojun E300/ E300 Plus

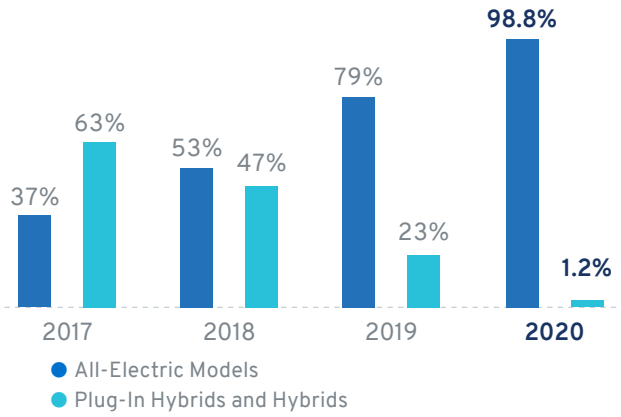
Our EV Future Today: 2020 By-the-Numbers

2020 Global Electric Vehicle Portfolio
(Sales Volume)

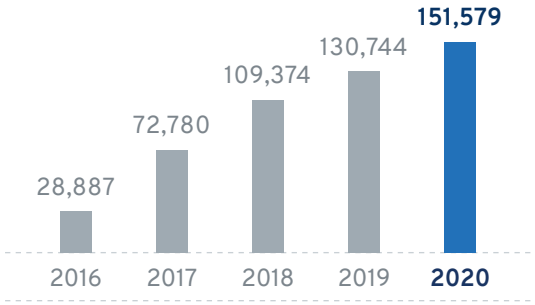
117,599	Hong Guang Mini EV
26,552	Bolt EV
20,571	Baojun E100
14,359	Baojun E200
9,034	Velite 6
7,778	Baojun E300
2,251	Rongguang L
2,125	Buick Velite 6 PHEV
1,302	Chevrolet Menlo
822	Buick Velite 7
83	Chevrolet Volt[1]
12	Cadillac CT6 Plug-In[1]

[1] Discontinued model

All-Electric Models Represent a Rapidly Growing Share of GM's Electrified Vehicle Sales
(Percent Sales Share)



U.S. Electric Vehicles on the Road
(BEVs and PHEVs Cumulative Sales)



EV PORTFOLIO

10
global models with some form of electrification[2]

953,729
metric tons of CO2 emissions avoided

2.3B
gasoline miles displaced by GM BEVs

[2] Excluding discontinued models

GLOBAL SALES VOLUME OF ALTERNATIVE DRIVE TRAIN VEHICLES

400,789
flexfuel vehicles

200,268
EVs

2,219
hybrid vehicles

We're building an entire ecosystem consisting of EV education, onboarding and ownership initiatives to accelerate further adoption.

Creating a Superior EV Ownership Experience

As Ultium underpins GM's upcoming EV hardware, the customer experience commitment for our EVs is underpinned by our new digital unification platform. The platform will help simplify the entire process—from shopping and purchase to charging and overall ownership—with new levels of transparency, speed and convenience.

The digital platform consolidates many different customer experiences into one unified platform. A single ID manages payments, parts, loyalty programs, subscription services and more. Whether customers choose to shop and buy online, visit the showroom, or a blend of both, it will optimize those experiences. We have also rapidly enhanced existing online tools like Shop-Click-Drive.

Beyond the shopping process, we're building an entire ecosystem consisting of EV education, onboarding and ownership initiatives designed to drive further adoption. Dealers will benefit from education activities that GM is offering directly to the consumer, like one-on-one interactions with GM EV experts.

We're also expanding remote personalization, real-time vehicle notifications and alert features. In addition to a redesigned mobile app, we will continue expanding our over-the-air update capabilities. Our OnStar and connected vehicle expertise, combined with our Vehicle Intelligence Platform will allow customers to enhance their vehicle experience over time, through services, one-time purchases and downloadable vehicle upgrades.

Growing the EV Market and Charging Infrastructure

Accelerating a zero-emissions future requires additional EV charging infrastructure to make charging plentiful and accessible and drive broad acceptance of EVs. For the past decade, GM has been driving partnerships and collaborative efforts across a vast network of stakeholders to help stimulate the EV market. We also are advocating for federal, state and local infrastructure policies that support EV deployment. At GM we are working to make charging easy, fast and convenient—so that customers have confidence that they can charge whenever and wherever they want. We're wrapping customers in an EV ecosystem and building access to charging where customers need it—at home, at work and on-the-go.

GM has developed a wide range of tools to help more than 200,000 Chevrolet Volt and Bolt EV customers, as well as future customers, find fast, affordable and convenient charging solutions. For EV customers who charge at home, GM has partnered with Qmerit to provide easy access to accredited electricians who can install 240-volt home charging in their area. Additionally, GM will cover standard installation of Level 2 charging capability for eligible customers who purchase or lease a 2022 Bolt EUV or Bolt EV, helping even more people experience how easy it is to live electric. We are making charging more convenient with a new Dual Level Charge Cord, which, for many customers, will eliminate the need to purchase a separate charger for their home. The cord has a changeable plug that allows the customer to plug into a standard 120-volt, three-prong outlet for Level 1 charging and a 240-volt outlet for Level 2

charging up to 7.2 kilowatts. The new Dual Level Charge Cord is standard with the 2022 Chevrolet Bolt EUV and is available for 2022 Bolt EV.

GM plans to sell a comprehensive set of universal charging infrastructure products to provide convenient one-stop shopping. Leveraging the existing connectivity of our EVs, we will develop energy management tools to help the customer charge when energy is expected to be at the lowest cost and optimized with the electric grid to ensure our EVs are increasingly fueled by renewable energy sources. To capitalize on the exciting opportunity for EVs in the fleet and commercial world, we'll work to enable a full suite of charging solutions, fleet management software and energy management tools. We are also preparing a comprehensive EV fleet strategy to make even deeper inroads with commercial customers.

GM's Energy Assist feature provides Chevrolet EV owners with tools to help integrate public charging into their schedules while they're on the go—whether they are traveling near home or on a cross-country road trip. Energy Assist, available to customers through the myChevrolet app, enables Chevrolet Bolt EV owners to plan and manage their routes more effectively, locate available charging stations along their route and in the area, monitor their route, and receive real-time alerts if their range projections change dramatically. Recent enhancements to the feature include dynamic data integration, start-to-charge payment and expanded access to more than 40,000 charging station locations in North America.

In 2020, we announced that we are working with EVgo to increase the number of DC fast chargers on EVgo's network, which is already the nation's largest public fast-charging network. The collaboration will add more than 2,700 new public fast chargers to the United States by the end of 2025. Fast charging stations will be located in highly visible areas like grocery stores, retail outlets and other high-traffic locations—and most will be able to charge at least four vehicles simultaneously at speeds of up to 350 kilowatts per hour. All chargers will be powered by 100% renewable energy.

The workplace is a primary charging source for many EV drivers. Drivers are six times more likely to drive an EV when charging capabilities are provided at their workplace, according to the Department of Energy. We are committed to making our own facilities and campuses as EV-accessible as possible. To this end, we are adding 3,500 new charging connectors throughout our U.S. and Canadian facilities. This will triple the number of charging stations that GM currently provides. We are prioritizing charging installation sites based on employee need and are working with charging infrastructure companies to begin installation of charging stations. GM employees and visitors will have access to Level 2 charging, ideal for efficiently charging EVs throughout a workday. On a Level 2 charger, the current Chevrolet Bolt EV can add approximately 25 miles of range per hour of charging.

Uber's Zero Emissions Future

Rideshare drivers understand the importance of widely available refueling or charging stations. Ridesharing company Uber plans to have every car on its electric platform by 2040 and will invest $800 million through 2025 to help its drivers make the transition to EVs. As part of this initiative, GM and Uber are teaming up to offer current eligible drivers the same discount that GM offers employees on the purchase of a new 2021 Chevrolet Bolt EV. U.S. drivers will also have access to 20% below MSRP on Bolt EV accessories, including at-home charging equipment.

Chevrolet Bolt Electric Vehicle

GM is also exploring opportunities related to vehicle-grid integration. EVs can be an asset to the electric grid if they are charged at the right times and/or offer services when the grid needs them. For example, managed charging programs allow GM to delay EV charging if there is too much load on the electrical grid or to initiate charging when there is available renewable energy. GM can provide these grid services while still ensuring the customer is charged and ready to go when the vehicle is needed. Leveraging the bi-directional flow of electrons to and from the battery could also enable solutions such as vehicle-to-home, where a vehicle could send power back to the house. These smart uses of EVs and charging can be beneficial for grid operators, utilities and consumers, making the grid more efficient, cleaner and ultimately more affordable.

Meeting mass market EV charging needs will require expansive public investment and supportive policies in addition to the private-sector efforts of automakers, utilities and charging providers. GM has been leveraging its voice and robust partnerships with a variety of NGOs to craft and advocate for policy recommendations at the federal, state and local levels to accelerate charging infrastructure deployment. Our recommendations include a suite of transformative federal funding programs and common-sense regulatory reforms, from updating building codes to support construction of EV-ready homes and businesses, to lifting the prohibition on operating EV charging stations at interstate highway rest areas.

CHARGING INFRASTRUCTURE GROWTH

39%

of new vehicle buyers stated charging is a concern that prevents serious EV consideration

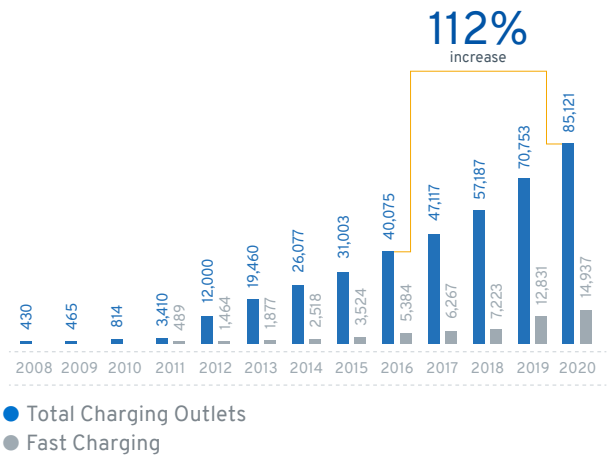
92%

of EV charging takes place at home

112%

increase in public EV charging stations 2016–2020

EV Charging Infrastructure

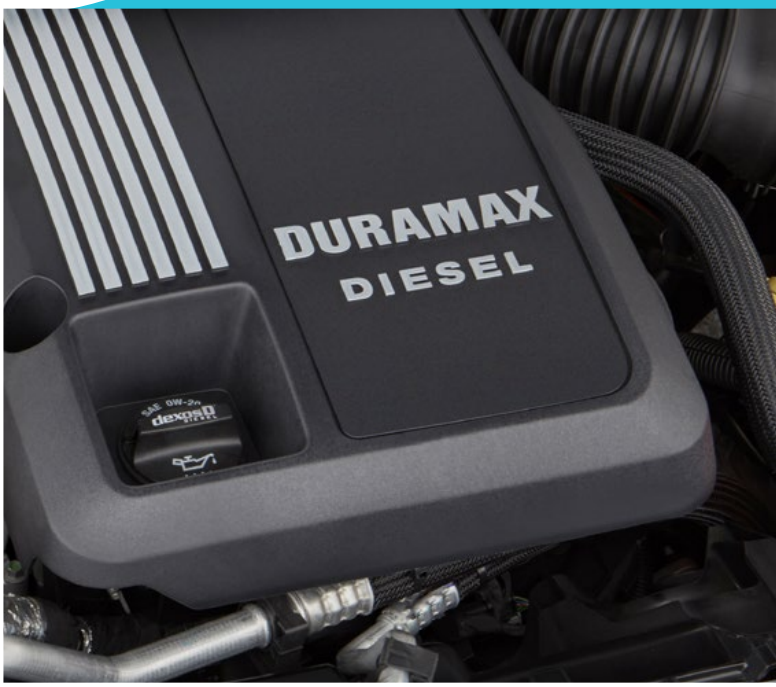


Improving Conventional Vehicle Efficiency

EVs are GM's future. As we move closer to our vision of an all-electric portfolio, we also are committed in the nearer term to improving the efficiency of vehicles that rely on the ICE. Continual improvements in vehicle engine and transmission efficiency, as well as vehicle weight, are helping us to eliminate excess material use in manufacturing, while reducing fuel use and costs for customers. Lightweight materials and other innovations also further our EV development work—up to 80% of ICE vehicle development costs that don't involve propulsion are also shared by EVs.

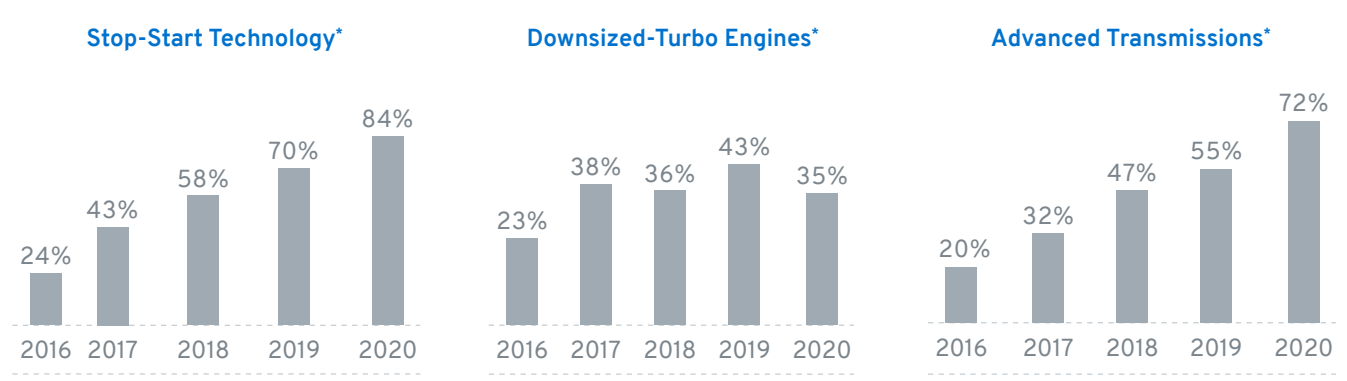
As an example, our models containing stop-start technology enable the vehicle's engine to turn off when the car is stopped or idled. These engines provide a fuel economy benefit of between approximately 3% to 5%, tangibly decreasing CO2 emissions for consumers who face extended idle times. In the U.S., to date, stop-start engine technology is expected to save GM customers 1.1 billion gallons of fuel and 10.2 million metric tons of CO2 emissions over the lifetime operation of their vehicles.

One new vehicle that makes use of stop-start technology is the Chevrolet Tahoe with the available 3.0-liter Duramax diesel, which makes Tahoe the most fuel-efficient full-size large SUV in its class.



EXPANSION OF FUEL-SAVING TECHNOLOGIES IN CONVENTIONAL VEHICLES

(Percent of Total U.S. Volume)



* To improve the consistency and quality of our long-term advanced technology data reporting, we are using model year rather than calendar year data.

REDUCING
CARBON EMISSIONS

Operational Emissions

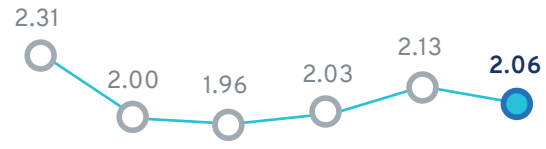
The scale of our operations also presents significant opportunities for improvement. This has been an area of continued focus over the past decade, during which we have accomplished much.

GM was proud to reach our manufacturing carbon intensity goal—a 20% reduction in metric tons of CO2e per vehicle manufactured between 2010 and 2020—three years ahead of schedule. Energy efficiency improvements and our RE100 pledge—a commitment to use 100% renewable energy in our operations—helped us reach our initial carbon goal.

After achieving this goal in 2017, we developed an even more ambitious target: to reduce absolute Scope 1 and 2 GHG (CO2e) emissions by 31% by 2030 compared to a 2010 baseline, and to become carbon-neutral in our operations by 2040. This goal is consistent with the level of decarbonization required by the Science-Based Target initiative methodology to limit warming to less than 2°C compared to preindustrial temperatures by 2050.

OPERATIONAL COMMITMENTS

Reduce Energy Intensity by 20%
(MWh/Vehicle)



Absolute Reduction of Carbon by 31%
(GHG, Scope 1&2 Market-Based, Million Metric Tons)

Note: Draft data is used to show progress to goal and will be replaced with final data after third-party verification. Although GM reduced absolute energy by 22% in 2020 compared to 2010, on an intensity basis the reduction was only 11% due to large vehicle production volume reductions from a work stoppage in 2019 and pandemic in 2020. Since 2018, our global volume in 2020 was reduced by 28%. Since our operations have a fixed energy component, even with extreme shutdown efforts our intensity targets were not met, as the relationship of energy to volume is not 1:1.

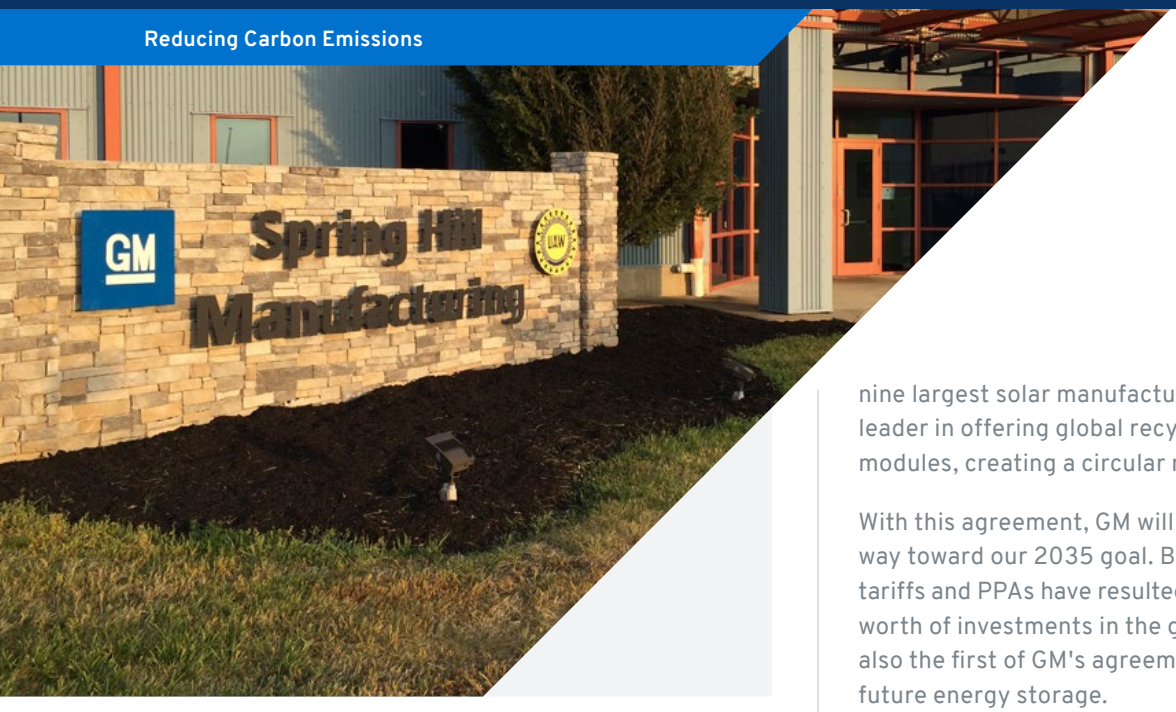
We are committed to meeting our two bold goals of carbon neutral in products and operations by 2040 and eliminating tailpipe emissions in new light-duty vehicles by 2035. We recognize we cannot achieve these bold goals alone, and other outside factors may result in remaining carbon emissions. We will assess this, and invest in carbon credits or offsets to achieve carbon neutrality in the coming years. We recognize that offsets must be used sparingly and should reflect a holistic view of mitigating the effects of climate change and helping people thrive around the world.

Renewable Energy

Just as GM has the scale to promote widespread adoption of EVs, we also have the scale to help bring about a transition to renewable power sources across the U.S. We are the 10th-largest off-taker of renewable energy in the world, and the second-largest off-taker in the manufacturing sector. Reducing our own operational footprint and setting up the grid for a future in which EVs can charge using renewable power is an essential part of our zero emissions vision.

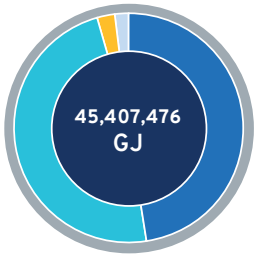
In 2016, GM committed to sourcing 100% of our global electricity demand from renewable sources by 2050. Four years later, we have renewable energy contracts that will put our capacity in excess of 60% when projects come on line in the next three years. In early 2021, in response to the need to accelerate efforts to address climate change, we pulled forward our 100% global renewable energy commitment to 2035 with interim goals of achieving 100% of U.S. sites by 2030. We are making significant progress toward this target through physical and virtual power purchase agreements (PPAs) and on-site renewable energy projects, such as solar arrays and landfill gas projects.

In the second quarter of 2020, we executed our largest green tariff solar project to date in Michigan through a green tariff agreement, making all GM sites in Southeast Michigan served by DTE on renewable power, including our global headquarters in Detroit and Global Technical Center in Warren, Michigan. We also announced a new solar PPA with CMS Enterprises (a subsidiary of CMS Energy Corporation). The deal will power Wentzville Assembly, Lansing Grand River Assembly and Lansing Delta Township Assembly. The PPA is unique in that the solar panels will come from Ohio-based First Solar, the only U.S.-headquartered company among the world's



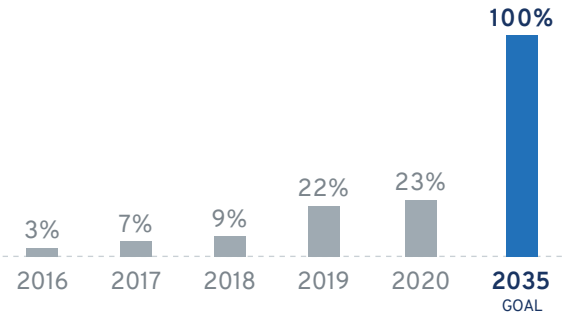
RENEWABLE ENERGY

Energy Consumption by Source



- **21,637,064** Fuel Consumption from Nonrenewable Sources (including heating)
- **21,749,755** Electricity Consumption (including cooling)
- **1,113,784** Steam Consumption
- **860,141** Fuel Consumption from Renewable Sources (including heating)

Renewable Energy as a Percentage of Global Electricity Use



nine largest solar manufacturers. First Solar is also a leader in offering global recycling services for its PV modules, creating a circular model.

With this agreement, GM will be more than 60% of the way toward our 2035 goal. Beyond power, GM's green tariffs and PPAs have resulted in approximately $2 billion worth of investments in the green energy sector. This is also the first of GM's agreement to include the option for future energy storage.

Other renewable projects in the works include Spring Hill Manufacturing, our largest facility in North America, which is expected to be powered by 100% solar energy. This will be made possible through a green tariff agreement with the Tennessee Valley Authority, which is expected to supply up to 100 megawatts of solar energy per year. The energy will be supplied by a solar farm in Lowndes County, Mississippi, currently under development by Origis Energy (subject to environmental review). The commitment is made possible through the Tennessee Valley Authority's Green Invest program, which is the federal electric utility's green tariff solution.

GM continuously monitors our performance using a new renewable energy dashboard, which allows us to track our companywide renewable use percentages in real time. We also rely on third-party partners to help us understand the renewable energy market and ensure we are buying electricity cost-effectively.

GM is a member of RE100, a global collaborative initiative backed by The Climate Group in partnership with CDP. RE100 brings together companies that have made commitments to use 100% renewable energy in their operations to share best practices and demonstrate the increased demand for clean power. GM is one of only three automakers, and the only one in North America, that has made the RE100 pledge.

In recognition of our efforts, GM received the 2020 Green Power Leadership Award in the Excellence in Green Power Use category from the U.S. Environmental Protection Agency. The awards recognize companies for their commitment and contribution to helping advance the development of the nation's voluntary green power market.

Our Renewable Energy (RE) Journey

Our commitment to renewable energy use began more than two decades ago and will culminate by 2035 when our goal is to source 100% renewable energy to meet all our electricity needs.

1995
Toledo, Ohio
First RE investment—2.5 MW of landfill gas

2005
Mexico
First RE project—17 MW of hydroelectric

2008
Zaragoza, Spain
The largest rooftop installation in the world at that time—11.7 MW of solar

2010
Ohio, Michigan and China
First workplace installations of solar charging for electric vehicles—20 KW each

2014
Orion, Michigan
First on-site generation of electricity via landfill gas—8 MW

2014
Mexico and Joinville, Brazil
First RE wind project and first solar installation in South America—34 MW and 340 KW, respectively

2015
Changwon, Korea
First RE project in Asia—11.5 MW

2016
Shanghai, China
First RE project in China—24 MW

2017
St. Catherines, Ontario
Largest RE project to date in Canada and first to use waste heat for cogeneration—6.4 MW

2017
Ohio and Indiana
All operations achieve 100% RE—200 MW

2018
Flint, Michigan
First green tariff project—40 MW

2020
Michigan
500,000 MW solar energy investment in DTE MIGreenPower program

2020
Arkansas
180 MW solar power purchase agreement puts GM over 1 GW of RE use

2022
Springhill, Tennessee
Expected completion of green tariff project, which will push us to 50% RE use in the U.S.—100 MW

2030
United States
Expected 100% electricity sourced from RE

2035
Global
Expected 100% electricity sourced from RE

Energy Conservation

By reducing energy use overall, there will be fewer electricity needs to be covered by renewable sources or offsets. To do this, GM uses an energy management system (EMS) to achieve energy-reduction goals. In 2020, 25 GM U.S. manufacturing facilities, or more than 90% of our U.S. manufacturing footprint, implemented the U.S. Department of Energy's (DOE) 50001 Ready program. This program is an application tool through which 25 tasks are measured to demonstrate an effective EMS. Upon completion, facilities can self-attest to the structure of ISO 5001, a voluntary global standard. GM engaged with DOE to train the GM Energy team, along with suppliers and other companies on the 50001 Ready process. GM has implemented 50001 Ready at more facilities than any other participating company. We plan to expand this program to all of our manufacturing facilities globally in order to continuously monitor and improve our EMS.

Performance contracts are another important avenue for us to meet our operational emissions goals. These contracts, in place at a number of facilities, allow us to use third-party investments to make energy-efficiency upgrades, which we then repay with the associated near-term cost savings. For example, a new contract at our Fort Wayne assembly facility invests in eliminating steam and making more efficient use of waste heat.

GM also uses a variety of Energy Star initiatives as a framework for charting our progress in building energy efficiency. Energy Star's Building Portfolio Manager (BPM) allows us to benchmark our progress and make continuous improvements. BPM integrates with our utility bill management system, sending an automated monthly analysis of building scores to evaluate building performance. In 2020, GM had five buildings—including Lansing Delta Township Assembly in Michigan and CAMI Assembly in Canada—certified by Energy Star for superior energy management. Similar to laptops and refrigerators, these certifications provide a benchmark system for energy efficiency. Energy Star® Challenge for Industry is another continuous improvement recognition, which six GM plants have earned.

In 2021, GM received recognition from Energy Star® for Sustained Excellence in Energy Management for the 10th year, confirming our continuous improvement activities.

Another tool used is Energy OnStar (unrelated to GM's OnStar solution), a continuous commissioning system that monitors the performance of our HVAC equipment in real time. About a third of our operational energy use goes to heating or cooling, so keeping close tabs on these systems is critical. The system allows us to quickly identify when a unit is malfunctioning and easily find opportunities for improvement. Virtual monitoring proved especially useful in 2020, when manufacturing facilities closed to prevent the spread of COVID-19 and workers could not see units in person.

23X

GM China's joint venture facilities have been recognized by Energy Star since 2009.

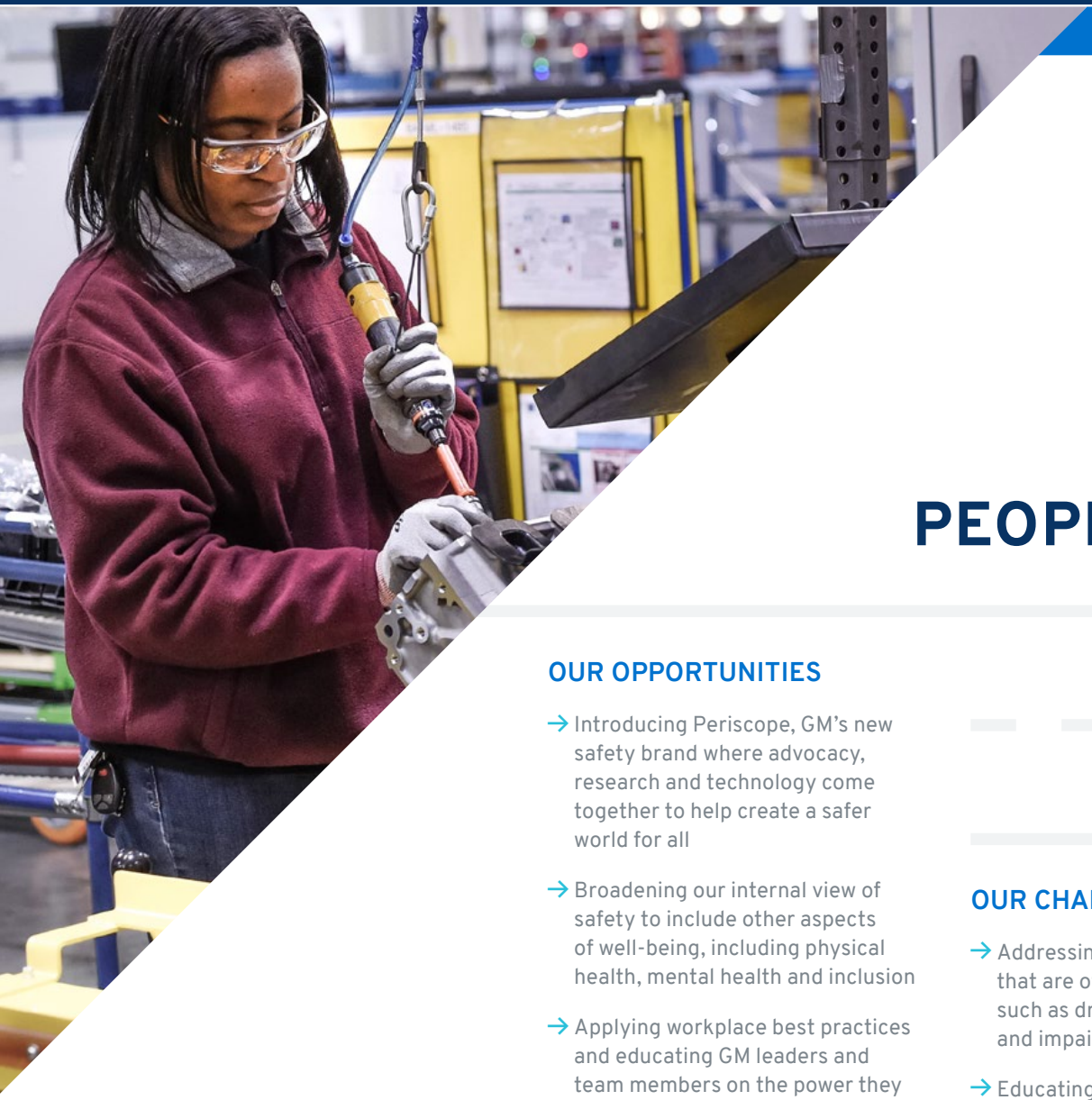
GM uses Energy Star's "treasure hunt" approach to uncover quick ways to save energy. Since the 2020 COVID-19 pandemic restricted travel, we developed a virtual energy treasure hunt process to continue to evaluate savings opportunities. Energy OnStar provided remote site hourly energy, production, ventilation and Powerhouse data that is used to identify opportunities. Through this virtual process, we conducted 11 treasure hunts covering 11 million square feet of space, and uncovered 192 opportunities that could potentially save the company $5 million. These included hunts at SGM's Cadillac plant and SAIC-GMWuling's Baojun plant, which identified 30 projects that could save approximately $1.2 million. Energy Star recognized GM's virtual treasure hunt process as one of its Top Energy Projects at the 2020 Energy Star Industrial meeting.

Promoting Energy Efficiency in China

GM's facilities in China have reduced their energy use in a number of creative ways, from finding new solutions within their own walls to participating in global energy challenges.

At the Baojun site in Liuzhou, a cascading energy storage power station has been developed that uses retired EV batteries to store wind and solar energy as well as energy from the grid generated during non-peak hours. This energy can then be used to relieve pressure on the grid during peak hours of consumption.

The SAIC-GM Dong Yue Motors North Plant in Yantai, Shandong, met the Energy Star® Challenge for Industry by reducing its energy intensity by 10.5% between 2017 and 2019. In fact, the plant exceeded Energy Star's call to action, which encouraged facilities to reduce energy intensity by 10% within five years. GM China's joint venture facilities have been recognized by Energy Star 23 times since 2009.



KEEPING PEOPLE SAFE

OUR OPPORTUNITIES

- Introducing Periscope, GM's new safety brand where advocacy, research and technology come together to help create a safer world for all
- Broadening our internal view of safety to include other aspects of well-being, including physical health, mental health and inclusion
- Applying workplace best practices and educating GM leaders and team members on the power they have to affect safety outcomes by modeling safe behaviors and business practices

OUR CHALLENGES

- Addressing driving behaviors that are often beyond our control, such as driver distraction and impairment
- Educating consumers on the benefits of advanced safety technology options to drive greater adoption
- Continuing to cultivate and engage a global workforce who make vehicle and personal safety their top priority

IN THIS SECTION

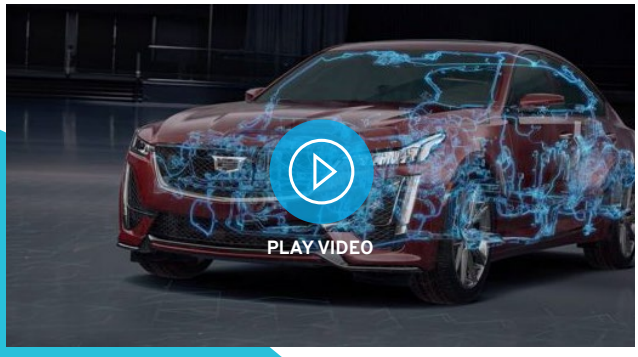
KEEPING PEOPLE SAFE

Vehicle Safety

The safety of our employees and our customers is of utmost importance to us. When it comes to our loved ones, safety is always on our minds. It's just the way we are built. And why we're focused on reducing the number of crashes to help us all be safer on the road.

Vehicle Safety

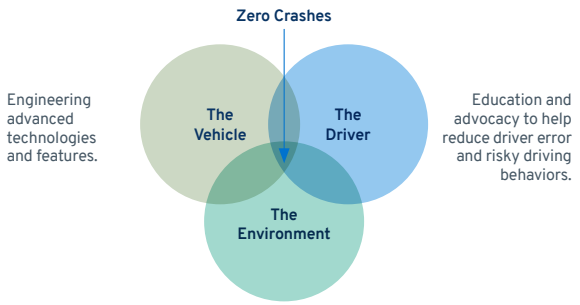
To help move toward a future with zero crashes, General Motors is introducing Periscope, a new safety brand that represents a holistic approach to vehicle safety. Periscope brings together three areas of focus—advocacy, research and technology as a way to think about addressing the safety not only of drivers and passengers, but those outside the vehicle as well. This includes our research with world-renowned universities like Virginia Tech Transportation Institute (VTTI) and the University of Michigan Transportation Research Institute; our safety advocacy with Safe Kids Worldwide; and the development of our in-vehicle technologies—that can help drivers avoid crashes. Periscope is how we engineer for safety through a human lens—focusing on driver behaviors and the driving environment and to develop features and technologies that can assist the driver and help keep our customers safe.



periscope

A Holistic Approach to Vehicle Safety

Periscope embodies safety from three perspectives



In many ways, our approach to vehicle safety has not changed. GM has a rich history of safety innovation—from the first production airbag systems in the 70s to today's Driver Attention System that can enable hands-free driving with our Super Cruise driver assistance technology on compatible roadways. Periscope is the culmination of all these things. It is how everyone at GM—all of our employees—are committed to putting customer safety first.

Advocacy

Through Periscope, we are working to increase safety in and around vehicles as we move toward a future of zero crashes. GM recognizes the need to continue building public awareness of the many risks to all roadway users and to promote safe driving behaviors and a safe roadway environment. This is why we are investing in nonprofit relationships and initiatives to educate on the dangers of impaired and distracted driving and promote seat belt usage and safe road practices. Current relationships and initiatives include:

- **Safe Kids Worldwide:** For over 20 years, GM and Safe Kids Worldwide have collaborated to help keep kids safe in and around vehicles through many programs, such as the GM-funded Buckle Up Program. The Buckle Up Program works through a nationwide coalition to provide inspection stations and free car seat check-up events throughout the year. Additionally, GM has provided training opportunities to more than 70 employees to become certified Child Passenger Safety Technicians. These employees volunteer to support the public through car seat check-up events—educating parents and caregivers on the proper installation of car seats and sharing additional child passenger safety information. These activities, along with other digital and in-person engagements, provide great opportunities for GM to reinforce child passenger safety with drivers.
- **National Organizations for Youth Safety:** Directed toward the teen driver, GM partners with National Organizations for Youth Safety to implement the annual Seat Belts Save (SBS) Challenge. SBS is a four-week campaign designed to educate teens about the dangers of riding in a vehicle without wearing a seat belt and increase the number of teens who regularly wear a seat belt while driving or riding in a vehicle. The challenge runs each fall and is available to high schools nationwide.
- **National Safety Council:** GM supports DriveitHOME, an NSC initiative designed for parents of new teen drivers. The initiative offers free, research-based resources parents can use to help their teens build experience behind the wheel and become safer drivers. NSC also works with employers to bring these resources to parents in their workplaces to ensure access to materials like Pointers for Parents and the New Driver Deal.
- **America Walks:** America Walks is leading the way in advancing safe, equitable, accessible and enjoyable places to walk and move by giving people and communities the resources to effectively advocate for change. GM supports America Walks to ensure pedestrians are equipped with resources to remain safe when sharing roadways with motorists, bicyclists and other road users.

Research

To ensure continued advancement of technology, Periscope's focus on research identifies which technologies may have a significant impact on reducing crashes. To do so, GM works with world-class research institutes to study how safety technologies currently available in vehicles are making a real-world difference on the path to a world with zero crashes. In this regard, GM has collaborated with organizations such as NHTSA, University of Michigan Transportation Research Institute (UMTRI), Insurance Institute for Highway Safety (IIHS) and Highway Loss Data Institute (HLDI).

Following a landmark police-report study conducted in 2019, which was updated in 2020, the GM and UMTRI teams analyzed the field effectiveness of GM advanced driver assistance systems and headlighting technology in reducing the occurrence of a wide range of common crashes that these features were designed to help avoid or mitigate. The research outcome demonstrates that much of this technology is making a statistically significant impact on helping to avoid crashes or mitigate injuries for occupants in the GM vehicles used in the analysis.

Effectiveness of Advanced Safety Features

55%

reduced rear-end striking crashes with reported/possible injuries

Automatic Emergency Braking (or Forward Automatic Braking) with Forward Collision Alert reduced rear-end striking crashes by 40% and reduced rear-end striking crashes with reported or possible injuries by 55%

82%

reduced backing crashes

The Reverse Automatic Braking feature, combined with Rear Vision Camera, Rear Park Assist and Rear Cross Traffic Alert, reduced backing crashes by 82%

26%

reduced nighttime front crashes

IntelliBeam, which automatically turns a vehicle's high beam headlamps on and off according to surrounding traffic conditions, reduced nighttime front crashes with a combined set of animals, pedestrians, and bicyclist crashes by 26%

16%

reduced lane change crashes

Lane Change Alert with Side Blind Zone Alert reduced lane change crashes by 16%

17%

reduced lane departure-related crashes with reported/possible injuries

Lane Keep Assist with Lane Departure Warning reduced lane departure-related crashes by 12%, and reduced lane departure-related crashes with reported or possible injuries by 17%

Safety Alert Seat

The Safety Alert Seat provides directional seat vibrations to help alert drivers of the direction of potential crash threats detected by various active safety systems.

Because advanced driver assistance systems are critical to safety performance, how the driver is alerted and responds to these alerts also plays an important role to help ensure feature effectiveness in the field. Significant research has been conducted with VTTI to determine how best to communicate those alerts to the driver so that they can take action to help avoid a threat.

For example, the GM-exclusive Safety Alert Seat was developed with research conducted by VTTI, as well as TNO in the Netherlands. The Safety Alert Seat provides directional seat vibrations to help alert drivers of the direction of potential crash threats detected by various active safety systems. This haptic alert supplements available visual alerts and has been shown to be preferred by our customers and to increase ADAS usage.

In-Vehicle Technology

In our pursuit of a world with zero crashes, we will continue to provide foundational vehicle safety through crash performance, thoughtful reminders, technology to help mitigate crashes and other safety innovations. At GM, safety is in our DNA, and crash safety is foundational.

NEW CAR ASSESSMENT PROGRAMS TOP-RATED MODELS

56% U.S.	**88%** China
100% Australasia	**71%** South Korea
50% ASEAN	**31%** Latin America

We continue our efforts to design technologies that can help our customers. GM introduced the industry-first Rear Seat Reminder five years ago. Today, Rear Seat Reminder is available on nearly all four-door vehicles in the United States and Canada. Additionally, the feature was made available globally on select new programs in 2021. Rear Seat Reminder is a simple alert that is intended to do exactly what it says: remind the driver to look in the rear seat before exiting the vehicle. The alert does not actually detect people or objects in the rear seat; instead, under certain conditions, it detects when a rear door is opened and closed just before or during a trip, indicating that there might be something in the rear seat. In some cases, there might be nothing at all. In other cases, there might be a gym bag, a lunch or even a child or pet.

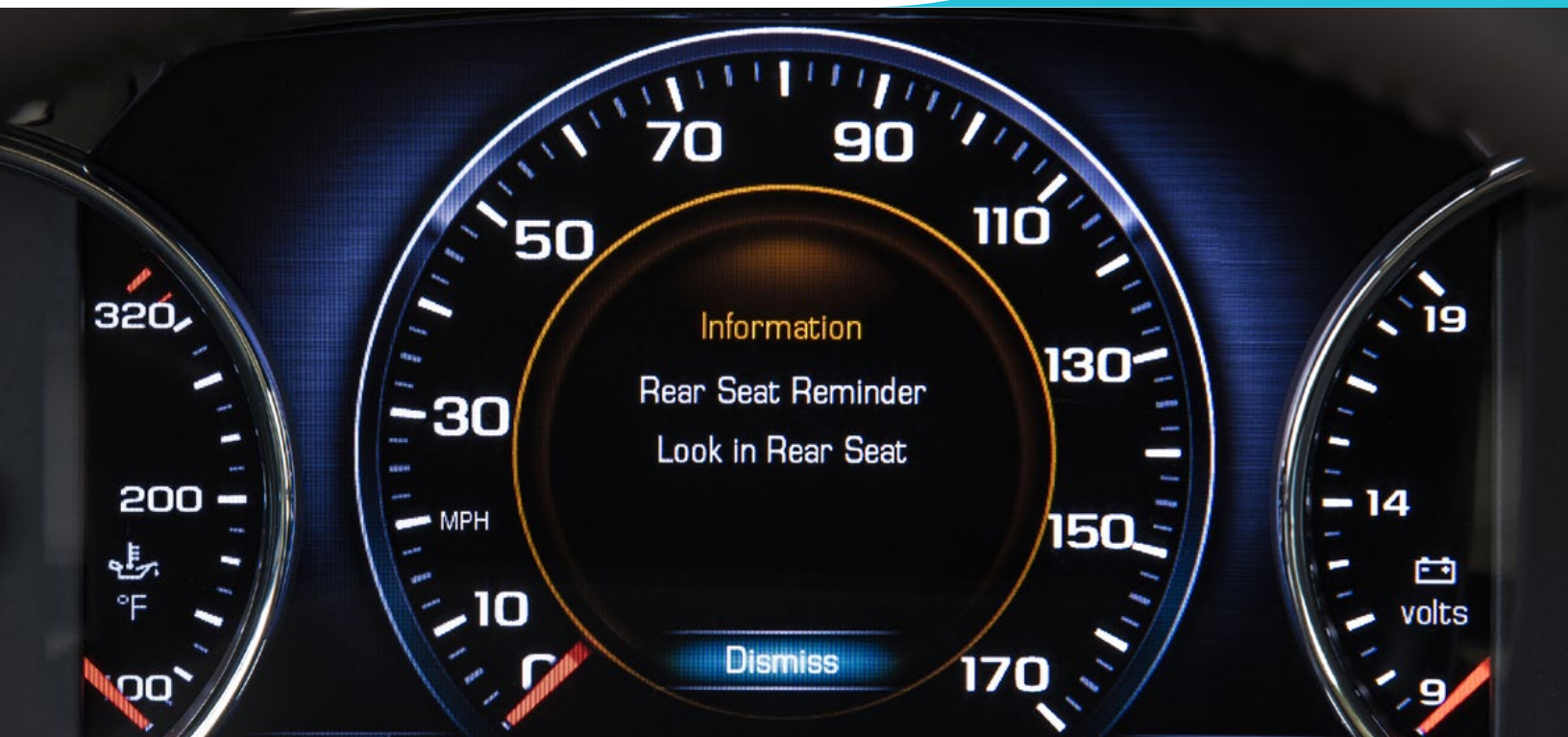
According to NHTSA, 94% of serious crashes are caused by human error. Errors that tend to cause injuries and fatalities include lack of seat belt use along with speeding, alcohol and drug impairment, and driver distraction. Even with all the new safety technology in vehicles, seat belts remain the primary occupant restraint in the vehicle and save lives when properly worn. NHTSA estimates that front seat belt use is about 90% in the U.S., yet almost half of in-vehicle fatalities are unbelted occupants. For these reasons, seat belt use continues to be a priority at GM.

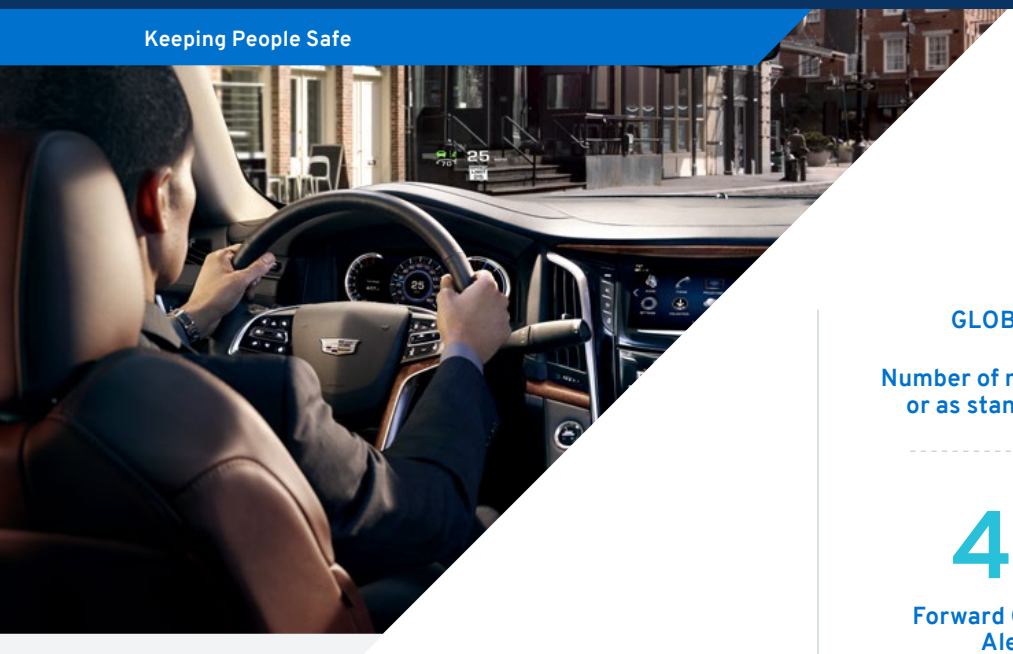
This is why we have expanded availability of the Buckle to Drive feature on select models. This feature, when turned on, reminds unbelted drivers to buckle their seat belt by sounding a chime, sending a visual message and can prevent the vehicle from being shifted into gear for 20 seconds.

VEHICLES WITH BUCKLE TO DRIVE AS PART OF TEEN DRIVER

MY20
Chevrolet Malibu
Chevrolet Traverse
Chevrolet Colorado
GMC Canyon

MY21
Chevrolet Equinox
Chevrolet Malibu
Chevrolet Corvette
Cadillac CT5
Cadillac CT4
Buick Envision





Advanced driver assistance systems and automated technology are fundamental parts of our vision to achieve zero crashes. While self-driving vehicles—those requiring no input from a human driver—are being tested and used in limited capacities on public roads, advanced safety innovations available today represent first steps on the road to autonomous driving. For example, under certain conditions, Automatic Emergency Braking* can help avoid or reduce the harm caused by front-end crashes by automatically providing hard emergency braking or enhancing the driver's hard braking if the system detects a frontal collision with a vehicle they are following is imminent. Similarly, Lane Keep Assist with Lane Departure Warning* provides gentle steering wheel turns to help keep the driver from inadvertently leaving their lane. Through building-block changes such as these, drivers are increasingly aided in helping to avoid or mitigate the harm caused by common crashes.

GLOBAL DEPLOYMENT OF ADVANCED SAFETY TECHNOLOGIES*

Number of models with these technologies available or as standard equipment out of 71 total models

43
Forward Collision Alert

24
Adaptive Cruise Control

18
Safety Alert Seat

29
Front Pedestrian Braking

36
Lane Keep Assist with Lane Departure Warning

12
Lane Departure Warning

23
HD Surround Vision

36
Rear Cross Traffic Alert

42
Lane Change Alert with Side Blind Zone Alert or Side Blind Zone Alert

40
Enhanced Automatic Emergency Braking or Automatic Emergency Braking

* Safety or driver assistance features are no substitute for the driver's responsibility to operate the vehicle in a safe manner. The driver should remain attentive to traffic, surroundings and road conditions at all times. Visibility, weather and road conditions may affect feature performance. Read the vehicle's owner's manual for more important feature limitations and information.

OnStar Safety Innovation

Periscope's holistic view of safety helps us stay focused on safety for our customers, their families and communities. This extends to OnStar, our in-vehicle safety and security service. Over the past year, we've introduced several enhancements to the service, including a version of OnStar Safety Services tailored for fleet customers. Offerings include Automatic Crash Response, Emergency Services, Stolen Vehicle Slowdown and Driver Remote Access. And through a new partnership with RapidDeploy, OnStar can now electronically transmit critical crash data directly into the Emergency Communications Centers' ecosystems in the U.S. This can help facilitate better-informed dispatch and enhanced patient treatment at crash scenes.

22M+
connected vehicles globally offer OnStar.

Increasingly, we are employing OnStar to help customers in ways that go beyond responding to crashes or vehicle issues. The service is now available to customers and family members through the OnStar Guardian mobile phone app, so they can access certain OnStar support services whether at home, out walking or in any vehicle, regardless of brand or ownership. Other crises we are responding to include support for persons contemplating suicide. Now, in the event of a crisis, the red OnStar button can connect to an advisor trained in suicide prevention.

As destructive hurricanes continue to impact the U.S., we also are helping customers in need through OnStar Crisis Assist services. After Hurricane Laura made landfall in Louisiana and Texas, we provided Crisis Assist to all properly equipped Chevrolet, Buick, GMC and Cadillac vehicles in the region—not just those with an active plan. For a limited time, owners of connected GM vehicles in affected states could connect to Crisis Advisors for coordinated emergency and evacuation services, personal calling, access to in-vehicle Wi-Fi hotspots and hotel bookings.

With the OnStar Guardian mobile app, OnStar protection is no longer solely tied to a vehicle.

KEEPING
PEOPLE SAFE

A Culture of Safety

Vehicle and workplace safety are inextricably linked, and GM has governance mechanisms and programs in place to support a culture where safety is everyone's responsibility.

Across the company, we have made both workplace and product safety everyone's responsibility—from our vehicles to corporate hallways to factory floors. We celebrate our commitment to both product and workplace safety, as well as our holistic approach to safety every year through our internal Safety Week. To emphasize the importance of all aspects of safety, we added health and wellness as a key topic during this year's Global Safety Week.

The week's activities emphasized three pillars of a healthy lifestyle—sleep, exercise and eating well—and shared resources for employees dealing with stress, anxiety and other mental health issues. This focus on mental health has been especially important during the ongoing COVID-19 crisis. We have learned how important it is not only to keep employees safe, but also to ensure they feel safe and confident coming to work and going home to their families.

Our commitment also continues to be evident in our decision-making process for safety issues that includes executives at the highest levels of the company and engages employees at every level to identify potential vehicle safety issues. Our Vice President of Global Vehicle Safety, in addition to leading our product safety organization, is accountable for developing GM's vehicle safety systems, confirming and validating our vehicle safety performance, identifying emerging issues and conducting post-sale safety activities, including recalls.

Our Global Product Development organization includes a robust team of internal product investigators and safety forensic engineers who help identify and investigate potential vehicle safety issues. A data analytics team merges multiple inputs—such as Speak Up For Safety (SUFS) submissions and dealer service records—to build a unique, comprehensive database. Statistical analysis and modeling identify potential issues early by linking perceived disparate issues. Meanwhile, Global Vehicle Engineering improves cross-system integration and addresses functional safety and compliance in the vehicle development process.

The Employee Safety Concerns Process provides a structure for employees at manufacturing sites and office environments to report potential workplace safety issues. Our SUFS program, meanwhile, is designed to give employees, suppliers and dealers an easy, consistent and unfiltered way to report potential vehicle safety issues. Through a toll-free phone number, a smartphone app, email or the SUFS website, submitters can report any potential vehicle safety risks and suggest improvements.

SPEAK UP FOR SAFETY SUBMISSIONS

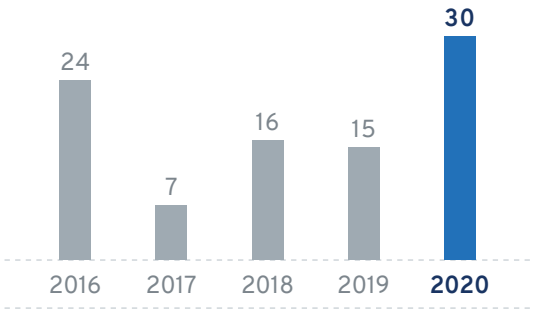
32,917
total since inception in 2014

3,345
in 2020

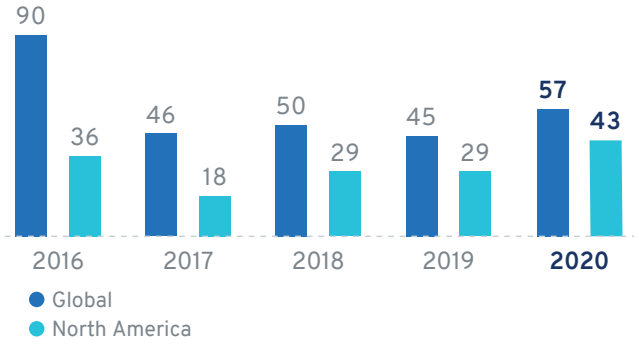
From there, our dedicated safety team funnels employee concerns to the appropriate departments. Since the program's inception, more than 32,917 concerns and/or suggestions have been logged globally by employees and dealers. To reinforce a sense of personal accountability, employees' performance is evaluated in part on a demonstrated commitment to safety.

By building a culture of safety, we attempt to find issues sooner and reduce the number of impacted vehicles. Externally, GM maintains an open dialogue with NHTSA, including monthly meetings with senior agency officials, with expedited discussions as needed, covering field investigations, safety recalls and other issues. GM also participates in periodic meetings with NHTSA and other stakeholders to advance safety discussions that benefit the industry as a whole.

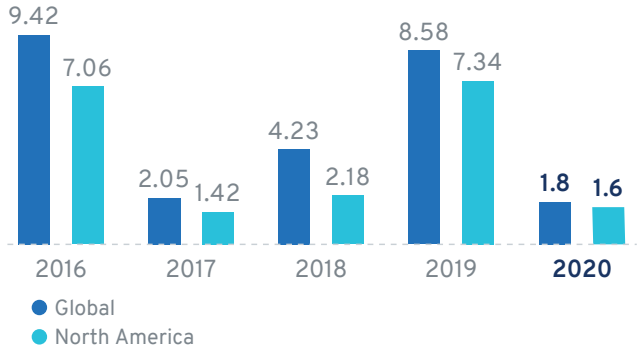
Number of Recalls
(With Fewer than 10,000 Vehicles)



GM Safety & Noncompliance Recalls
(Number of Recalls)



GM Safety & Noncompliance Recalls
(Vehicle Volume in Millions)



One indicator of progress in managing recalls is the ability to catch issues early and act on them swiftly. A key performance indicator for this is the number of recalls with fewer than 10,000 vehicles. This data is included in the total vehicle volume of safety and noncompliance recalls.

Speaking Up in Action

A SUFS submission in 2020 led to swift production changes for the new mid-engine Chevrolet Corvette. A technician at a dealership in Florida noticed that a vehicle he was repairing was missing one of two retention pins that are part of the parking brake system. The dealership submitted a Field Product Report detailing the issue, and the Chevrolet Corvette brand quality team reviewed the submission and took action to assess, contain and resolve the issue. The Safety Field Investigation process initiated by the SUFS submission determined this issue affected only a small number of vehicles and there was no safety risk, but there was the potential for wheel damage and customer dissatisfaction. Thanks to the quick work of everyone involved, we took measures to prevent the issue from recurring in production and to inspect any vehicles coming in for service.

KEEPING PEOPLE SAFE

Workplace Safety

Our workplace safety vision is to "Live Values that Return People Home Safely. Every Person. Every Site. Every Day."

This vision is guided by our safety policy, which applies to all employees and others working at our sites, including consultants, agents, sales representatives, distributors, independent contractors, third-party suppliers who work on GM premises and contract workers when they perform work for GM.

Like product safety, we manage workplace safety at the highest levels through monthly operating reviews with global functional senior leaders, including the CEO and the Global Safety Leadership Council (GSLC), which comprises more than 20 senior global leaders. The GSLC determines strategic global safety direction and approves workplace safety initiatives, which are the responsibility of the GM Vice President of Workplace Safety. This senior management member also provides a bimonthly update on the safety performance of the company to GM's Board. Enterprise workplace safety risks and control initiatives are reviewed on an annual basis, and updates are provided to the Risk and Cybersecurity Committee of the Board on a quarterly basis.

A major focus of workplace safety management in 2020 was COVID-19. As part of our pandemic safety efforts, GM published a COVID-19 Employee Guide, which covered protocols for entering our facilities, mask-wearing and physical distancing, keeping spaces clean and ventilated, and handling suspected COVID-19 cases. The guide includes advice for managing stress and anxiety associated with the COVID-19 outbreak.

We shared this with our suppliers, across industry trade groups and government authorities, among others, to unite efforts to fight against the pandemic. All people leaders gained a thorough understanding of the COVID-19 guide by taking a class, and then trained their respective staffs on the protocols, with an emphasis on showing empathy for the evolving concerns of their team members. GM has used multiple communication platforms—our intranet, social media platforms, virtual meetings, television and radio—to inform employees of the safety measures put in place to reduce their anxiety and ensure their comfort when returning to work. Because of our enterprisewide protocols, employees have communicated that they feel safer at work than they do elsewhere outside their homes.

GM Lifesaving Rules

WE MUST ALWAYS

- Use required fall hazard/prevention controls when working at heights.
- Wear seat belts.
- Ensure hazardous energies are isolated or controlled when exposed to hazardous energy or working on equipment.

WE MUST NEVER

- Work on electrical equipment unless qualified and always use the appropriate protective equipment and tools.
- Enter a confined space without following proper entry procedures.
- Defeat, bypass, remove or render ineffective any safety device without authorization.

Global Workplace Safety Strategy

Our comprehensive Global Workplace Safety (GWS) strategy highlights five key focus dimensions that will enable us to achieve our vision of zero injuries. We have a five-year plan for each of these dimensions, which is refreshed each year with new initiatives to help us continuously improve and make progress toward this vision.

An Enterprise Safety Culture

GM believes safety begins with a decision. Our vision is for each person to decide to keep themselves and their team members safe. As an example, the "invisible hand" concept sparks discussion about why people choose to take unwanted risks. This concept acknowledges the performance pressure associated with the natural human instinct to work faster and more efficiently—often at the expense of working safely.

Strengthening our enterprise safety culture has been one of our most significant areas of focus over the past year. We did this through a number of initiatives, including a deep dive on safe decision making. This initiative was focused on how decisions made at the highest levels of our company can impact safety over the long term. Rather than looking at the failures that directly contributed to an incident, we attempted to widen our view to other contributing factors, such as facility design choices, that could create an unsafe environment. Working with a third-party consultant, we analyzed a set of serious safety incidents to determine the sequence of decisions that contributed or led to them. By building awareness and understanding of the seemingly unrelated decisions that can impact safety, we are increasing leaders' capacity to ask the right questions and think holistically about the role they play in ensuring a safe place to work.

Through another initiative, we continued our efforts, started in 2019, to assess the safety culture at GM sites. These assessments are conducted by an external consultant, and the methodology includes gathering quantitative data via survey, reviewing incident reports and capturing qualitative data through focus groups and interviews. This information is used to provide a status of our cultural attributes compared to other companies and identify improvement opportunities for growth. This is a long-term initiative which we plan to continue in future years to help us enrich our safety culture.

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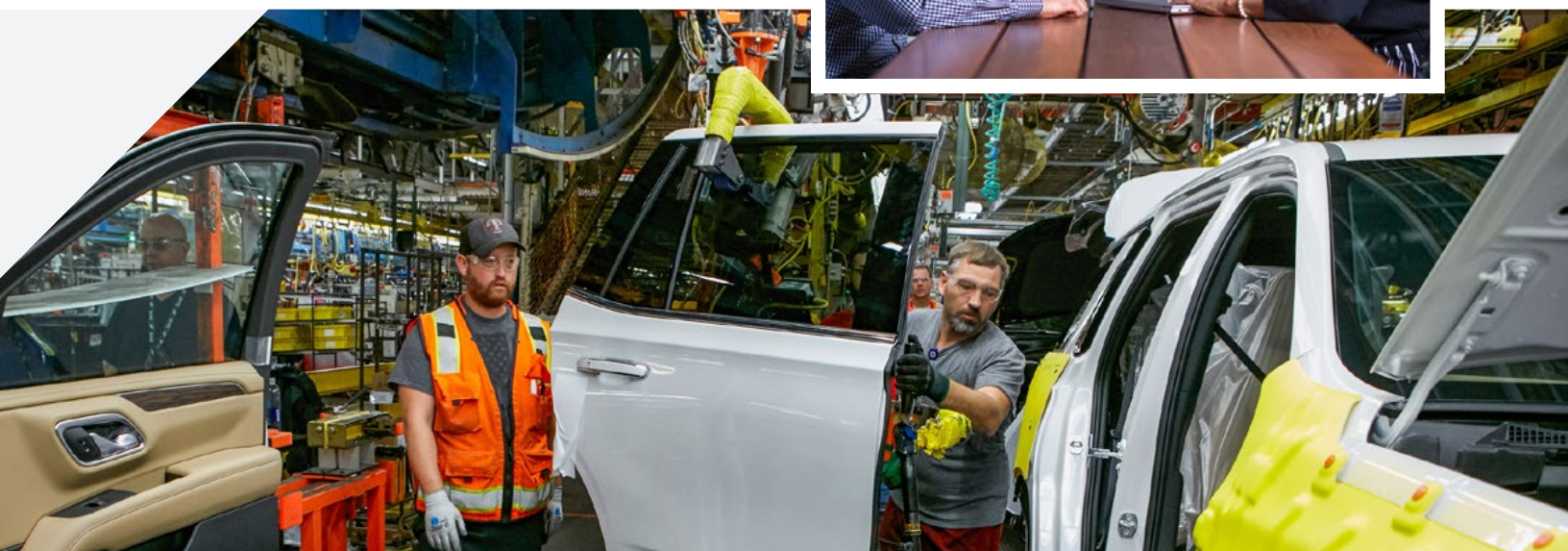


Hazard and Risk Identification

We strive for every person, at every site, to be able to recognize hazards, understand risk levels and feel empowered to address safety concerns. Our people are regularly trained in basic hazard recognition, and our leaders are trained in GM's specific risk assessment tools, like our risk profile tool and Safety Failure Mode and Effect Analysis (SFMEA) tool. Hazard recognition is also included in our training programs for new hire and summer intern programs.

Hazards identified are captured through our reporting systems, which include our employee safety concern process, safety tours and safety conversations. During 2020, 2,919 near-miss incidents and 2,308 unsafe acts and conditions in the workplace were reported and addressed. To help improve our hazard and risks identification capability, standard safety tour templates and communication materials associated with our most common hazards in GM have been developed. These common hazards include confined space, hazardous energy control, electrical, mobile equipment and pedestrian interaction and fall hazards, among others. These global checklists help our operations identify and control risks and raise awareness among leaders.

Senior leadership plays an important role in instilling safety throughout the GM culture. Workplace safety is a criterion for senior leadership performance reviews and is tied to executive compensation. Lagging and leading metrics are used to drive improvement in our corporatewide safety culture. Lagging metrics include performance in fatalities, permanent disabling injuries and injuries resulting in restricted work or days of lost work. Leading indicators are developed by each function based on proactive initiatives to improve GM's safety culture. These enterprisewide initiatives are broad in nature, cross-functional and comprehensive in their inclusion of all people. They are categorized into five general focus areas:

- **Engaged Leaders:** Leaders need to be "advocates" and own safety for themselves and others.
- **Working Safely Everywhere:** Regardless of where work is performed, people will recognize hazards and choose safe decisions.
- **Zero Injury Mindset:** A zero injury mindset is demonstrated by the relentless pursuit of injury reduction through analyzing data and developing action plans to prevent recurrences.
- **Health and Wellness:** Our mental health and well-being are just as important as our physical well-being.
- **"Road Warriors" Safety:** Safe guidance to people who are in their vehicles traveling from site to site.

As part of our end-to-end approach to safety, GM engages leaders in every function to demonstrate safe behaviors for their teams and conduct risk assessments to address potential hazards. Global Safety Week, as well as other events year-round, help leaders educate employees on safety topics.

RoboGlove Technology Eases Tough Manufacturing Work

Several years ago, GM and NASA worked together to develop the RoboGlove, a wearable device that assists users in grasping, potentially reducing repetitive stress injuries. In 2020, NASA awarded GM its annual Commercial Invention of the Year award for the innovation. The RoboGlove's combination of cutting-edge sensors, actuators and "tendons" forms a soft exoskeleton that can be worn by manufacturing employees when performing repetitive motions during vehicle assembly, like pulling triggers or holding heavy tooling for long periods of time.

Workplace Safety Systems

Our global safety management system, Workplace Safety System (WSS), drives continuous improvement in all five global workplace safety dimensions. The system is aligned with most management systems of international consensus standards such as OSHAS 18001 or ISO 45001 and the continuous improvement philosophy.

The WSS includes a set of tools, known as elements, designed to drive continuous improvement in safety through the Plan-Do-Check-Act (PDCA) cycle. Using the PDCA cycle changes our mindset from "tell me what you want me to get done" to "I know what I need to do, and I know how to improve upon it," which reinforces behaviors that change the culture. The five main components of the PDCA cycle are broken down into 18 individual elements, as the graphic below indicates.

Performance standards establish the minimum global requirements to manage specific hazards common to GM sites. A subset of performance standards is technical standards, which provide additional technical details for effective implementation of a performance standard. Both performance and technical standards are based on recognized international standards such as ISO, OSHA and ANSI, among others. They are mandatory for all GM operating units.

Our performance and technical standards include, for example, standards to manage confined space entries, electrical safety, hazardous energy control, fall hazards and pedestrian and mobile vehicle interaction. Some of these standards are also focused on having healthy working environments for our employees, like ergonomic programs, noise control and indoor air quality programs.

Ergonomically correct workspaces are a priority at manufacturing facilities around the world. All workspaces at manufacturing facilities must meet ergonomic criteria, and job positions are evaluated using screening tools like Risk Factor Checklist, Global Ergonomic Screening Tool, National Institute for Occupational Safety and Health (NIOSH) Lifting Equation and the Occupational Repetitive Action tool. In addition to the ergonomic design of workspaces, we work on general practices to eliminate sprains and strains, evaluating and coaching employees on various ways to approach physical tasks and deal with soreness before serious injury occurs.

Another key performance standard is our Design-In Safety Process, which ensures safety is incorporated early in the design of any new vehicle manufacturing facility, installation or asset to eliminate and/or mitigate hazards and latent conditions. This guarantees the use of more robust safety controls and less use of administrative controls or personal protective equipment to address risks.

Our governance oversight process for the implementation of the workplace safety system, including performance standards and technical standards, works on three levels, the first being site annual self-assessments. The second level is done through validations conducted by global/regional safety staff teams, and the third level is performed by independent internal safety audits conducted by General Motors Auditing Services, which provide oversight to the Board of Directors.

Data-Driven Decisions

Accessible, easy-to-analyze global safety data promotes data-driven decisions. A data management system is used to report, collect and analyze all safety information, including incident reports, audit findings, inspections, corrective actions and risk mitigation data.

Leaders evaluate injury data within their span of control and drive accountability, analysis and data-driven decisions at all levels. At every level of the organization, we share the right information to align strategies, set aggressive goals, assess progress and course-correct as necessary to demonstrate significant improvement.

- **Board of Directors:** Management's efforts to improve our Safety Culture and devise appropriate risk reduction initiatives are reviewed throughout the year. Global injury data for the most significant injury types (e.g., fatalities, permanent disabling injuries and lost workday cases) is shared to evaluate the effectiveness of our overall Global Workplace Safety Strategy.

In addition to the data reviewed by the Board, injury data is segregated by region, sector and function to drive accountability and ensure proper evaluation of safety initiatives, with course correction as necessary.

- **CEO and Senior Leader Team:** The Senior Leadership Team (SLT) is personally leading safety improvement initiatives to improve our safety culture and reduce injuries. In addition to the data reviewed by the Board, injury data is segregated by region, sector and function to drive accountability and ensure proper evaluation of safety initiatives with course correction as necessary. Trend analysis is conducted for all significant injuries, while permanent disabling injuries and hospitalizations are discussed in depth. The SLT sets aggressive goals in order for progress to be made toward significant year-over-year improvement.
- **Regional and Functional Leaders:** Regional and functional leaders are provided more detailed injury data and information to successfully lead change in their area of responsibility. In addition to the information provided to the SLT, the regional and functional leaders analyze injury data by both number and hours worked to identify significant trends or outliers. Metrics are also tracked to connect business plan initiatives to injury results.
- **Site Teams:** Every site team across the globe has specific safety performance goals that support global commitments. Sites analyze their injury data in depth, evaluating injury rates, injury types and body parts affected. In addition to all the data shared at each level of the company, incident data, such as near misses and first aid visits, is used to develop additional leading metrics. Sites utilize the Workplace Safety System to drive continuous improvement.

1.4

lost workday injuries and illnesses—our best performance in the past five years.

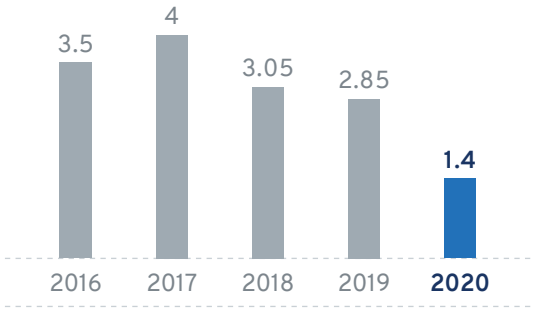
(per 1 million work hours in 2020)

In 2020, we increased our focus on data analysis related to serious injuries and fatalities (SIFs). We introduced the concept of SIF events as an evolution of our original Sentinel Event concept, which included events with the potential to result in fatality. Sentinel events have been guiding our efforts around fatality prevention for the past seven years. While this process served us well toward the identification and control of incidents that could lead to a fatality, we know there are more opportunities at our sites to identify high-risk exposures that could not only cause fatalities but life-threatening and life-altering injuries as well. The new SIF concept will allow us to know the true extent of SIF exposure and where we should focus efforts to manage those exposures in our operations. Based on the results of this analysis, we will build reduction processes that will be implemented over the coming year.

Safety Contract Management

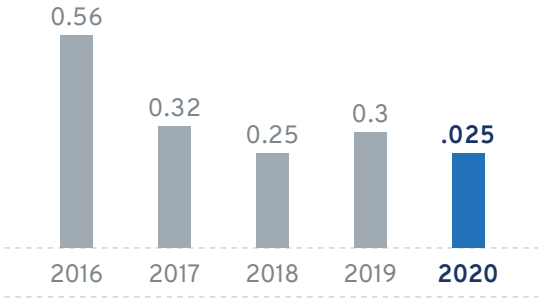
We aspire to do business with companies that share the same commitment to returning people home safely. Historically, most fatalities and severe injuries suffered on GM sites have involved contractors. This was particularly true during 2020, when we experienced higher rates of absenteeism due to employees who were exposed to COVID-19 outside the office. As a result, we relied more on contract labor than we have in the past. Our scope of safety contract management includes all contractors and service providers who perform work for us. Globally, all new contracts clearly outline GM's safety requirements. We host safety contract management at key contractor symposiums to directly engage contractors on our safety requirements. Also, along with the purchasing team, we manage a cross-functional safety council with major contractors. Given high levels of compliance among our Tier I contractors, we shifted our focus in 2020 to subcontractors to ensure that everyone who works in our facilities receives the appropriate instruction needed to remain safe and well.

Lost Work Day Case Rate
(GM Employees)



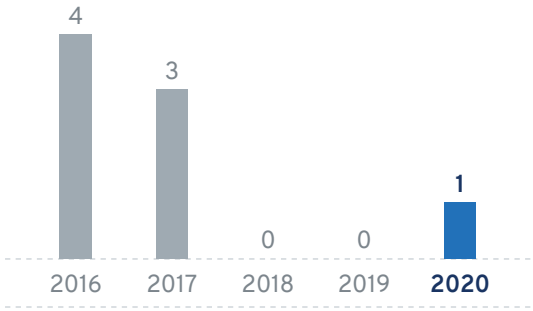
Number of lost workday injuries and illnesses per 1,000,000 work hours. This KPI focuses on those injuries and illnesses that resulted in employees' losing days from work. This helps us identify areas and processes where we should center our focus to improve our safety controls.

Lost Work Day Case Rate
(Contractors)



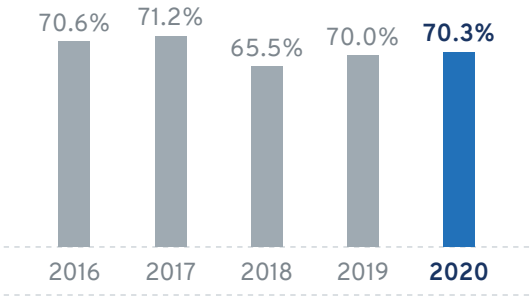
Number of lost workday injuries and illnesses per 1,000,000 work hours.

Fatalities
(GM Employees and Contractors)



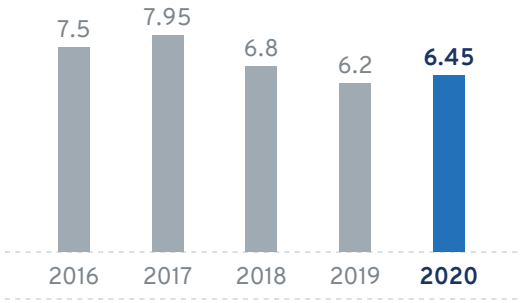
A work-related incident resulting in death. Our target is zero, so that every person who enters a GM facility leaves safe and unharmed.

Sentinel Events Proactive



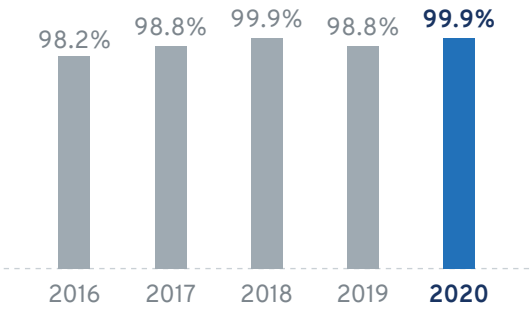
Percent of Sentinel Events (any event with the potential to generate a fatality) detected as Unsafe Acts/Conditions and that did not result in an incident.

Recordable Incident Rate
(GM Employees and Contractors)

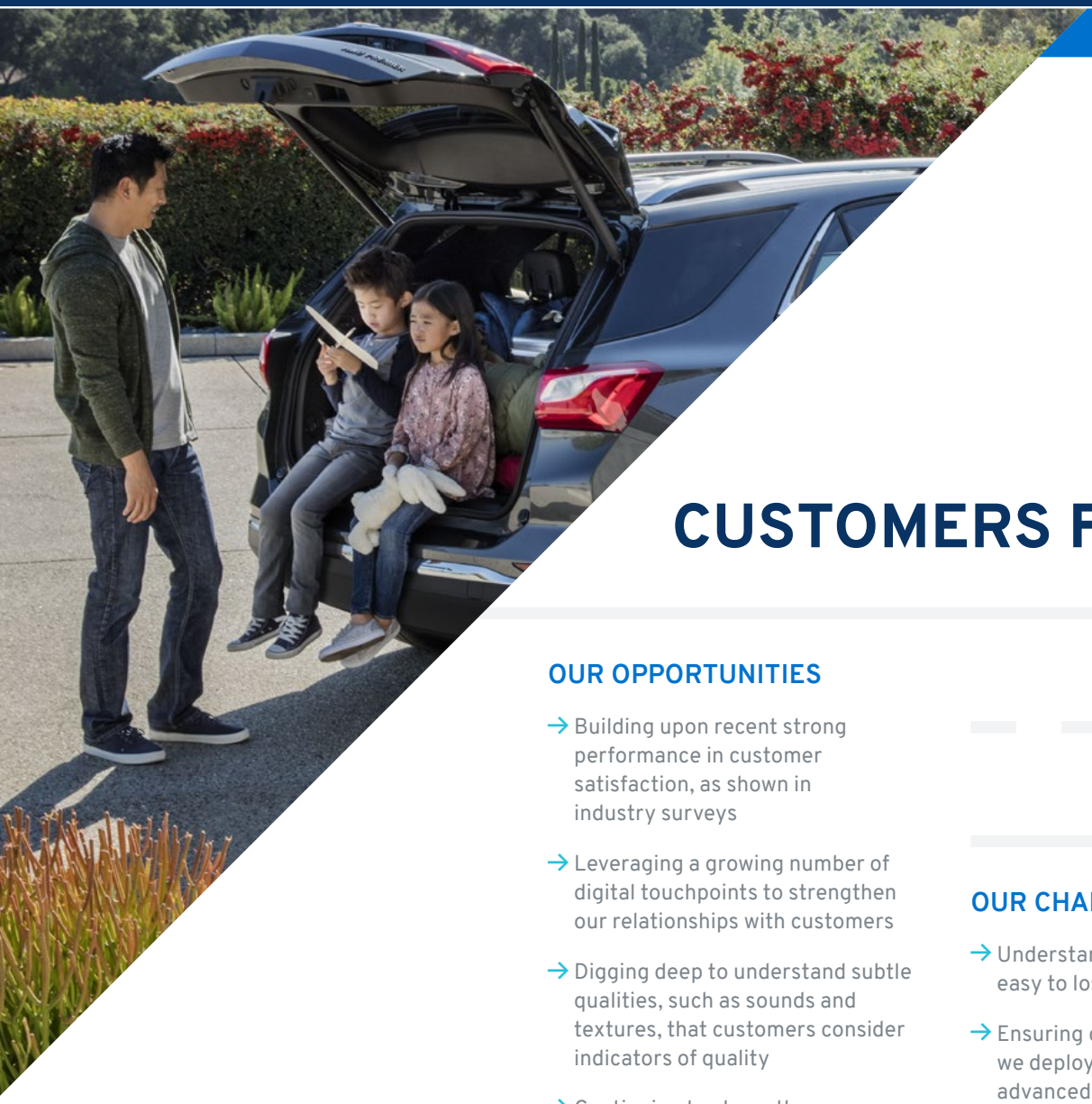


Number of incidents that resulted in injuries or illnesses that required medical treatment beyond simple first aid treatment per 1,000,000 work hours. This metric helps to identify hazards, eliminate risks and drive reporting for all incidents so that we can learn and assess areas for improvement.

Global Calls to Action Closed on Time



Percent of Global Calls to Action closed on time. A Global Call to Action is a list of lessons learned and required corrective actions to be performed by each GM site globally in response to serious incidents that occurred on any GM site.



EARNING CUSTOMERS FOR LIFE

OUR OPPORTUNITIES

- Building upon recent strong performance in customer satisfaction, as shown in industry surveys
- Leveraging a growing number of digital touchpoints to strengthen our relationships with customers
- Digging deep to understand subtle qualities, such as sounds and textures, that customers consider indicators of quality
- Continuing to strengthen our cultural commitment to building quality vehicles across the enterprise

OUR CHALLENGES

- Understanding the stakes: Trust is easy to lose and difficult to regain
- Ensuring quality vehicles as we deploy increasing levels of advanced technology
- Maintaining consistent experiences across thousands of customer interactions worldwide
- Helping dealers and keeping training current on automotive trends, such as the transition to selling EVs, in order to meet customer expectations

IN THIS SECTION

EARNING CUSTOMERS FOR LIFE

Customer Trust & Satisfaction

Customer satisfaction speaks to what we believe as a company. Customers trust GM brands, operations and dealers around the world to provide them with quality products that can help their families stay safe.

Today, we are more focused on this responsibility than at any other time in our history. We put customers at the center of everything we do so they are not only loyal to our brands and products, but also recommend them to others. Everything we do is grounded in an intent to deliver the highest possible levels of product quality. Our brands, products and services aim for benchmarks in studies measuring quality and consumer satisfaction. Accordingly, our focus on product quality aligns the entire company with the goal of exceeding customer expectations and providing customers with the best overall experience.

Vehicle Development Process

This focus on the customer defines how we develop, engineer and manufacture our vehicles with quality and durability goals in mind, starting with the vehicle development process. We harness customer feedback from global markets to help shape our customers' product experience, using our GM Compass customer survey to gather preferences on a variety of issues—from performance and efficiency to how people interact with their vehicles. We also are continually refining our vehicle development processes to help deliver products our customers want that meet their expectations for quality, safety and performance. Our Global Vehicle Development Process includes explicit steps to improve safety and quality assurance.

Building a Quality-Focused Culture

The Global Vehicle Development Process is rooted in a cultural commitment to design, engineer and build quality vehicles. Building upon GM's "Who We Are" and "How We Behave" foundational statements, employees are committed to a goal of delivering quality as a value supported by key initiatives and behaviors. This commitment is supported by three elements:

1. **Product Safety**, which in recent years has been enhanced through several organizational changes, including the formation of a Global Safety, Systems and Integration organization, the restructuring of our global vehicle safety and safety field investigation processes, as well as implementation of our Speak Up For Safety program, Prevent Repeat Defect process and Safety Incident Protocol.
2. **Systems Engineering**, which is applied to our processes through an organization that defines functional content, assigns function ownership and uses a new IT-based system to help map, flow and trace requirements across our complex systems network.
3. **Quality Chain**, which is an interconnected system of tools and methods that illustrates required collaboration and drives visibility into how design, systems and process failure modes can be mitigated. This helps drive enterprisewide engagement so all issues can be corrected across all systems and processes.

Each element is interdependent, enterprisewide and designed to be sustained over the long term to facilitate the learning, practice and perfecting that are required to achieve a quality-focused culture.

Our Global Product Development function has translated GM's vision of quality into values and behaviors that are meaningful for employees. These behaviors include a focus on product safety, which we strengthen with continuous improvement in our Global Product Integrity organization, the Speak Up For Safety system and a restructured safety field investigation process. We reinforce these behaviors through the Mark of Customer Excellence (MoCE) award, which recognizes GM employees in the U.S., Canada and Mexico who go above and beyond to live our cultural values and create amazing experiences for our customers. The award honors moments that can happen at any time, from work in the office on a project to out in one's community.

We are also emphasizing systems engineering companywide. This requires all people to practice the discipline of systems thinking, understanding how their individual roles contribute to the bigger picture, rather than thinking in silos. Related to systems thinking is our quality chain construct. GM has quality tools that work as interconnected processes and cross system and organizational boundaries. Using these tools together is helping us build discipline into our process for identifying and addressing failure modes.

These product development-centric elements are foundational and complemented by our Launch Excellence initiative. The initiative uses an Affinity Diagram to help teams focus on what must be true in terms of process and discipline to successfully navigate vehicle development.

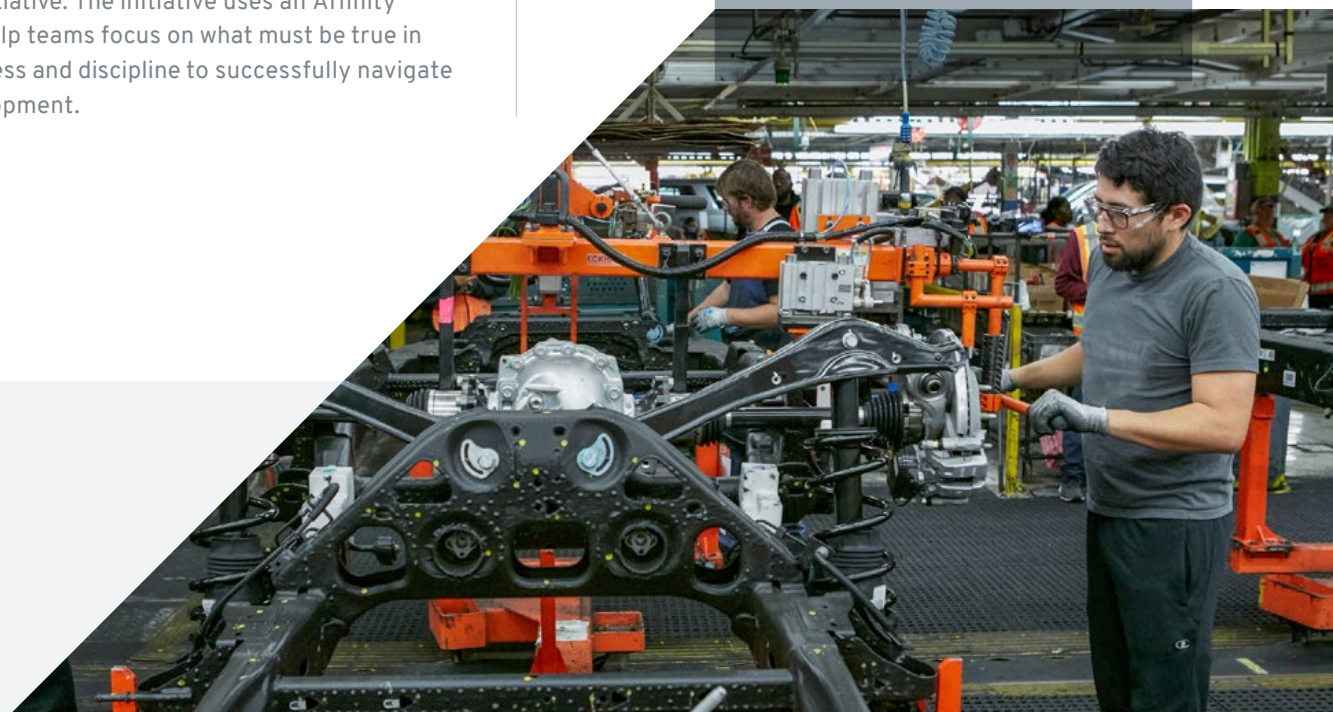
Quality Assurance

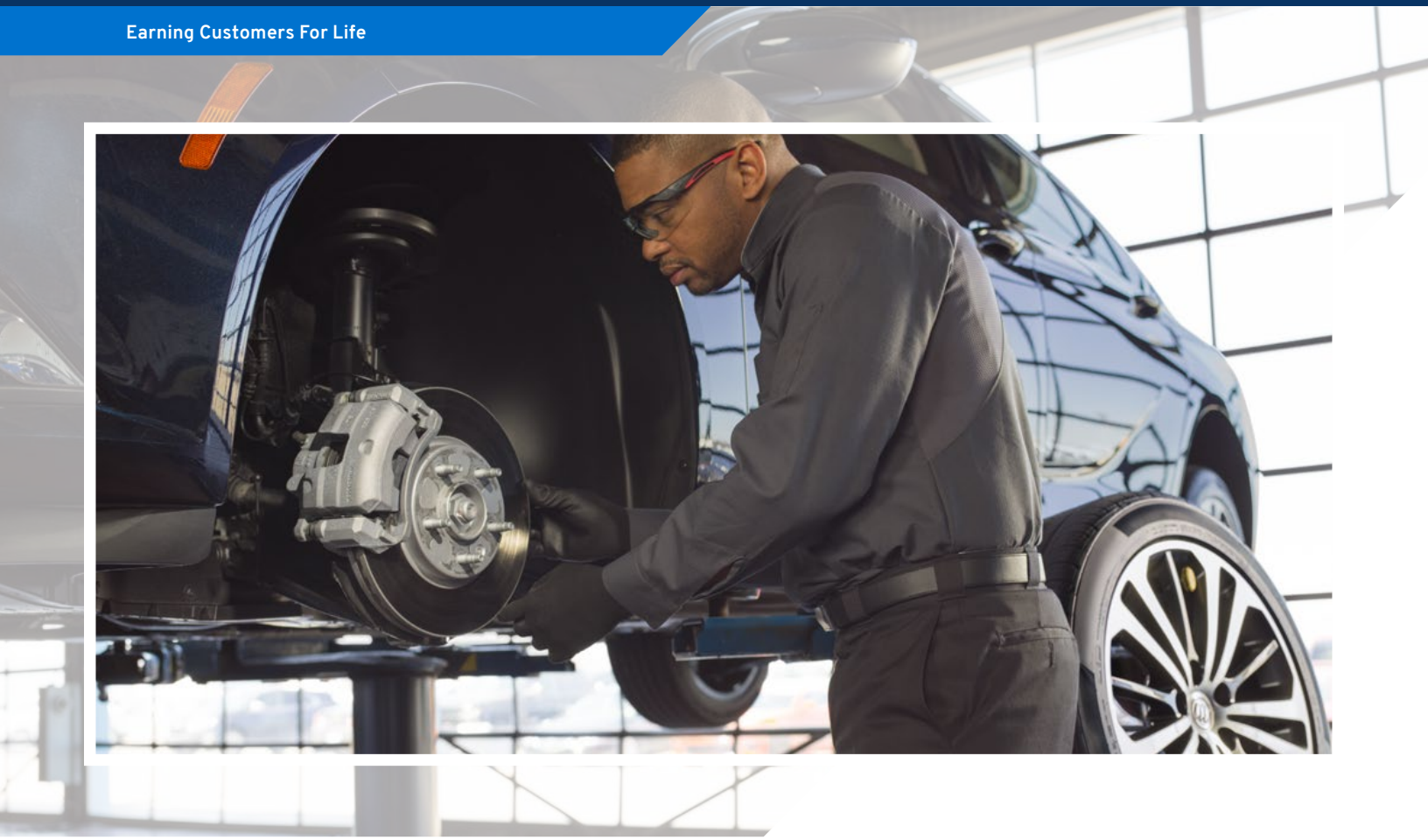
All manufacturing operations that require ISO 9000 certification—a set of international standards on quality management and quality assurance—are certified. Globally, we have transitioned to the new ISO 9001:2015 standard, which is aligned with the most recent trends. 54 operations have completed the transition and certification in 2020. We have nine component plants certified to the IATF 16949 standards. We also maintain a Global Manufacturing System (GMS) that informs all aspects of our business and is even more rigorous than external standards.

A focus of our quality assurance programs is "initial quality," which refers to vehicle issues that customers may experience in the first months of ownership. In recent years, user-friendly infotainment systems, seat comfort, placement of knobs and handles and other features have replaced component failures as top initial quality issues. We measure our performance in this area through a key metric: 12 Months in Service Incidents Per Thousand Vehicles.

#5

industry ranking in J.D. Power 2021 Vehicle Dependability Study. GM had 12 Top Three vehicles in their segments, the most in the industry.





It's also important to understand that quality today goes beyond reliability to encompass often intangible experiences. That's why we are taking more scientific approaches to translate customer input and feedback into technical requirements that define the overall driving experience. Consider, for example, the sound of an engine start or transmission shift, the feel of buttons when pushed or the sound doors make when closing. Such quality attributes often can be difficult for customers to describe and quantify. New advanced tools and approaches, such as Human Vehicle Integration, help to translate customers' requirements into technical specifications and, ultimately, vehicle designs.

The implementation of updated tools and programs is helping GM employees around the world react better and faster to the needs of our customers. For example, our Global Product Development organization is required to achieve Black Belt Design for Six Sigma status within a specified time after joining the organization. We also have migrated all of our plants around the world to the highest quality levels with the goal of shipping the best possible products. Operational Excellence has been implemented across the enterprise as a proven, systemwide and data-driven approach to confronting business issues and identifying lasting solutions.

The goal of these and other programs is to take action as early as possible in the vehicle development and manufacturing process to promote excellence at product launch. This "quality across the enterprise" approach drives behaviors and actions throughout the company to result in brands, products and services that meet or exceed the expectations of our customers.

Leading in Vehicle Quality and Satisfaction

GM was the highest-ranked automaker of 15 companies surveyed in the J.D. Power 2020 Initial Quality Study (IQS). The IQS measures components that fail and features that are difficult to use, hard to understand or don't work the way owners want. This year's study examined problems experienced by owners of new 2020 model-year vehicles during the first 90 days of ownership. Initial quality is determined by the number of problems experienced per 100 vehicles, with a lower score reflecting higher quality.

6

J.D. Power 2020 Initial Quality Study segment awards.

The 2020 Chevrolet Sonic bested every vehicle reviewed in the automotive industry for initial quality. The Yantai Dongyue North plant, part of our SAIC-GM joint venture, won the J.D. Power Platinum Award for plant quality, having the fewest defects or malfunctions of any automotive manufacturing facility in the world. Overall, GM vehicles won six of 26 vehicle segment IQS awards, including:

- 2020 Cadillac CT5—Midsize Premium Car
- 2020 Cadillac CT6—Upper Midsize Premium Car
- 2020 Cadillac Escalade—Large Premium SUV
- 2020 Cadillac XT4—Compact Premium SUV
- 2020 Chevrolet Malibu—Midsize Car
- 2020 Chevrolet Sonic—Small Car

An additional eight vehicles ranked in the top three of their respective segments. Cadillac earned the most segment awards among premium brands.

We're also proud of our performance in J.D. Power's 2020 U.S. Automotive Performance, Execution and Layout (APEAL) study, which examines customer satisfaction with their new vehicles. GM's overall score of 844 index points moved the company to rank seventh in the industry, improving from 10th in the previous year. GM outperformed the industry average by two index points and earned three APEAL segment awards:

- Chevrolet Blazer—Midsize SUV (for the second consecutive year)
- GMC Sierra HD—Large Heavy-Duty Pickup
- Cadillac CT6—Upper Midsize Premium Car

Both the APEAL and the IQS studies were significantly redesigned in 2020, and measure owners' emotional attachments and levels of excitement with their new vehicles across 37 attributes.

Additional Awards and Recognition

GM is routinely recognized for the innovation, reliability and quality of our vehicles. Here are a few of the honors we earned in 2020:

- **IHS Markit**
  - —#1 Overall Loyalty to Manufacturer
  - —Best Loyalty Small Car Segment: Chevrolet Bolt EV
  - —Best Loyalty Luxury Sports Car Segment: Chevrolet Corvette
- **WardsAuto TU—Automotive Awards**
  - —OEM of the Year
  - —2020 Corvette Stingray—10 Best Interiors
  - —Chevrolet Trailblazer—10 Best User Interfaces
- **Cars.com 2020 American-Made Index**
  - —Nine of the top 25 models
- **American University Kogod School of Business Made in America Auto Index**
  - —10 of the top 25 models

Dealer Quality Programs

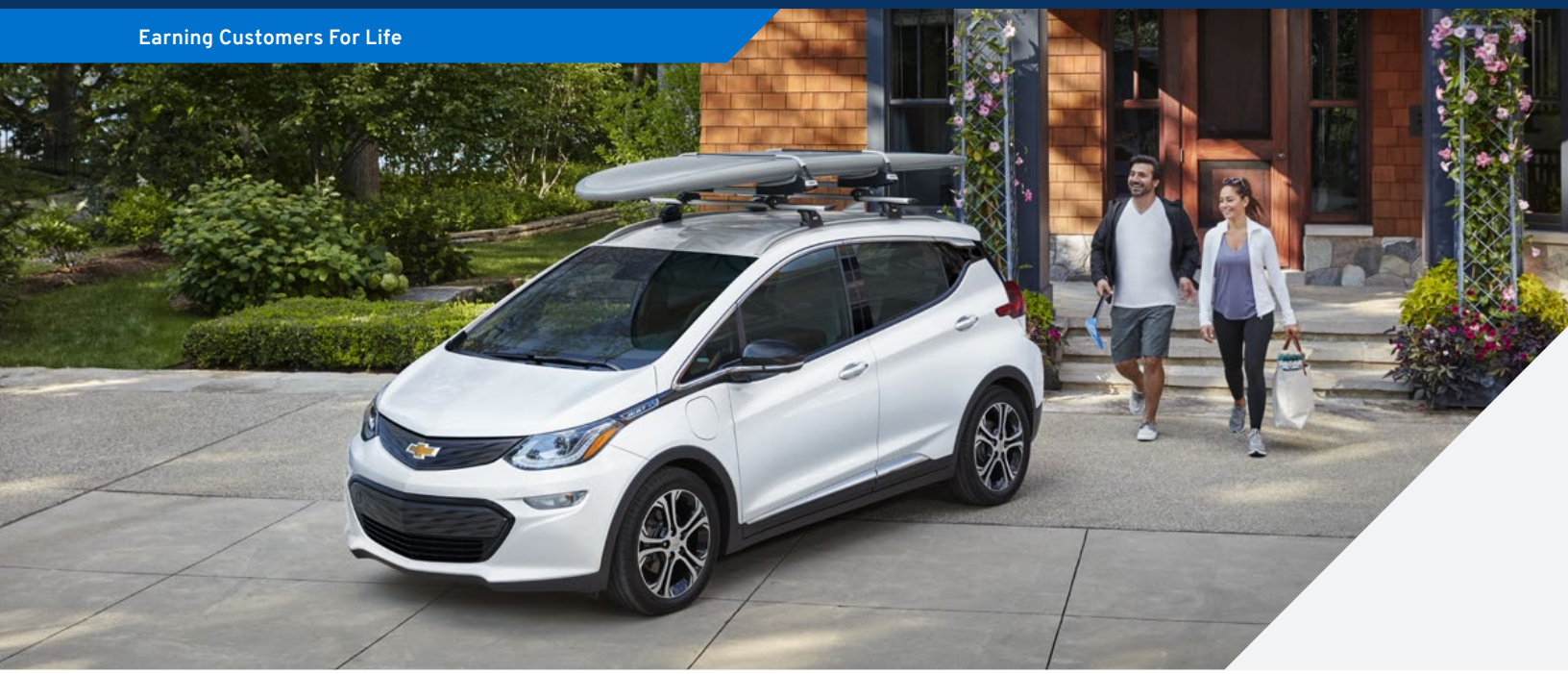
Putting customers at the center of everything we do extends to the experience they have when visiting our dealerships. It is essential that we maintain a consistent level of sales and service excellence to earn and maintain customer trust. Two elements of quality management systems help us achieve this consistency. We use Standards for Excellence (SFE) to measure dealers' sales and service performance and Essential Brand Elements (EBE) to update and measure the achievement of brand standards relating to the quality and effectiveness of dealers' interaction with customers. The variable compensation of each dealership depends on the level of achievement under the SFE and EBE programs.

3,064
dealers are enrolled in the 2021 Mark of Excellence program.

We also maintain the Mark of Excellence program, which annually recognizes high-achieving dealers, sales consultants, sales managers, service managers, service consultants, service technicians and parts teams. Out of GM's 4,082 Chevrolet, Buick, GMC and Cadillac dealerships across the United States, 3,064 dealers and more than 60,000 dealer employees are enrolled in the 2021 Mark of Excellence program.

We provide both technical and nontechnical training and tools to dealerships to help them meet or exceed their customers' expectations. This training includes modules for sales, finance, front office and management staff; apps for sales and service; and various reference documents, such as FAQs. Different departments in the dealership relating to sales, as well as service, must maintain a certain level of training performance by meeting technical and nontechnical criteria. For example, to self-authorize warranty claims, a dealer must maintain 100% training for technicians at all times. Our GM Internal Audit Staff ensures dealer compliance by auditing all dealerships on a rotating basis. Dealers are required to achieve third-party Automotive Service Excellence certification of their facilities, an industry standard and a customer-recognized seal of quality. Furthermore, while ISO 9000 certification is not mandatory, many dealers are ISO 9000 certified.

Throughout the COVID-19 pandemic, our brand teams have worked closely with GM Financial, OnStar, our dealer network and their Certified Service experts to ensure that customers had the resources needed to both purchase and service vehicles in a safe manner. Online vehicle shopping and home delivery were among the services offered to customers as an alternative to in-person visits.



Customer Experience

As technology evolves, so do customer expectations. That's why in recent years GM formed the Customer Experience (CX) team, whose vision is to deliver the world's best customer experience in any industry. The CX team's strategy, once fully implemented, is expected to dramatically improve our relationship with our customers and foundationally change the external perception of GM customer experiences. Some of its current initiatives include:

- Deliver world-class customer experience at every touchpoint by transforming customer experiences throughout GM's digital interfaces, Contact Center interactions, eCommerce platforms and Customer Care & Aftersales (CCA) solutions.
- Grow the business and add customer value by supporting GM's profit and loss business units with digital go-to-market strategies that grow our revenue and add value for our customers.
- Reimagine the purchase experience by rethinking the future of retail to prepare for the significant rollout of electric vehicles and the Ultium battery platform as they begin delivery to customers.

The CX team, together with IT, Global Product Development and business partners, have implemented over 300 improvements to digital customer interfaces, contact centers, brand sites and CCA solutions through 2020.

We recognize that overall customer satisfaction is a function of both quality products and customer interactions to create a distinctive customer experience. This requires having a 360-degree view of our customers that enables us to recognize, understand and serve them best.

We make great efforts to ensure our customers can share their concerns with us at any time. Our Customer Assistance Center is integrated with our U.S. dealer network, field organization, technical and parts assistance, engineering, product quality teams and OnStar and Roadside teams. Any GM employee or customer can easily report a concern or comment through the center's website, email address or phone hotline, where our dedicated team works to quickly incorporate feedback and resolve concerns.

We have recently introduced a reimagined, personalized EV customer experience with a single platform that simplifies discovery, education and management of GM products and services. Learn more on page 56.

5M+

drivers signed up for My GM Rewards program.

Another way we build loyalty is through the My GM Rewards program, the automotive industry's first comprehensive loyalty rewards program. Once enrolled, members can earn and redeem points on eligible purchases, including new GM vehicles, parts, accessories, paid dealer services, OnStar and Connected Services plans and more. More than 5 million drivers have signed up for this program.

We measure customer satisfaction progress primarily through the Net Promoter Score (NPS), which is an important key performance indicator that gauges how likely a customer is to recommend our products. NPS is calculated as the percentage of customer promoters—defined as those who rated us a 9 or 10 on likelihood to recommend—minus the percentage of customer detractors—defined as those who scored us 0 to 6.

My GM Rewards program app.

In 2020, our Net Promoter Score was 88, which is consistent with our score from 2019.

We earned an exceptionally high rate of response, reaching 32% of customers surveyed. In 2020, our Net Promoter Score was 88, which is consistent with our score from 2019. Every customer also receives a dealer assessment, the Customer Satisfaction Index (CSI), that asks for feedback on both their sales and service experience at dealerships. Questions associated with NPS and our CSI survey are incorporated into a common global survey. We use the true NPS calculation, as we believe this data best represents customer satisfaction because it is a measure of advocacy. In addition to our internal metrics, we monitor third-party measures of customer satisfaction and quality to gauge our progress.

LEARN MORE

Please visit www.mygmrewards.com to learn more about My GM Rewards, our comprehensive customer loyalty rewards program.

TRANSFORMING MOBILITY

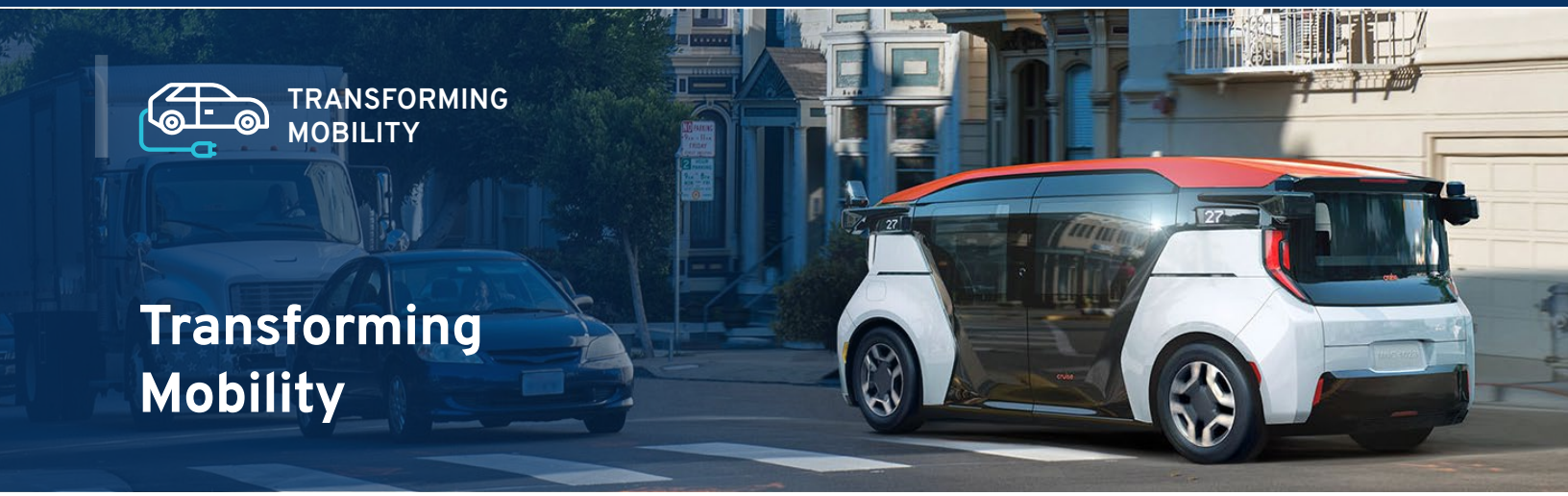
OUR OPPORTUNITIES

- Providing safe and accessible transportation without any of the distractions or impairments of a human driver
- Deploying upgradeable all-electric, self-driving shared vehicles in fleets, through Cruise, that can operate for much longer than personal vehicles
- Integrating multiple mobility breakthroughs—such as autonomy, sharing and electrification—into a single vehicle, accelerating the acceptance and adoption of each
- Creating new urban mobility solutions, such as last-mile delivery, and other transportation-related businesses
- Working toward regulation to address the advent of commercial self-driving technologies

OUR CHALLENGES

- Building trust and understanding among customers for advanced automated driving systems
- Developing commercially viable business models for shared mobility solutions

IN THIS SECTION



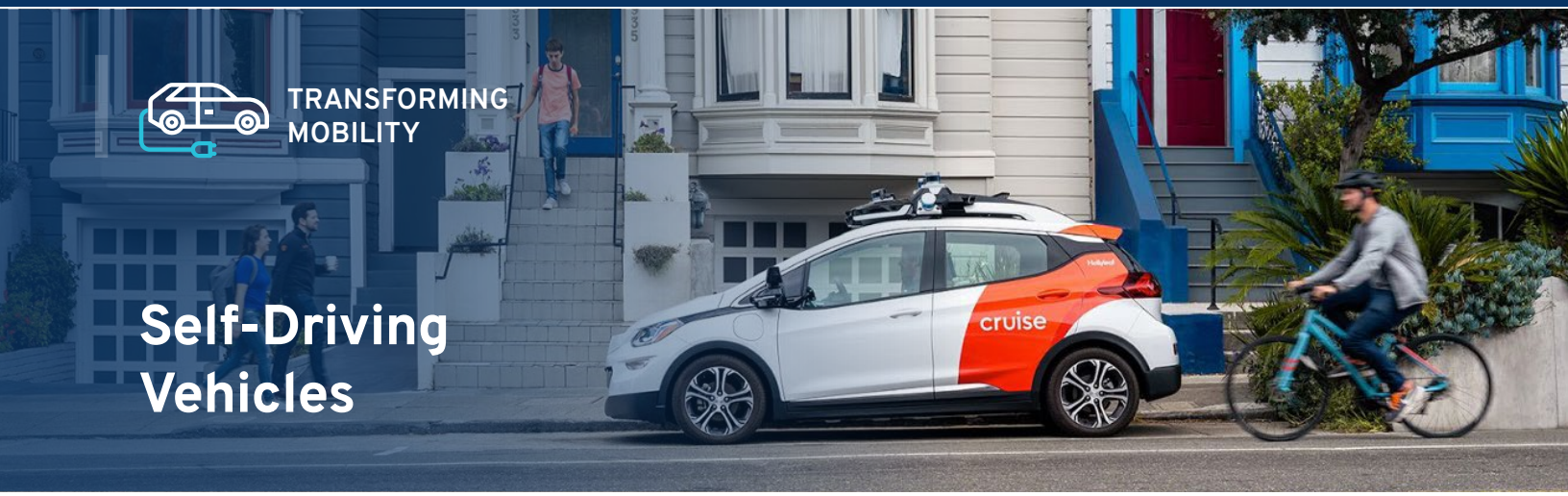
TRANSFORMING MOBILITY

Transforming Mobility

GM envisions a future where we can enjoy the benefits of vehicle use—freedom, convenience and comfort—while minimizing risks such as crashes, emissions and congestion.

Over the past decade, GM has built a strong leadership position in vehicle electrification and connectivity. And along with Cruise, the self-driving company majority owned by GM, we are building a similar position in self-driving vehicles. A significant part of our vision is enabling self-driving transportation in city centers, which is why our close collaboration with Cruise in San Francisco is so exciting. Cruise thinks about AV technology not just as a service, but as a platform. Ridesharing and delivery are uses of that platform. These technologies will help us achieve our vision of zero crashes, zero emissions and zero congestion—all at the same time.

Outside of cities, it is important to understand that crashes, emissions and congestion are linked in many ways. According to the Federal Highway Administration, traffic incidents—including vehicle crashes—cause about one-quarter of all congestion in the United States. Recurring peaks in demand—most notably, daily commute periods—account for about half of all congestion. Moreover, as a function of traffic volumes, congestion grows nonlinearly. This tells us that improvements in vehicle safety and strategies for smoothing travel demand peaks, even just at the margins, can help meaningfully reduce congestion, its costs to society and associated emissions reduction from vehicles spending less time on the road. AVs will be part of the answer, potentially reducing the crashes that can bring traffic to a standstill and that cost almost 1.25 million lives annually in the U.S. That's why AVs are potentially the most significant change that will affect modern mobility, bringing enormous societal benefits, the most visible of which may be dramatic increases in road safety.



TRANSFORMING MOBILITY

Self-Driving Vehicles

Self-driving vehicles are on the brink of disrupting the automotive industry. Cruise, the self-driving company majority-owned by GM, is helping chart the course of transforming transportation in cities.

Cruise is the only company with access to the capital and engineering talent necessary to bring self-driving vehicles safely to scale. Unlike other companies that are retrofitting conventional vehicles with autonomous technology, or designing their own vehicles for the first time, GM's relationship with Cruise brings expertise in automotive design, engineering, manufacturing, safety testing and proven quality methods refined over more than a century. GM is and remains the first automaker to use mass-production auto assembly line methods for self-driving vehicles, which occurs at our assembly plant in Orion Township, Michigan.

Every Cruise AV test vehicle is also an EV that is derived from the Chevrolet Bolt EV. Introducing these technologies in tandem accomplishes multiple goals, including increasing acceptance of EVs and encouraging buildout of EV charging infrastructure. In addition, there are benefits to integrating AV technology into an EV—as opposed to a conventional or hybrid vehicle—from an engineering perspective.

Today, Cruise is making rapid progress to deploy self-driving vehicles that offer a great user experience, operate with zero emissions, and, most importantly, are safe to ride in. The journey to commercialization is being made in close collaboration with key technology collaborators. In 2019, Honda announced an investment of approximately $2 billion over 12 years to help develop a purpose-built AV, as well as to explore global opportunities for commercial deployment of the Cruise self-driving vehicles.

Similarly, in early 2021, Cruise and GM announced a long-term strategic relationship with Microsoft to accelerate the commercialization of self-driving vehicles. The companies will bring together their software and hardware engineering excellence, manufacturing know-how and partner ecosystem to transform transporation.

To unlock the potential of cloud computing for self-driving vehicles, Cruise will leverage Azure, Microsoft's cloud and edge computing platform, to commercialize its unique self-driving vehicle solutions at scale. Microsoft, as Cruise's preferred cloud provider, will also tap into Cruise's deep industry expertise to enhance its customer-driven product innovation and serve transportation companies across the globe through continued investment in Azure.

Clearing a Testing Milestone

Thanks to a permit from the California Department of Motor Vehicles, and after more than five years of rigorous vehicle testing over 2 million miles of driving, and countless hours of hard work from thousands of dedicated Cruise and GM engineers and support teams, in 2020, Cruise began operating self-driving vehicles on the streets of San Francisco without a driver behind the wheel. The permit made Cruise the first self-driving vehicle company to operate a vehicle without a driver behind the wheel in a major U.S. city.

Over the past five years, Cruise has conducted nearly all testing in one of the most complex environments in the world—downtown San Francisco. Here, test vehicles regularly confront situations such as unprotected left turns, construction zones, cyclists and pedestrians, and experience more than 40 times greater complexity than they would find testing in simple suburban settings.

Beyond the complex environments to which Cruise submits their self-driving vehicles daily, engineers have created machine learning-driven simulations that allow the AV software to "drive" in an infinite number of simulated environments, gaining experience more quickly than could be possible on the roads. Cruise also used simulation to develop the Sensor Placement Tool, which determines the optimal placement of sensors to create overlapping, 360-degree coverage around every Cruise vehicle.

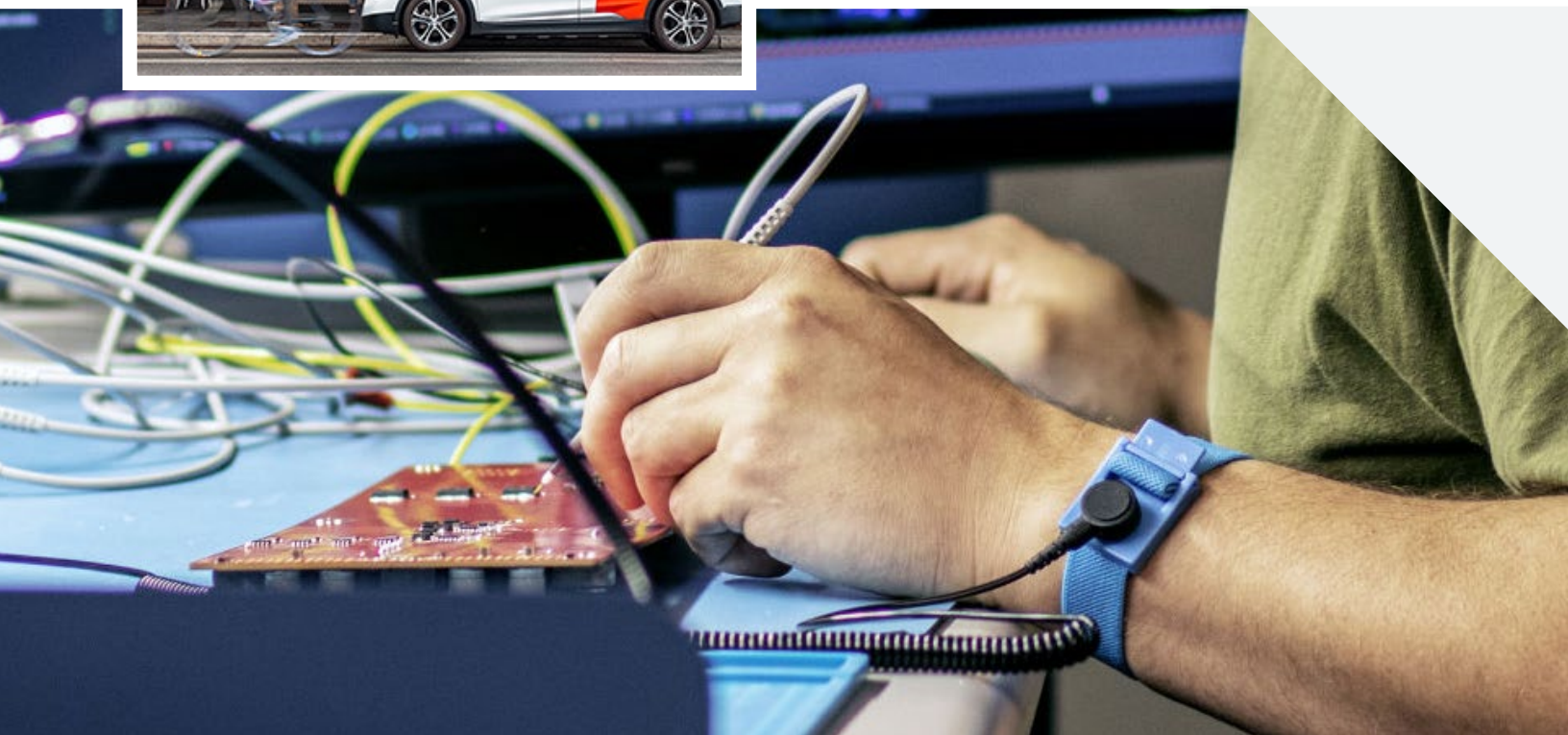
2M+

AV test miles driven by Cruise to date.

Our Purpose-Built AV

In 2020, Cruise introduced the Cruise Origin, a purpose-built, all-electric and shared self-driving vehicle. The Cruise Origin represents several aspirations for the future of mobility: a vehicle that is shared, autonomous, electric and, above all, safe to operate.

The Cruise Origin will operate without an internal combustion engine, a gas tank—or a driver. In its place, the vehicle will have more space for passengers and will operate in ridesharing fleets. To ensure reliability, the vehicle has built-in redundancy to eliminate single



points of failure across sensing, computing, networking and power. With no backup human driver, Origin uses purpose-built sensors and computers to deliver exceptional performance. It will be equipped with software that Cruise AVs have been testing and refining for years on the streets of San Francisco.

Origin is the result of a collaboration between Cruise, GM and Honda. Cruise focused on the self-driving technology itself, as well as the service's customer-facing design. GM has been focused on Origin's flexible all-electric platform, as well as manufacturing scale. And Honda, a Cruise investor and engineering collaborator, is helping to come up with creative engineering solutions.

Shared Mobility Models

The concept of "shared" extends beyond the Cruise Origin and is, in fact, expected to be a hallmark of Cruise AVs, a further reflection of the changing nature of transportation. The global population, particularly in cities, is growing rapidly. By 2030, the world is projected to have 39 megacities with more than 10 billion inhabitants. At the same time, we recognize that most privately owned vehicles spend most of their time unused—and ride-sharing currently represents only a small fraction of vehicle miles driven in the U.S.

This presents opportunities to use vehicles more efficiently: decreasing the number of cars on the road, but also increasing utilization rates of those that remain by more people riding in them. Taking this another step, when passengers choose to ride together in shared cars or shuttles, they increase efficiency and reduce congestion even further.

Our customers not only understand these benefits—they are demanding them. The changes brought by the COVID-19 pandemic notwithstanding, there is a new desire for transportation access that doesn't necessarily include traditional ownership models. Although many of those models will remain strong in large parts of the U.S. and around the world, people everywhere, and especially the growing population in urban areas, are eager for a different type of relationship with transportation. This shift provides us with a tremendous opportunity to offer personalized, premium, on-demand solutions that connect customers to the people, places and moments that matter to them.

Reimagining our urban landscapes means healthy, creative dialogues across multiple stakeholder groups—starting with people and leveraging the expertise in governments, companies and nonprofits. Our commitment to developing the future of cities is solidified by being a signatory to the Shared Mobility Principles for Livable Cities, a framework developed by a working group of international nongovernmental organizations to guide urban stakeholders and decision-makers. We have also experimented with peer-to-peer car-sharing and deploying EVs in high-mileage, shared-used applications. In these ways, we are advancing a mobility model that is helping make cities more livable and sustainable.

GM: Advocating Self-Driving Vehicle Safety Policy

Our self-driving vehicles undergo the same rigorous safety and durability testing as other GM production vehicles. Vehicle development fully addresses all 12 safety elements in the National Highway Traffic Safety Administration (NHTSA) voluntary guidance, Automated Driving Systems 2.0—A Vision for Safety. These are outlined in GM's first Self-Driving Safety Report, describing how safety is integrated into the development, testing and deployment of the Cruise AV.

Across the country at the state and federal levels, regulators and legislators are actively considering how to help foster and shape the evolution of AVs. GM is committed to a transparent and active collaboration with policymakers in this process. In particular, we are focused on discussing our mobility offerings with city officials across the U.S. and around the world, given that urban settings are the environment in which many of our advanced technologies will provide the most robust applications and value.

Our self-driving vehicles undergo the same rigorous safety and durability testing as other GM production vehicles.

A Delivery Fleet for Good

Among the ways Cruise responded to COVID-19 was by helping their neighbors in San Francisco, including local food banks looking for ways to scale their delivery and reach more households while people were sheltered in place. To support these crucial organizations, Cruise volunteered their all-electric, self-driving fleet to deliver meals across the city. Throughout the year, their test vehicles made over 100,000 contactless deliveries of groceries and meals to San Francisco's most vulnerable and underserved populations.

TRANSFORMING MOBILITY

Driver Assistance Technology

For GM, the move toward advanced driver assistance systems begins with Super Cruise, the world's first true hands-free driver assistance technology for enabled roads and available to drivers on more than 200,000 miles of roads in the United States and Canada.

The system allows drivers to remove their hands from the steering wheel, provided the driver maintains attention on the road ahead—a task supported by a driver attention system. LiDAR map data, GPS and a network of camera and radar sensors help keep the vehicle in its lane.

Initially introduced on the Cadillac CT6, an enhanced version of Super Cruise is available on the 2021 Cadillac CT5, CT4 and Escalade, and will launch on the GMC Sierra 1500 Denali in late model year 2022. Super Cruise will be available on 22 vehicles by the end of 2023, including the 2022 Chevrolet Bolt EUV and the GMC HUMMER EV.

An enhanced version of Super Cruise features new Lane Change on Demand functionality that allows the system to change lanes when requested by the driver and when certain conditions are met. The system provides information such as "looking for an opening" or "changing lanes" to keep the driver informed on the status of a lane change or to let drivers know when a Lane Change on Demand is not possible. We made improvements to both our software and hardware. This included improving rear-facing sensors and advanced software algorithms so that the system can confidently track vehicles approaching from the rear. As a result of these improvements, as well as the inclusion of richer map data, we are able to ensure that Super Cruise will hold in its current lane and only change when a sufficient gap exists. The enhanced version of Super Cruise is made possible by GM's Vehicle Intelligence Platform, which provides the required electrical bandwidth and data processing power. Super Cruise is just one example of the increasingly capable driver-assist technologies available on our conventional vehicle portfolio.

85%
of current CT6 owners said they would prefer or only consider a vehicle equipped with Super Cruise.

7M
miles driven using Super Cruise.

22
vehicle models equipped with Super Cruise globally by the end of 2023.

TRANSFORMING MOBILITY

Urban Solutions

The World Economic Forum estimates that demand for urban last-mile delivery, fueled by e-commerce, will grow by 78% by 2030, leading to a 36% increase in delivery vehicles in the world's top 100 cities—further exacerbating urban congestion.

At the same time, this increase in demand is expected to cause delivery-related carbon emissions to rise by nearly one-third. The pandemic has only accelerated demand, as e-commerce has become a lifeline to goods and services that many people are no longer willing or able to access in person.

Logistics companies, which manage fleets of many thousands of vehicles, are on the front lines of these challenges, rising to meet demand while addressing the associated increases in emissions and congestion. GM's Global Innovation organization approached this situation through the lens of our zero-zero-zero vision, imagining what it would take to transform delivery and logistics for an all-electric future. Our solution: BrightDrop, an ecosystem of electric first-to-last-mile products, software and services to empower companies to move goods more efficiently. BrightDrop is designed to help businesses lower costs, maximize productivity, improve employee safety and freight security, and operate more sustainably with products that work together intelligently and with zero emissions.

The first products in the BrightDrop range include the BrightDrop EP1, an electric-propelled pallet that helps reduce the time and physical effort required for couriers to get goods from the delivery van to the front door. The pallets are designed for optimal loading into delivery vehicles and can be tethered together for larger drops, helping to reduce errors, secure packages, reduce the strain on drivers and enable more efficient delivery. Made available in early 2021, EP1 pallets travel in the EV600—an electric light commercial vehicle built for the delivery of goods and services over long ranges. It will combine zero-emissions driving, powered by the Ultium Platform, with a range of advanced safety and convenience features. Supporting these products will be a suite of fleet management tools that enable owners to monitor battery life, vehicle location and more.

One of BrightDrop's first customers is FedEx Express, which has already conducted a pilot using the EP1. During the pilot, FedEx Express couriers handled 25% more packages per day than they could without EP1s, and reported that the pallets were easy to maneuver and reduced physical strain. BrightDrop and FedEx Express are continuing to pilot EP1 technology, and will begin receiving EV600 vehicles later in 2021.

Addressing Congestion Through Public Policy

According to the Texas A&M Transportation Institute, total delays and costs associated with congestion across the United States have grown in recent decades. Studies focused on specific states or regions identify similar trends. For example, in Massachusetts, automobile commute times increased about 10% between 2008 and 2017. In California, state data show that the number of

hours vehicles spent traveling below 35 miles per hour on state highways more than doubled over the same time period. This has cost the economy as much as $1 trillion annually in lost productivity due to traffic slowdowns of workers and goods.

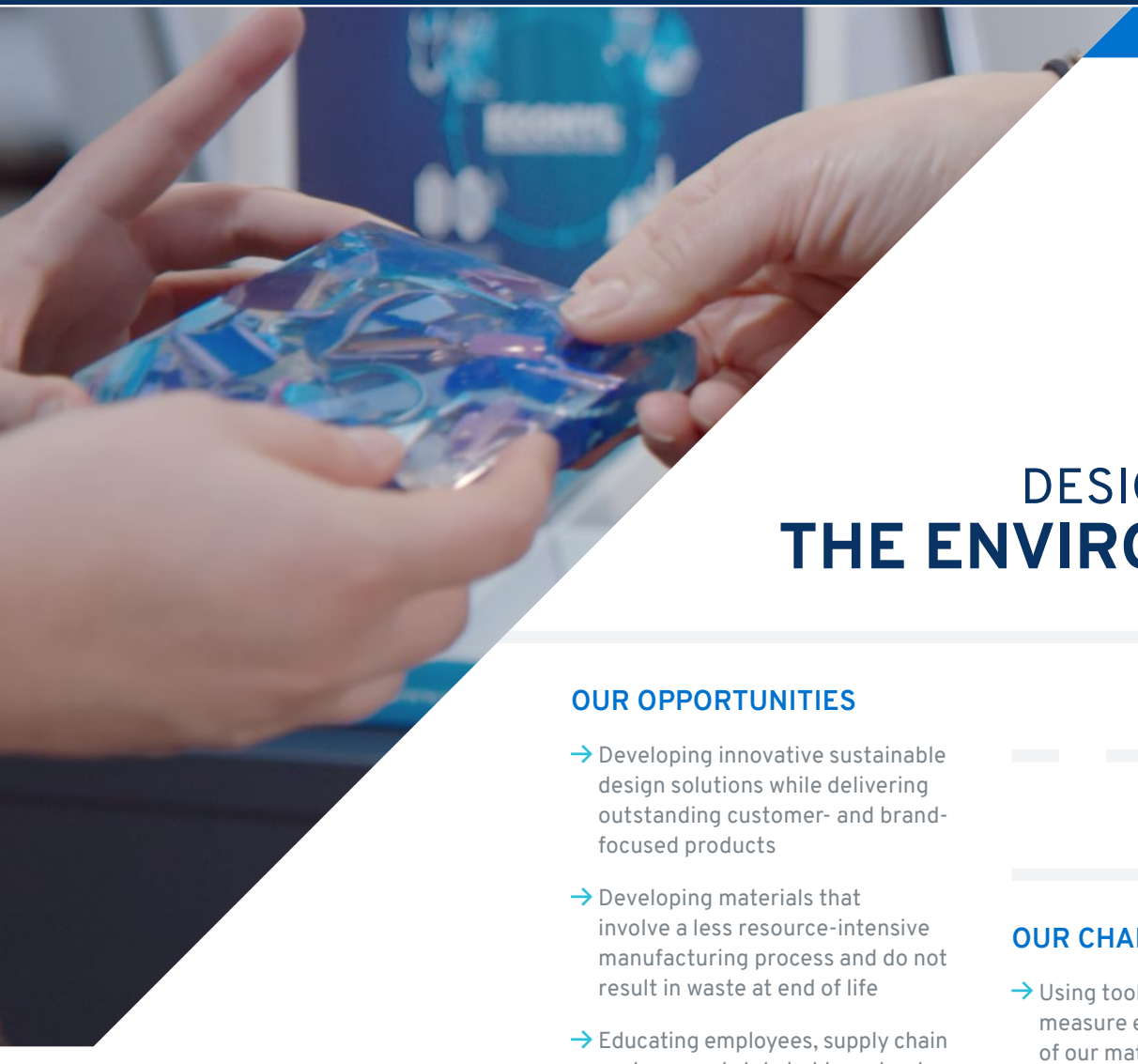
GM is optimistic about the ability of innovations in connectivity—most notably vehicle-to-vehicle and vehicle-to-infrastructure communication—and autonomous vehicle technology to optimize traffic flows and reduce accidents, both potential contributors to easing congestion. As noted elsewhere in this report, GM is hard at work developing and commercializing the technology to enable these advances. At the same time, GM recognizes the potential contributions of policy-driven approaches to meeting congestion challenges. Many cities and states are already exploring these policies, finding that there could be a variety of ways to improve mobility for their residents. For example, cities across the U.S. are supporting new mobility options to ease gridlock on streets and highways. Shared-mobility platforms, such as carsharing and ridehailing; and micromobility solutions like e-bikes, and thoughtfully designed last-mile urban delivery solutions, can complement legacy transit systems to relieve streets and highways of vehicles and give people choices for travel that better fit their trip types and needs.

Ultimately, transit services, intelligent curb management and well-developed bike lanes and sidewalks, as well as developing forward-looking regulatory structures that support shared and micromobility operators can be part of an all-of-the-above strategy that complements driving, eases the introduction of new technologies and services, and facilitates less congested travel across all modes. That is why GM has advocated for regulatory frameworks that support carsharing, e-bike and new urban delivery ventures, and why we see value in investments in broader transit and transportation infrastructure.

Some cities are also beginning to explore policies that manage transportation demand, including congestion pricing—charging a flat or variable fee to vehicles that drive in a specific area or zone. Evidence from early-adopter cities around the world suggests that congestion pricing can be effective in reducing traffic volumes and delays and increasing average travel speeds. Other options, such as telecommuting incentives, may prove effective and align with the mass shift to remote work that has occurred during the COVID-19 pandemic. As part of a comprehensive approach that includes new technologies, demand management through pricing and incentives—when strategically and thoughtfully implemented—could play a valuable role in mitigating congestion in urban areas.

GM has a well-established track record of engagement with innovative city and mobility initiatives, from the Smart Cities Challenge in Columbus, Ohio, to targeted carsharing partnerships in underserved neighborhoods in Detroit. As cities continue to explore ways to tackle congestion in their communities, GM looks forward to building on this foundation through partnerships and constructive dialogue with stakeholders, pilot projects and other efforts that seek to leverage public policy to realize our vision of a future in which people can enjoy the freedom, convenience and comfort of vehicle use in cities free of congestion.

This sets the stage for deploying connected vehicle technology to improve safety and relieve congestion by one day allowing vehicles to communicate with one another and the infrastructure. Equally important, this has provided us with an understanding and appreciation that offering a vehicle with the latest technology is only meaningful when it is seamlessly integrated, as well as consistent and relevant to our customers.



DESIGNING FOR THE ENVIRONMENT

OUR OPPORTUNITIES

- Developing innovative sustainable design solutions while delivering outstanding customer- and brand-focused products
- Developing materials that involve a less resource-intensive manufacturing process and do not result in waste at end of life
- Educating employees, supply chain partners and stakeholders about the benefits of sustainable materials and processes
- Creating end markets for byproducts and other discarded materials that would otherwise go to landfill
- Adopting construction and manufacturing processes that minimize resource consumption

OUR CHALLENGES

- Using tools and methodologies to measure environmental impacts of our materials and products
- Developing common ways to better define sustainable materials on an industrywide basis
- Identifying markets for end-of-life materials in fluctuating global commodities markets
- Minimizing operations water sent off-site by maximizing stormwater use on-site

IN THIS SECTION

DESIGNING FOR
THE ENVIRONMENT

Sustainable Materials

As we transform our business to support production of electric vehicles (EVs), we are rethinking how all of our vehicles are made and designing them with a mindset focused on reducing environmental impacts throughout their life cycle.

The most environmentally friendly vehicle is not only electric—it's circular. The idea of circularity—whereby resources and materials are reused on a continual basis—is growing in importance. Today, we enable, by mass, more than 85% reuse or recycling of our current vehicles at the end of their life. Additionally, we will continue to enable 100% reuse or recycling of returned EV batteries at the end of life.

Over the next decade, we aim to achieve at least 50% sustainable material content in our vehicles, measured by total vehicle weight. We have defined sustainable materials as those that reduce dependence on nonrenewable resources and/or minimize disruption to the environment or key natural resource systems. These may range from renewable materials, including bio-based to highly recyclable resources, such as glass or aluminum, that can be reprocessed an indefinite number of times without requiring additional mineral resources. Through verification and certification methods, we ensure the authenticity of those materials and the achievement of our key sustainability goals for manufacturing, including resource preservation and carbon footprint reduction.

Focusing on each part of the equation—a material's origin, its design into a part and that part's destination at the end of vehicle life—allows us to make the most meaningful impact possible. Nevertheless, with thousands of parts that comprise a vehicle design, our work toward our sustainable materials goal is complex and spans many cross-functional teams including:

- Design
- Material engineering
- Product engineering
- Purchasing and supply chain
- Sustainable workplaces

We are focusing on specific material categories, as well as specific vehicle components, programs and brands. Components within these categories are being examined to determine sustainable improvements; analyzing potential tradeoffs between material costs, sustainability, performance and other features. Internally, we are developing new measurement tools to evaluate material sustainability. As we replace conventional materials with more sustainable materials, we will work to ensure that vehicle performance remains constant in every type of driving condition and for the life of the vehicle. The GMC HUMMER EV uses an alternative material for all applications that would otherwise use leather. Once a more sustainable material is identified, we also consider when to introduce the new material into the vehicle design and production cadence based on performance, environmental impacts and other factors.

Recycled Content in GM Vehicles

GM is working to increase the sustainable materials used to make our vehicles. While these materials are not all available on all vehicles, each improvement provides valuable insights and brings us closer toward our goal.

RECYCLED THERMOPLASTIC POLYOLEFIN

Cowl Vent Grill

200K
pounds of plastic diverted

POSTCONSUMER NYLON FIBER

Window Support Brackets

3M
pounds of plastic recycled

RECYCLED PC/PBT PLASTIC

License Plate Brackets

200K
pounds of plastic diverted

RECYCLED PET PLASTIC MADE INTO FIBER

Wheelhouse Liners

100M
water bottles recycled

RECYCLED PC/ ABS PLASTIC

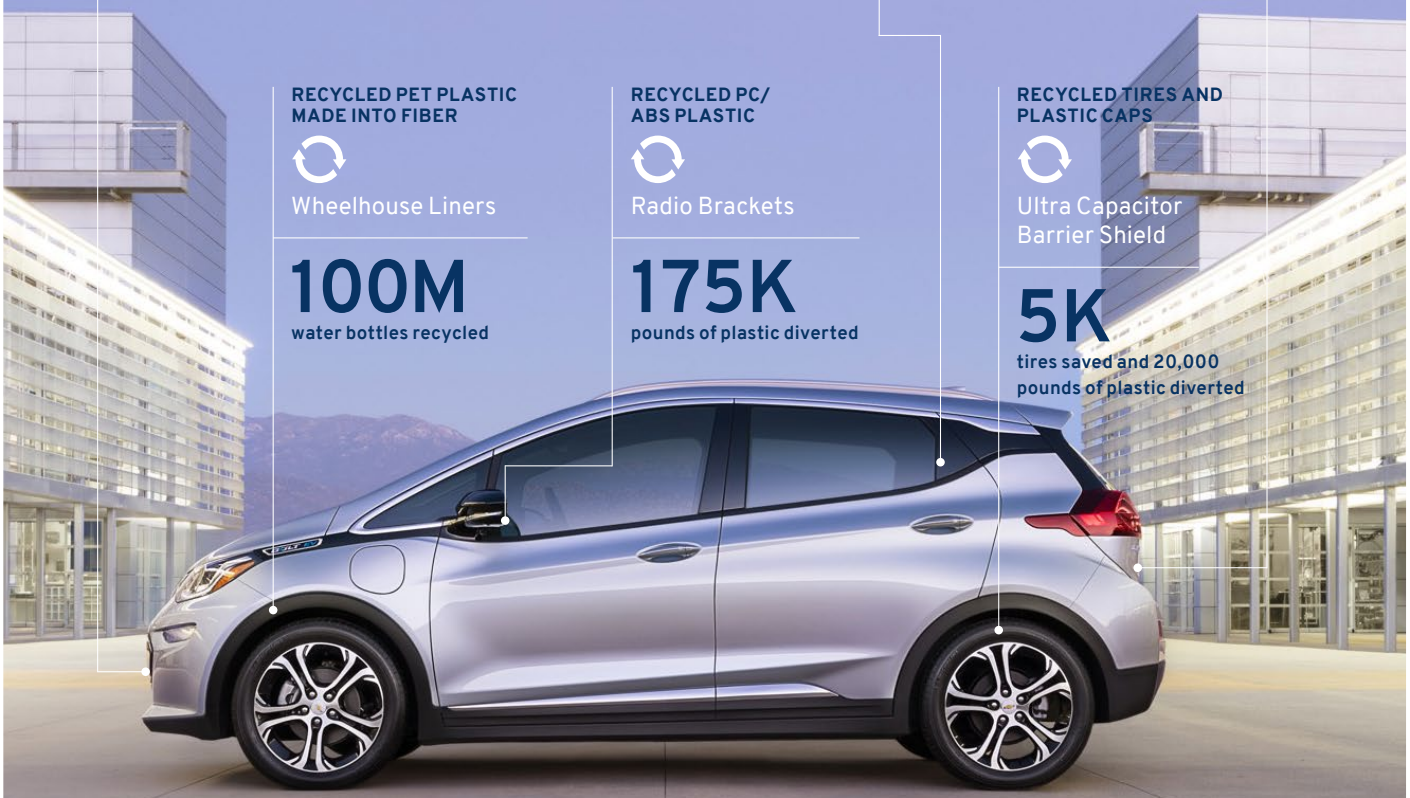
Radio Brackets

175K
pounds of plastic diverted

RECYCLED TIRES AND PLASTIC CAPS

Ultra Capacitor Barrier Shield

5K
tires saved and 20,000 pounds of plastic diverted



IN ADDITION TO THESE IMPROVEMENTS, WE HAVE IDENTIFIED MULTIPLE COMPONENTS WITH POTENTIAL FOR RECYCLED CONTENT IN THE FUTURE. AMONG THE EXAMPLES:

- Bin Mats
- Console Retainers
- Cup Holder Liners
- Door Trim
- Fans and Fan Shrouds
- Headliner/Rear Shelf
- Interior Bezel, Brackets and Trim Ring
- Floor Carpet
- Seat Fabrics
- Rear Cargo Bin

With support from our supply base, we are committed to use at least 35% recycled plastic yarn in all future seat insert fabrics, and 100% recycled yarn in future seat bolster fabrics, overhead fabrics, floor carpets and floor mats. Given GM's global scale, this means significant amounts of plastic will be diverted from waste and reused. We also will avoid a certain amount of carbon emissions and water used in the fabric-making process.

In 2020, a cross-functional team worked to identify recycled plastic opportunities for future vehicles. The team sought feedback from internal experts and select supplier partners by hosting collaborative events on the topic. As a result, we expanded the number of recycled plastic types approved for vehicle application and established criteria for integrating recycled plastic resins into future vehicles.

Beyond these examples, we are continually researching new and innovative materials that will help us mitigate our environmental impact while driving customer-focused design and innovation. Plant-based materials, biofabricated materials, regenerative farming and lower-impact leather tanning practices, as well as alternatives to chrome, are among the emerging practices and materials that we are striving to design into GM products.

Measuring Material Impacts

Internally, we are developing new measurement tools to evaluate material sustainability, including renewable and recycled content. GM is collaborating with experts to evaluate tools to measure material social and environmental impacts. This evaluation includes life cycle analyses (LCAs) and environmental product declarations (EPDs). Select supplier LCAs will include data from "cradle to gate"—or raw material extraction through delivery to GM. Beyond gathering information about recycled and renewable content, we will measure environmental impacts like equivalent GHG emissions, total energy consumption, water consumption and end-of-life treatment as reused, recycled, composted, landfilled or burned to produce energy as waste to energy. In this way, we will develop a clearer picture of progress, not only toward our sustainable materials goal, but also our zero-emissions vision.

Battery Recycling

Given GM's 25 years of experience developing EVs, we already have robust programs in place that enable 100% reuse or recycling of EV batteries at the end of life. Since 2013, we have partnered with Oak Ridge National Laboratory on the use of end-of-life EV batteries for backup power. Today, data centers at Milford Proving Ground and the SAIC-GM-Wuling facility are re-using EV batteries in exactly this manner, as stationary power sources for backup power. Also at Milford, we are using the batteries to balance our use of the grid with an objective to achieve zero net annual energy use for the office building at the facility. To further increase value and reduce carbon footprint, GM is working with the Department of Energy, U.S. Advanced Battery Consortium and directly with recyclers to advance lithium ion battery recycling, and exploring recycled materials that could reduce the need for raw mined materials.

Sustainable Packaging

We have established a companion sustainable materials working group that is dedicated to sustainable packaging. A multidisciplinary group has been tasked with developing a packaging goal and collecting data to better understand GM packaging specifications and requirements. The group is working closely with suppliers and external partners to innovate around current practices and embed circular economy principles in packaging procurement and design. The current priority for this new group is to develop our road map for success that takes into account the full life cycle of our packaging and carbon analysis of the various opportunities.

As part of this work, GM has partnered with WestRock as the preferred supplier for all consumer-facing

↑ General Motors and Ventec Life Systems team members sign the sustainable shipping boxes before delivering the final group of V+Pro critical care ventilators to complete the 30,000-unit order for the U.S. Department of Health and Human Services—to help fight the COVID-19 pandemic

packaging. WestRock prioritizes recycled content input in their sourcing, averaging 35% to 55% recycled content in corrugated boxes and 100% recycled content in coated boards. Any virgin material used in our packaging produced by WestRock going forward will be certified by the Sustainable Forestry Initiative (SFI).

As of year-end 2020, approximately 7,000 parts for GM Customer Care & Aftersales (CCA) were packaged in WestRock's sustainable consumer-facing packaging. This scope and volume is expected to expand rapidly. In 2021, use of sustainable packaging from WestRock will increase in GM North America CCA facilities and Tier I supplier facilities, and will launch for the first time in Korea and Brazil. In addition to embedding sustainable materials in the packaging, WestRock has partnered with the Sustainable Workplaces team on a recycling project to create new packaging out of used cardboard from GM sites.

Another recent packaging success story has been around the ventilators, masks and face shields that GM produced in response to the COVID-19 pandemic. The boxes used for these products, provided by supplier Menasha, contain 33% to 95% recycled content, with remaining materials coming from SFI-certified sources.

Sustainable Natural Rubber

The tire industry consumes around 70% of the world's natural rubber, and demand is increasing. Most of the world's rubber today comes from Southeast Asia. As demand grows, so too does pressure to convert ecologically valuable and sensitive tropical forests into more rubber plantations which, in turn, puts pressures on local communities that could threaten their fundamental human rights.

Recognizing the importance of taking action to limit the social and environmental impacts from natural rubber production, General Motors became the first automaker to commit to sustainable natural rubber in 2017, and in 2018 became a founding member of the Global Platform for Sustainable Natural Rubber (GPSNR).

GPSNR is a multistakeholder initiative whose goal is to transition the natural rubber supply chain to a more sustainable model. The initiative now has more than 100 members, including OEMs; tire manufacturers; rubber producers, processors and traders; NGOs; and smallholder farmers. One of the group's most significant accomplishments in 2020 was the creation of a members' sustainability policy framework. All members will be expected to adhere to this framework, which covers economic, social and environmental aspects of sustainability and will help protect ecological health, local livelihoods and fundamental human rights. The policy will be released publicly within the next year and will be one of the most sweeping sets of commitments aimed at increasing the sustainability of a commodity.

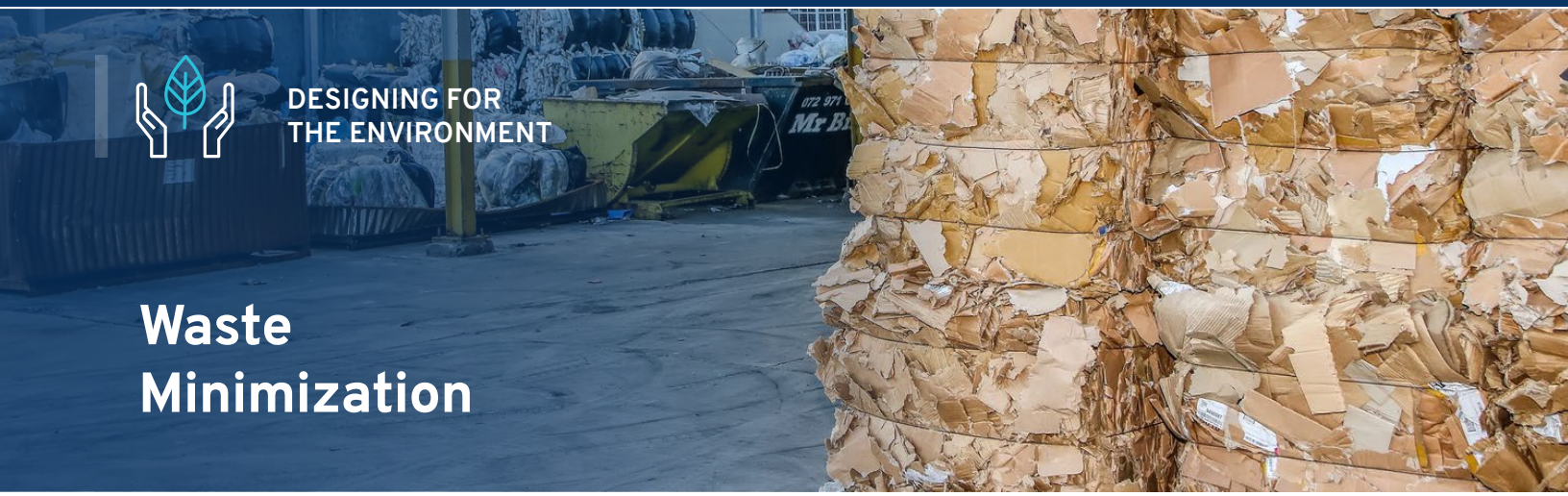
Sustainable Materials Beyond the Vehicle

GM's commitment to sustainability extends into global construction projects as well. In 2020, GM recycled over 140,000 tons of wood, metal, concrete and plastic produced in construction projects and found reuse initiatives for over 105,000 tons of concrete, soil, asphalt and other materials. Three key examples of GM's sustainability commitments applied in construction projects are found at GM's Factory ZERO, Spring Hill and Ultium Cells LLC (located in Lordstown).

Factory ZERO is a critical plant for GM's electric future and a model of environmental sustainability. The most reuse cases for construction this year were applied at Factory ZERO, which is located in Hamtramck, Michigan—a culturally rich, 2-square-mile city nestled in the middle of Detroit. GM's construction initiatives at Factory ZERO consider environmental and social sustainability by optimizing water management and communicating with the city mayor and leaders along the way.

Factory ZERO is located on a previously developed manufacturing site where GM is leveraging stormwater management and catering to biodiversity. Stormwater will flow through bio-swales, promoting infiltration, native revegetation and wildlife. All stormwater has extended detention in three ponds on site, and GM will recycle stormwater to reduce clean potable water use, reducing discharge to, and further treatment costs for, the city. GM is working with suppliers like Walbridge, Ghafari, Smith Group, Arcadis and more to ensure the construction projects are applying advanced technologies that accelerate GM's sustainability commitments.

Another example of green construction is GM's application of CarbonCure, a concrete that absorbs 25 pounds of CO_2 for every cubic yard that is laid. GM used CarbonCure this year in the development of a three-bay body shop extension and is evaluating additional uses for the concrete in other construction projects. Lastly, the Ultium Cells LLC construction site has been spending time developing 130+ acres of high-quality wetlands to replace wetlands impacted by the new electric vehicle battery cell manufacturing plant.



DESIGNING FOR THE ENVIRONMENT

Waste Minimization

Beyond using sustainable inputs in our vehicles, there are other ways we can reduce the volume of waste we generate and the impact we have.

Goal:

90%

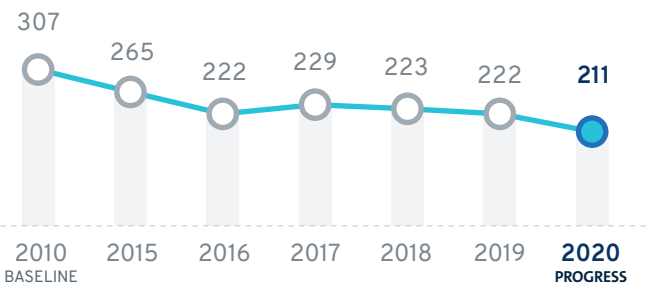
or more diverted operational waste from landfills and incinerators by 2025.

GM has made steady progress in reducing our operational waste intensity over the past decade. In 2020, we completed the last year of progress toward our goal to reduce waste intensity by 40% and achieve 150 landfill-free sites against a 2010 baseline.

We successfully achieved our initial landfill-free goal between 2014 and 2015 and the second stretched target in 2016. Our strategic restructuring process in 2018 made GM more agile and profitable, but reduced the number of landfill-free sites to 85 in 2020. To take advantage of new advancements in waste management, GM is launching our new Zero Waste circular economy program. This will entail diverting 90% or more of our operational waste from landfills across targeted facilities by 2025. Importantly, waste must also be diverted from use in any type of incineration, making this goal more thorough than a landfill-free target. This program is one of the most comprehensive in the automotive industry, covering solid, liquid and hazardous waste. The Zero Waste program will also enable innovation in the recycling industry, which is a critical component in achieving our diversion target. Between 2017 and 2019, GM diverted an average of 81% of our total waste from landfills or incineration. This figure will be the baseline against which we measure progress toward our 2025 goal.

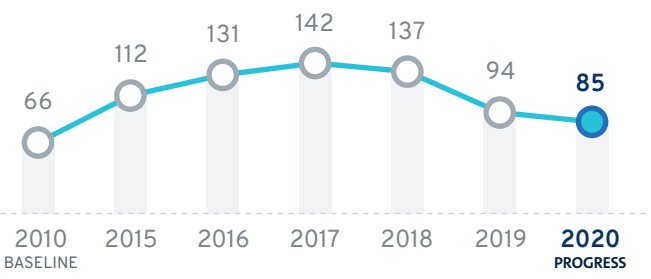
Reduce Waste Intensity by 40%

(kg/Vehicle)



Over the past decade, we've reduced waste intensity by 31%—progress that fell short of our 2020 goal due to reduced production volumes and impacts from facilities closed as part of our strategic global footprint divestments.

Reach 150 Landfill-Free Sites



Original goal and stretched targets were achieved ahead of time in 2016. Some landfill-free facilities were closed as part of our strategic global footprint divestments, resulting in 85 landfill-free facilities in 2020.

As in the past, innovation, adoption of new technologies and engagement with suppliers both upstream and downstream will help us lead in this area. For example, certain wood pallets are made to particular specifications and cannot be shredded and used as mulch. Rather than sending these materials to landfills, we are working with our design team and upstream suppliers to transition to pallets that are returnable, eliminating the need for disposal after a single use.

Along the same lines, our Gravataí assembly plant in Rio Grande do Sul, Brazil, undertook a packaging optimization project in which they reduced and eliminated unnecessary packaging from shipments and replaced single-use packaging with returnable materials. Through these efforts, the plant will save 205 tons of wood, 85 tons of cardboard and 30 tons of plastics per year. Similarly, our Joinville manufacturing facility in Santa Catarina, Brazil, took a "containerization" approach to waste reduction. By working with suppliers, they transitioned from components that were delivered individually packaged to bulk packaging that significantly reduced cardboard and plastic waste by 233 tons per year. We're also working with suppliers in Mexico to reduce returnable packaging. Our plants in Mexico recycle most waste, including sending metal to be re-ground into new products or to be reused within GM, and reusing plastic byproducts in pallets, bags and more.

External Engagement and Partnerships

In early 2021, GM, Ford and Stellantis formed a Sustainable Materials Working Group at the U.S. Automotive Materials Partnership LLC (USAMP), which is a subsidiary of the U.S. Council of Automotive Research LLC (USCAR). USCAR is the collaborative technology company of the three U.S. automotive OEMs. The team's first major program is chemical recycling of automotive shredder residue (ASR), the remaining material—consisting of plastics and other organic materials such as fabric, rubber, glass and polymers—after shredding an end-of-life vehicle. In order to recycle ASR, USAMP is working with PADNOS and Eastman Chemical Company. PADNOS

Reducing Landfill Waste Beyond Our Facilities

We're engaging local community stakeholders worldwide on waste reduction. In Colombia, GM works with a local solid waste management company, a local public school and United Way Colombia on replicating aspects of GM's landfill-free program within the community. We have also partnered with EcoWorks, a local nonprofit, to support the recycling of plastic into plastic-composite bricks for prefab housing. In Ecuador, GM's progress on food waste is informing a food waste reduction project at the Universidad San Francisco de Quito.

To further increase awareness of sustainability topics, the Sustainable Workplaces team organized a second Sustainability Symposium in 2020.

will demonstrate a cost-effective, energy-efficient, closed-loop process that requires minimal mechanical recycling and processing of ASR to prepare it for use as a feedstock for Eastman's Carbon Renewal Technology (CRT) processes. This circular economy solution will result in cost-effective recovered plastic constituents that can be reformulated for automotive components.

GM leads working groups with other automotive OEMs through the Automotive Industry Action Group (AIAG), and Suppliers Partnership for the Environment (SP). Last year, a SP working group released packaging guidelines supported by Ford, Stellantis, GM, Toyota and Honda.

GM is a signatory to the EPA America Recycles Day pledge. As part of our commitment to reduce waste generation, we collaborate with EPA and other pledge signatories to enhance the nation's recycling system, helping to create a sustainable path for a circular economy to protect the environment. To do so, we are working with other companies in three groups: to promote education and outreach, strengthen secondary materials markets and enhance measurement. We also are partnering with the U.S. Department of Energy on their zero-waste pilot program, which will provide methods for data tracking and benchmarking. We are one year into a two-year partnership with the agency, after which they will share their lessons learned.

Employee Engagement on Waste Reduction

Because best practices account for so much of waste minimization efforts, environmental engineers in both manufacturing and nonmanufacturing operations receive state-of-the-art zero waste training focused on ways to achieve GM's Zero Waste goal. We have introduced an online sustainability course, available to all employees globally, to support our new sustainability goals. The course covers environmental, social and governance-related aspects of corporate sustainability.

To further increase awareness of sustainability topics, the Sustainable Workplaces team organized a second Sustainability Symposium in 2020. The event was held virtually, as a weeklong series of lunch and learns and a fireside chat with our Chief Sustainability Officer, and other members of the Office of Sustainability. Lunch and learn session topics included the pillars of GM sustainability goals of Greenhouse Gas, Fuel Economy and Sustainability; Zero Waste; Water; Sustainable Materials; and Energy. Each consisted of an expert presentation of the topic, GM's progress, an employee call to action and time for questions and answers.

↑ All office tenants and restaurants at the Renaissance Center, GM's global headquarters in Detroit, participate in a compost program. Scraps are used to create nutrient-rich compost that is used in urban gardens throughout the city, including GM's Beaubien Garage rooftop garden. Produce from the garden is donated to a local restaurant, which makes donations equal to the food's value to an organization that serves Detroit's homeless.

DESIGNING FOR
THE ENVIRONMENT

Water Stewardship

Water is a scarce resource that we must manage efficiently, especially in water-stressed areas. While GM's operations are not overly water-intensive, we do use water in the vehicle manufacturing process and make it available for the people in our facilities.

We are committed to responsibly using water while taking actions that preserve water quality and support conservation across our operations, in our supply chain and in the communities in which we operate. Our commitment to water stewardship has been recognized by being named to CDP's 2020 Water A List, the third time we have earned this recognition.

GM plans to reduce the water intensity of our operations by 35% by 2035, compared to a 2010 baseline. This new target builds on progress over the past decade that saw our water intensity decrease from 4.77 to 3.97 cubic meters per vehicle.

We also have signed the CEO Water Mandate—a UN Global Compact Initiative—joining other global business leaders to address key challenges around water security and further aligning to the UN Sustainable Development Goals. Moving forward, we will map our water progress and achievements against the mandate's six core commitment areas: Direct Operations; Supply Chain and Watershed Management; Collective Action; Public Policy; Community Engagement and Transparency.

There are important interconnections between GM's water goals, energy goals and overarching vision of a zero-emissions future. Electricity generation from renewable resources such as wind and solar requires almost no water, according to the Energy Information Administration. As a result, making progress in one area can bring benefits in others.

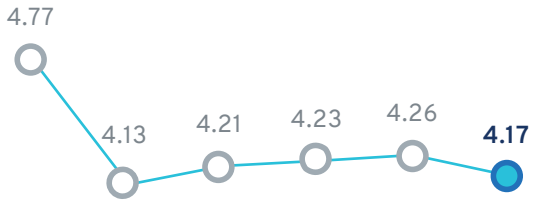
Water usage is managed on a local basis, with each facility working toward its own targets for year-over-year improvement. Innovative approaches have allowed facilities to continue production without disruptions, even in water-stressed areas. For example, our Joinville plant in Brazil has upgraded its wastewater treatment system, increasing its reverse osmosis capacity with a new configuration of filters and tanks to allow for more wastewater reuse. The plant also installed piping to allow it to better harvest and reuse stormwater.

Within our supply chain, we typically focus on areas with the greatest water impact, such as our paint operations. We also evaluate water usage at the vehicle component level. Some of the parts that have the highest life cycle water impacts are frame assemblies, steel parts, carpets, seats, engine blocks, heads, tires and wheels. GM is working closely with suppliers to understand their water use and help them unlock opportunities for improvement.

Local facility knowledge provides information on water supply impacts for current operations, and we use the World Resources Institute's Aqueduct tools that map water risks such as floods, droughts and stress, using open-source, peer-reviewed data for future forecasting. We mitigate risks in current operations with either alternate supply or water reuse, working with local utilities. GM engages with over 300 suppliers through CDP Water Security Supply Chain and other organizations like AIAG.

We also engage employees at our manufacturing facilities through water treasure hunts, focused activities where groups come together to seek out new ways to reduce our consumption. A recent water treasure hunt in South Korea engaged more than 20 employees and led to water use reduction opportunities equal to almost 100 Olympic swimming pools.

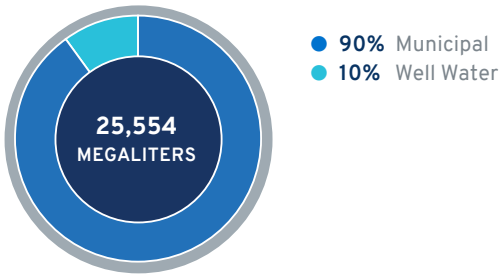
Water Intensity
(Cubic Meters/Vehicle)



2010 BASELINE | 2016 | 2017 | 2018 | 2019 | **2020**

Due to a 27% reduction in vehicle production volume in 2020 as a result of the pandemic, GM reduced water intensity by only 13% in 2020 compared to 2010. There is a fixed water component for plant operations even during shutdown. With conservation and efficiency projects we were able to reduce absolute water use by 23% in 2020 from 2010.

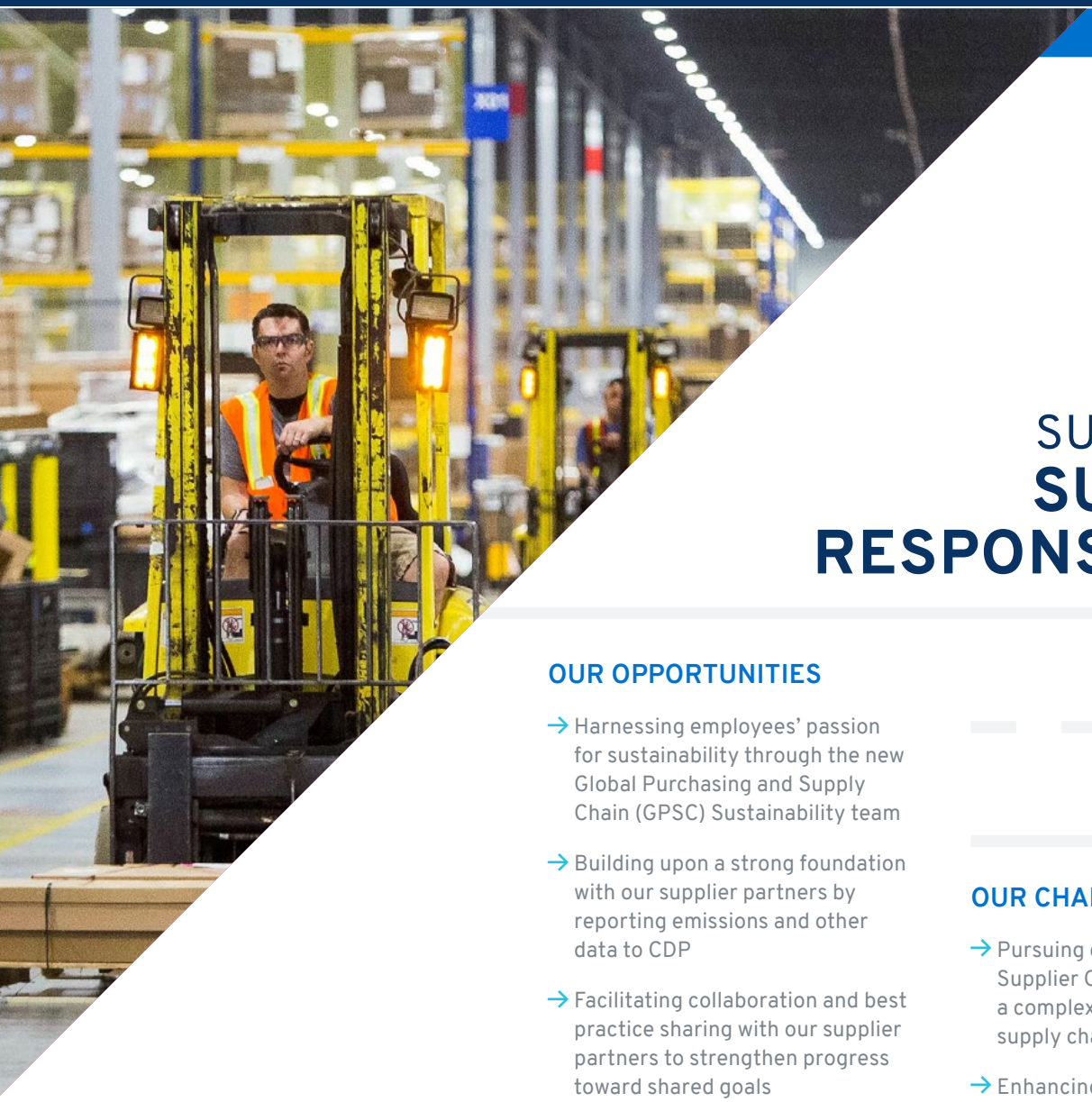
Total Water Withdrawal From All Areas, by Source
(Percent)



Water from third parties or Municipal systems provides 90% of use in our operations.

Conserving Water, Protecting Life

In the forests of South America, conserving watersheds means protecting habitat for thousands of species and safeguarding ecosystems that act as carbon sinks. GM has established partnerships with environmental organizations helping protect land in Argentina, Ecuador and Colombia. In Ecuador, GM partners with the Fondo de Agua water trust on the eastern Andean mountain range, helping to protect nearly 2,200 acres of highland plateau that provides water for the city of Quito. Protecting land through this partnership allows us to offset our Ecuador plant's water and carbon footprints. In Colombia, a partnership to restore native forest habitat surrounding Bogotá contributes to watershed conservation and habitat protection for 15 endangered bird species.



SUPPORTING SUPPLIER RESPONSIBILITY

OUR OPPORTUNITIES

- Harnessing employees' passion for sustainability through the new Global Purchasing and Supply Chain (GPSC) Sustainability team
- Building upon a strong foundation with our supplier partners by reporting emissions and other data to CDP
- Facilitating collaboration and best practice sharing with our supplier partners to strengthen progress toward shared goals
- Using technology to engage virtually with GPSC peers and supply chain partners around the world

OUR CHALLENGES

- Pursuing compliance with the GM Supplier Code of Conduct across a complex, global and multitiered supply chain
- Enhancing visibility into the lower tiers of our supply chain to further mitigate social and environmental risks
- Sourcing materials that are critical to the continued development and widespread deployment of advanced vehicle technologies
- Measuring sustainability efforts across our supply chain in order to support further improvement

IN THIS SECTION

SUPPORTING SUPPLIER RESPONSIBILITY

Supply Chain Scope & Governance

GM is committed to forming and nurturing exemplary supplier partnerships built on integrity and shared values. Our global supply chain spans thousands of businesses.

In 2020 we spent approximately $72 billion, representing a wide variety of raw materials, parts, supplies, transportation and other goods and services. These are delivered or provided to our operations around the world.

Our supply chain is built on strong, transparent and trusted relationships, which are critical to ensuring product quality, availability and affordability for our customers. By seeking to be the partner of choice to suppliers, we are better positioned to:

- Put the customer at the center of everything we do.
- Develop transformative transportation solutions that help address industry, environmental and societal challenges.
- Accelerate innovation to bring the newest technologies and innovations to customers.
- Improve our business competitiveness.
- Mitigate business risks.
- Eliminate waste from value streams and deliver defect-free vehicles.
- Address human rights problems and sustainability challenges.

We firmly believe in the importance of collaborating with our supplier partners in order to achieve mutual success and improve our overall impact. By working with suppliers to reduce their own GHG emissions, we are able to reduce our overall carbon footprint.

#3 ranking in North American Automotive OEM-Supplier Working Relations Index®

$72B approximate annual supply chain spend

13,500 approximate global supplier count

277,000 approximate materials and services purchased

$3B approximate annual spend with diverse suppliers—Tier I

$2B approximate annual spend with diverse suppliers—Tier II

Our supply chain strategy flows from GPSC's Priority Wheel, pictured below. The Priority Wheel is a well-established set of priorities aligning supply chain objectives, with customer focus at the core. It also encourages us to gain supplier input on major process improvements and other issues that may affect them.

LOCAL SOURCING AS A PERCENTAGE OF REGIONAL SPEND[1]

90%
North America

95%
China

80%
International and South America

[1]Percentages are approximate.

Localization

Localization is an important tenet of our value chain. When we build where we sell, and buy where we build, our vehicles are more competitive. Localization adds value across the total enterprise, and vehicles can be built to suit unique local requirements that drive customer enthusiasm and brand loyalty.

Localization also lowers risks by increasing the flexibility of our supply chain to respond to disruptions caused by natural, political or other causes. Furthermore, when we work with local suppliers, we also support the local economies of communities where we operate and realize environmental benefits such as reduced shipping distances and the lower associated emissions. We work cross-functionally through our product development activities, sourcing activities and logistics planning to maximize the benefits of localization.

Supply Chain Governance

Our Vice President of Global Purchasing and Supply Chain is responsible for executing the objectives in our Priority Wheel. GPSC is continuing to advance how the company and our suppliers partner for mutual success and deliver greater value to our customers.

116

suppliers from 15 countries were recognized in our Supplier of the Year program.

The GM Supplier Business Council consists of 20 suppliers who meet quarterly with our GPSC leadership team. In early 2020, GPSC established a Sustainability Subcouncil within the Supplier Business Council to enhance GPSC's sustainability strategy. The Subcouncil serves as a sounding board, communicating lessons learned and improving our sustainability programs and those of our suppliers. The group is made up of Supplier Council companies, non-Supplier Council companies who are recognized for their work in sustainability, and a team of cross-functional GM employees. We look to this Subcouncil as the voice of our greater supply base on topics of sustainability.

We also have a number of other forums for supplier engagement, including the following:

- GM Supplier Business Meetings are held regularly throughout the year and are globally webcast to our suppliers to gain input and consensus on GM-specific topics. GM Chair and CEO Mary Barra addresses this group annually at one of these meetings. Suppliers who participate in this webcast represent approximately 85% of our annual purchases for parts and services.
- The Supplier Safety Council serves as a clearinghouse for supplier safety policies and best practices. This cross-functional Council facilitates the sharing of lessons learned and best practices across the supply base. Any GM supplier is welcome to access the Council's database to learn safety practices that can be shared within their own operations and supply bases.
- GM SupplyPower is an internet portal used for sharing information and best practices with suppliers. We encourage suppliers to facilitate discussions with their employees on important information posted in SupplyPower, including policies, guidelines, standards and reports. In 2020, we created a new page on this portal that serves as a single source of information for GM's supply chain sustainability, including GPSC's sustainability vision and goals, webinars and symposia, and other resources to help suppliers strengthen their sustainability programs.
- Our Supplier of the Year program recognizes top performers. 116 suppliers from 15 countries were awarded in 2020, including 13 first-time winners. Additionally, four suppliers earned Innovation awards for outstanding advancements in technology, and four others earned Overdrive awards for exemplary culture change leadership.
- Suppliers are provided access to the same communication tools—AwareLine, Speak Up For Safety and others—that our own employees use to raise concerns.
- Across the globe, we hold various webinars and work with third parties to provide external training to improve supplier operations, primarily in the areas of environmental management, workplace conditions, sustainability, ethics and human rights.

SUPPORTING SUPPLIER RESPONSIBILITY

Industry Collaboration

We strive for a sustainable and socially responsible supply chain without adding unnecessary complexity or burden to our suppliers.

Collaboration among auto manufacturers to develop sustainability and social responsibility requirements for our suppliers is important, particularly given the level of common suppliers among the major automakers. This approach also helps ensure that automotive suppliers are pursuing aligned goals and are not overburdened by duplicative or contradictory OEM efforts.

We work closely with many industry and supply chain-focused organizations, including the Automotive Industry Action Group (AIAG), where we actively participate in the Responsible Materials Work Group, along with several of its subgroups, and sit on the Corporate Responsibility Steering Committee. GM is an active member of the Responsible Minerals Initiative (RMI), the International Automotive Task Force (IATF) and the multistakeholder Global Platform for Sustainable Natural Rubber (GPSNR).

400

GM employees received AIAG's Supply Chain Sustainability eLearning training in 2020, which highlights fundamental principles of responsible working conditions.

89%

of approximately 4,000 supplier locations are third-party certified to the IATF 16949 Quality Standard.

Helping Small Entrepreneurs Succeed

The Inter-American Development Bank (IDB), along with GM and other corporate partners, is working to create a sustainable and inclusive supply chain in Ecuador. By providing technical assistance and access to credit to entrepreneurs from communities affected by COVID-19 or by a recent earthquake, IDB is positioning these small-scale producers to become suppliers to large companies like GM. More than 2,700 entrepreneurs benefited from this program in 2020.

Industry collaboration groups are a primary forum for developing and sharing responsible supply chain practices with other automotive OEMs, Tier I and subtier suppliers.

Additionally, GM provides direct financial support to AIAG and leverages its sponsored membership program to enable free membership for small subtier suppliers. This allows key information and tools (e.g., responsible supply chain training materials, self assessments and standards) that are available to Tier I suppliers to be cascaded to the subtier supply base. We also require our supplier quality employees who visit supplier facilities to take AIAG training

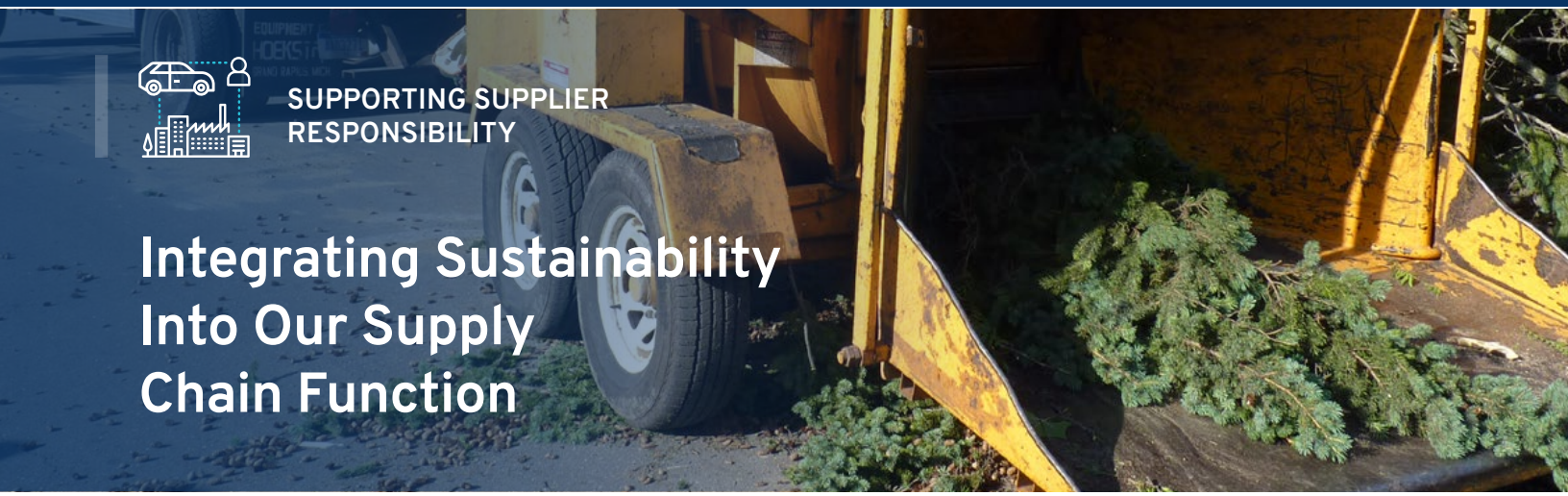
regarding responsible working conditions, including child labor and forced labor.

In addition, specific requirements regarding responsible supply chain practices are part of IATF 16949 Quality Standards. These requirements include an employee code of conduct, antibribery policy and an ethics escalation policy ("whistle-blowing policy"). Compliance to IATF 16949 is a requirement for GM suppliers.

GM is also a founding member of the Global Platform for Sustainable Natural Rubber (GPSNR), a multistakeholder initiative that aims to transition the natural rubber supply chain to a more sustainable model. The initiative includes OEMs, tire manufacturers, rubber producers, processors, traders, NGOs and smallholder farmers. In 2020, GPSNR developed and released a comprehensive set of policies for all members that will help protect ecological health, local livelihoods and fundamental human rights. The platform is also actively working to increase transparency, traceability and disclosure.

LEARN MORE

We continue to build upon a legacy of leadership in helping diverse suppliers flourish. We strive to advance empowerment, equity and inclusion in our supply chain and business community. Learn more about our robust program in the Diversity, Equity & Inclusion section of this report.



SUPPORTING SUPPLIER RESPONSIBILITY

Integrating Sustainability Into Our Supply Chain Function

We are working diligently to integrate sustainability into all aspects of GM's supply chain.

A cross-enterprise project team—the GPSC Sustainability Team—was formed in 2020 to execute our GPSC Sustainability Vision: A collaborative supply chain minimizing environmental impact and enhancing long-term sustainability for our planet and the communities we serve through innovation and performance. This team is made up of more than 50 employees who are passionate about sustainability and have volunteered to take on additional responsibilities to be part of this effort. All members are required to join a workstream to help advance the team's vision. Workstreams include Packaging, Metals, Plastics, Culture, Supplier Education and Logistics, with new workstreams being created as needed.

The efforts of the workstreams in 2020 took many forms. For example, the Culture workstream worked to drive individual accountability among all GPSC employees to be stewards of the environment. We did this by introducing sustainability messages at the beginning of weekly GPSC staff meetings, similar to the safety messages we use to begin our meetings. We also conducted an employee survey on sustainability and have organized a series of lunchtime educational sessions.

GPSC is holding monthly sustainability calls among GPSC team members from each global region. Their purpose is to build a collaborative and aligned global network that is committed to advancing sustainability in GPSC.

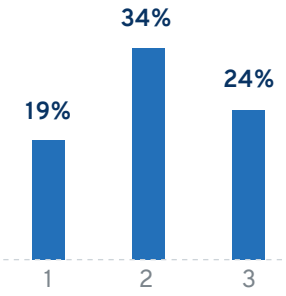
> Environmental and social sustainability are among the most critical issues of our time. Securing a more sustainable future requires urgency, decisive action and engagement from all. Through the strength of our supplier partners and the GM team, we are committed to driving collective progress toward a more sustainable world for us and our future generations.
>
> —Shilpan Amin, Vice President, Global Purchasing and Supply Chain

Managing Supply Chain Impact Through Life Cycle Analysis

We use life cycle analysis (LCA) to better understand the activities of our approximately 13,500 suppliers worldwide. Purchased goods and services include the life cycle emissions from parts purchased from our suppliers.

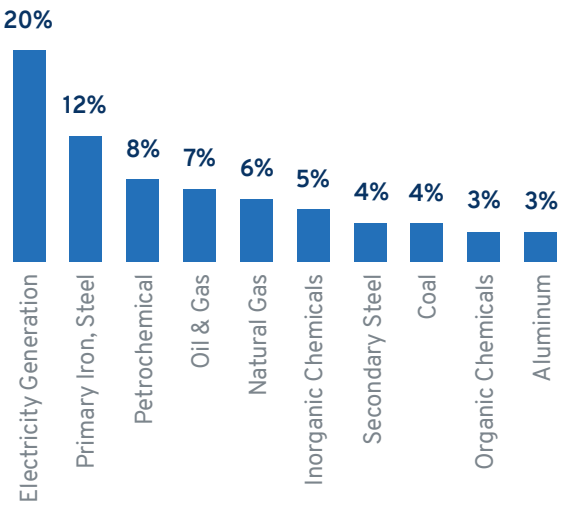
LCA, combined with environmental extended input/output analysis, using the US EPA EEIO 1.0 database, allows us to assess suppliers by industry and by tier to identify where the greatest environmental impacts in our supply chain occur and prioritize our resources. To increase granularity, we performed the analysis at the component level to identify potential opportunities for carbon reduction by the highest intensity of carbon emissions. It also helps us monitor and manage sustainability trends within our supply base as automotive technologies change.

GHG Impact by Tier

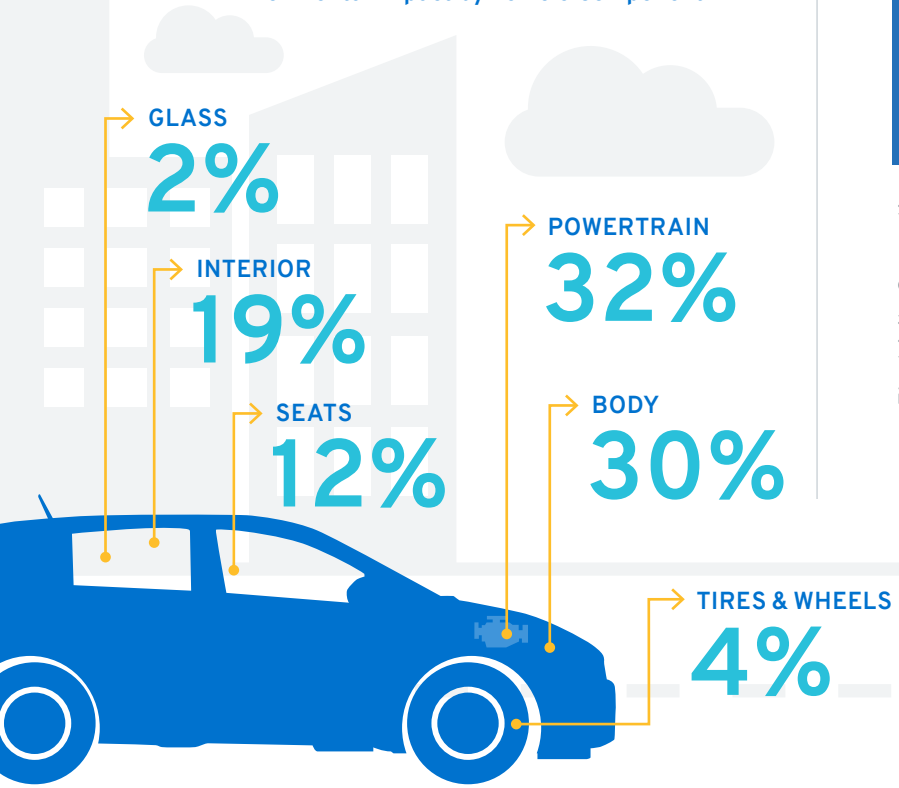


- Our largest GHG impact occurs among Tier II suppliers.
- Direct parts represent 70% of indirect emissions which we are working to reduce from a GM vehicle, excluding customer use.
- Our largest water impact occurs among Tier II suppliers.

GHG Impact by Industry



Environmental Impact by Vehicle Component



Supplier Engagement

The GPSC Sustainability Team created multiple new forums for engagement with suppliers in 2020.

Several virtual symposia were organized, and centered upon numerous sustainability topics. The first symposium, titled Sustainability Through Innovation, featured 14 speakers from a variety of industries who presented on topics related to sustainable packaging, green logistics, supplier emissions, culture change and sustainable materials. More than 650 participants from 18 countries took part in the event.

We followed up with a Packaging Symposium and Energy Symposium, both of which featured conversations with subject matter experts and thought leaders who shared insights into best practices and innovative solutions. Following the Energy Symposium, we launched ongoing monthly webinars on a wide variety of energy management, water management, conservation and goal-setting topics. These webinars have brought together government agencies, energy providers and GM supplier partners with the intent to foster continued conversation while challenging stakeholders to set ambitious energy reduction goals. To date, we have held two energy webinars with a monthly frequency planned for 2021.

We have also piloted a virtual "treasure hunt" program in partnership with several suppliers to drive energy- and water-reduction efforts at Tier I supplier facilities. In 2020, we successfully completed our first virtual treasure hunt with one of our supplier partners. This particular engagement resulted in the identification of opportunities that could yield significant CO2 emissions reductions, cost reductions and energy savings. These potential opportunities include reducing approximately 400 metric tons of CO2e and 600 MWh of energy while achieving returns on investment in approximately 1.5 years. The program has gained significant traction, with several more supplier partners scheduled to participate in 2021. Through these activities, we are continuing to build strong partnerships and share a culture of energy conservation to support continuous improvement efforts.

CDP Supply Chain Initiative

CDP is a third-party rating system that supports a global environmental disclosure platform. CDP supports companies in measuring and managing their impacts on climate change, deforestation and water-related risks. GM's participation in CDP goes beyond our own operational footprint to include those of our suppliers. GM has participated in the CDP Supply Chain initiative, partnering with select suppliers, since 2013.

In 2019, participation among selected suppliers was 68%. In 2020, we set a goal to increase participation among selected suppliers to 90%. We exceeded that goal with 96% participation for the Climate Change questionnaire. We accomplished this through a targeted, multipronged effort, including a dedicated workstream within the GPSC Sustainability team. The team shared guidance and information with suppliers through webinars and built a feedback process, putting status updates into the hands of our purchasing community. Supplier participation was also included as a metric on GPSC leaders' performance scorecards. The close engagement we achieved with suppliers has created a solid foundation for success in future years of reporting.

Sustainability Goals Framework

Our GPSC team continues to evolve a Sustainability Goals Framework that was developed for GM supplier partners. The framework establishes clear expectations of our supplier partners which support GM's sustainability goals and vision. The framework includes increasing levels of engagement from our suppliers with four distinct levels: compliance, commitment, growth and leadership.

There are elements of the framework that address environmental, social and economic sustainability. Some elements within the framework allow for flexibility based on supplier materiality assessments, while others are clearly defined, such as year-over-year carbon reduction targets. The framework also contains requirements that support GM's vision for more sustainable materials in our products, sustainable packaging, green logistics and overall supplier sustainability. The framework was built with supplier input and will continue to evolve as our sustainable purchasing program matures. GPSC is committed to enrolling 100% of our strategic Tier I suppliers in our Sustainability Goals Framework.

CDP Supply Chain Response

96%
of suppliers responded
(314 suppliers)

96.5%
of strategic suppliers responded
(224 suppliers)

Climate Response

51%
of suppliers engaging their own suppliers
63% average member

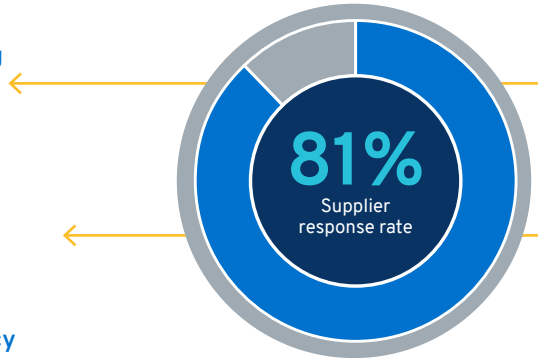
67%
Reporting active targets
71% average member

$1.15B
Annual monetary savings from emissions reductions
$1.13B average member

22.9M MT
Estimated annual CO2e savings
25.5M MT average member

71% Average Member

Water Response



26%
of suppliers engaging their own suppliers
36% average member

82%
Reporting active targets and/or goals
79% average member

60%
Reporting any water-related policy
61% average member

63%
Reporting water accounting
69% average member

69% Average Member

Sustainability in Logistics

GM is an EPA SmartWay® partner, and our GPSC Logistics team evaluates our logistics network for optimization opportunities. Specifically, the team studies opportunities to improve efficiency through actions such as redesigning routes, changing modes and adjusting frequency. Recently, the team ran a pilot program to include carbon emissions statistics in business case analyses. The integration of carbon calculation methodology allows for increased visibility of CO2 emissions when examining scenarios such as mode or frequency changes.

As we progress toward a more sustainable and efficient logistics network, our goals include:

1. Achieving greater participation in SmartWay® from our U.S. and Canadian carriers.
2. Incorporating sustainability metrics into our carrier sourcing decisions and scorecards.
3. Collaborating with carriers to achieve emissions reductions and green technology adoption.
4. Promoting the development of innovative strategies, best practice sharing and top-performing carrier recognition.

SUPPORTING SUPPLIER RESPONSIBILITY

Supply Chain Compliance

We place high expectations of excellence and ethical conduct on our suppliers, who are expected to act in a way that is consistent with our principles and values.

2,000+

suppliers participated in supplier compliance surveys in 2020.

Likewise, GM employees must hold suppliers they work with accountable for acting in a manner that is consistent with our Code of Conduct, Winning with Integrity.

Our Supplier Code of Conduct and purchase contract Terms and Conditions set forth expectations for ethical social, business and environmentally responsible practices. By choosing to do business with GM, our suppliers accept our purchase contract Terms and Conditions. Our Terms and Conditions clearly state our prohibition against any use of child labor or any other form of forced or involuntary labor, abusive treatment of employees or corrupt business practices in the supplying of goods and services to GM.

Furthermore, our contracts lay out expectations for lawful compliance with data protection and privacy, wages, hours and conditions of employment, subcontractor selection, antidiscrimination, and occupational health and safety. GM also expects suppliers to cascade a Code of Conduct in their own value chain.

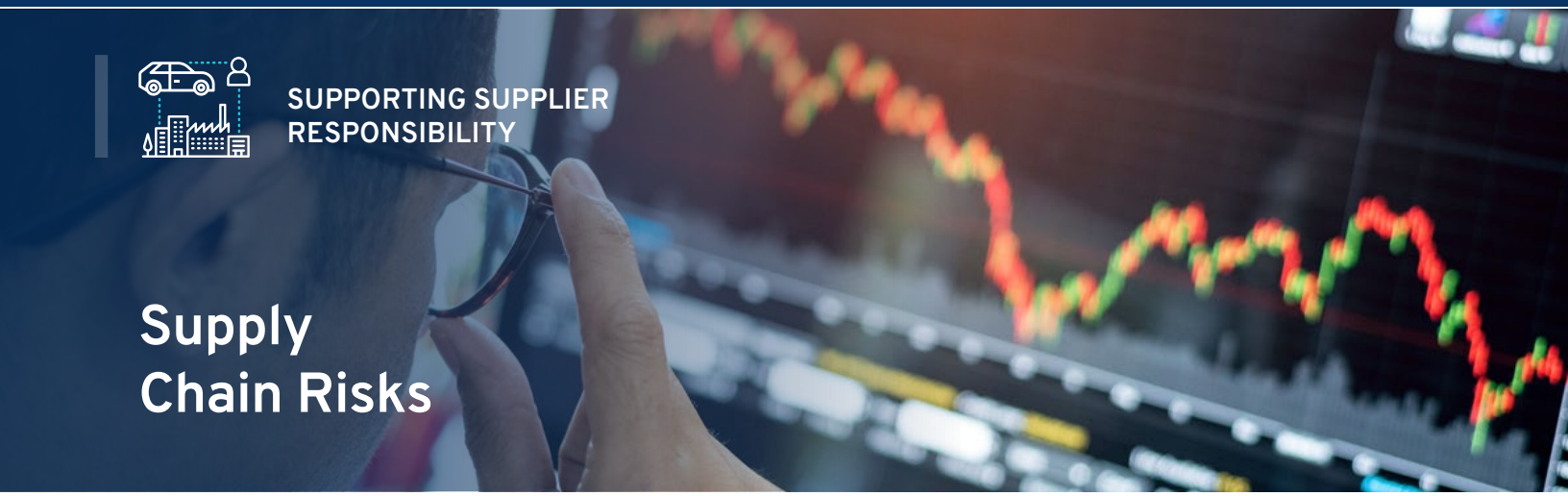
When we become aware of violations or alleged violations to our Code of Conduct, we are committed to responding swiftly and appropriately, up to and including the termination of business relationships. Suppliers must attest to compliance with our Terms and Conditions, Supplier Code of Conduct and all applicable laws and regulations. GM conducts annual verification surveys to validate adherence to these obligations, and noncompliance is addressed directly with suppliers through its Supplier Champion process. In 2019, just under 600 suppliers were included in the survey. In 2020, participation increased, and survey responses were collected from over 3,000 suppliers, including all of our suppliers for production, logistics, and customer care

and aftersales support. In addition, suppliers are asked to confirm via the survey that they have:

- Engaged in company business practices consistent with GM's Supplier Code of Conduct or a similar code of conduct published by their company.
- Adopted their own code of conduct or similar document expressing a commitment to conducting business ethically, honestly and in compliance with all applicable laws.
- Shared GM's Supplier Code of Conduct or a similar code of conduct published by their company with their suppliers.
- Implemented a safety policy that is consistent with the principles set forth in GM's Supplier Code of Conduct.

Supplier responses to the survey are reviewed and escalated, if required, to remediate risk. Additionally, we require our Tier I suppliers across the globe to mandate that their direct suppliers meet in-country environmental and safety standards, as well as quality standards. The foundation of this process is our Built in Quality System (BIQS), consisting of IATF 16949 certification and BIQS Metrics requirements. This foundation allows us to cascade quality standards through tiers of our supply base. We aim for all GM Tier I suppliers to achieve BIQS Level V, the highest level possible. BIQS compliance also encourages these Tier I suppliers to uphold the same quality standards within their own supply bases, since issues here can ultimately affect their quality performance. To support monitoring, suppliers' IATF 16949 certification status has recently been added to our Sourceability Report, which is a compilation of metrics used to inform sourcing decisions and supplier engagement.

We require our Tier I suppliers across the globe to mandate that their direct suppliers meet in-country environmental and safety standards, as well as quality standards.



SUPPORTING SUPPLIER RESPONSIBILITY

Supply Chain Risks

Improving supply chain visibility is the key to avoiding reactive crisis management and achieving proactive avoidance.

We have an industry-leading, in-house, customized supply chain visibility tool that integrates GM plants, Tier I suppliers, reported Tier II suppliers and logistics nodes. This tool gives our organization the capability to map geographic locations and relationships across the GM supply chain. The tool also incorporates 24/7 monitoring and Global Incident Mapping of potential disruptive events that could impact our supply chain partners worldwide.

Through the use of innovative tools and real-time data analysis, we have improved our response to disruptive events in the supply chain. We monitor for both catastrophic events (e.g., earthquakes, hurricanes) and isolated disruptions (e.g., factory fires, labor strikes), reporting all potential impacts to our command center for analysis and supplier follow-up if necessary. In addition, contracted third-party services provide information regarding financial risk, location risk (i.e., countries, industries and commodities with higher ESG risk), and interdependency risk between our suppliers and extended supply chain tiers. Risk scores are factored into the sourcing process and support mitigation plan development for high-risk areas.

44%

of Tier I direct material suppliers are currently identified as critical.

With our monitoring processes in place, GM increasingly has the ability to identify suppliers impacted by events that could potentially disrupt supply. GM's Supply Chain Risk Management team can react swiftly to notify the appropriate GM Global Supply Chain crisis response teams. These crisis teams then have the ability to work cross-functionally with Tier I suppliers, Purchasing, Logistics and Engineering. This collaboration mitigates the impacts of potential disruptions to inbound material supply. This can be accomplished by resourcing or rescheduling until the supplier is compliant with governmental regulations.

Supply chain risks are managed through GM's risk management functions and processes. Major risks are assessed by senior leaders at least twice a year. Additionally, leadership participates in corporate governance forums, including the Board Risk and Cybersecurity Committee, and the Risk Advisory Council which is responsible for oversight, risk management and mitigation implementation. Strategic initiatives include quarterly risk dashboard updates, annual CEO reviews and annual CEO business unit reviews, annual global risk assessments and Senior Leadership Team interviews.

← GM's in-house customized supply chain visibility tool.

SUPPORTING SUPPLIER RESPONSIBILITY

Raw Materials Sourcing

As automotive battery demand expands globally, access to critical battery materials is of increasing importance.

We are securing supplies of raw materials in order to manufacture our battery chemistry, which requires cobalt and battery-grade nickel and lithium. We are looking around the globe and throughout the value chain—from mines to refiners to battery precursors—to secure supplies, understand where investment and partnerships can yield benefits and explore areas of untapped value that lower costs.

When seeking out new partnerships to meet future demands in product sourcing, we are guided by our core values. We are committed to upholding human rights across our network of suppliers. In an effort to formalize these values, several policies were created: our Supplier Code of Conduct, Human Rights Policy and Conflict Minerals Policy. We understand that long-term success starts with a company's value system and a principled approach to doing business.

Tracing Raw Materials to the Source

Many of the advanced technologies in our portfolio require the use of 3TG minerals (e.g., tin, tantalum, tungsten and gold) that could be mined in conflict-affected and high-risk areas. We utilize a common industry approach to identify the smelters or refiners (SORs) in our supply chain. While doing this, we also identify the origin of certain minerals used in our supply chain. The Conflict Minerals Reporting Template (CMRT) is the form we send to our Tier I suppliers to identify these SORs, which are the pinch point in the supply chain. In 2020, 3,079 supplier locations were considered in-scope for GM's Conflict Minerals Program, and we received responses from 87% of these suppliers.

After the SORs are identified, we validate whether they have passed the Responsible Minerals Assurance Process (RMAP) that is aligned with the Organisation for Economic Co-operation and Development (OECD) due diligence framework. This process, administered through the Responsible Minerals Initiative (RMI), employs a risk-based approach to validate that SORs have processes in place for responsible mineral procurement. Those SORs that have passed this assessment are considered conformant to the RMAP.

Annual Securities and Exchange Commission (SEC) disclosure of conflict mineral sourcing is fully integrated into our business processes. A dedicated team analyzes information in CMRT reports from more than 2,600 direct supplier locations. Some duties of the team include, but are not limited to, conducting due diligence on the source and chain of custody of minerals in our supply chain, and SOR outreach to encourage participation in the RMAP.

We have structured an internal management system to support supply chain due diligence for conflict minerals. Part of that structure includes a compliance committee of cross-functional GM leaders and an executive steering committee to provide leadership and direction for the program.

Beyond our own reporting activities, we work with our suppliers regularly to increase education and awareness regarding conflict minerals, including training opportunities and dedicated communication channels. We continue to collaborate with others in the industry to educate suppliers. We are active in the Automotive Industry Action Group (AIAG) Responsible Materials Work Group, which works on common automotive industry solutions with other OEMs and suppliers.

45

3TG smelters or refiners were asked to join RMAP in 2020.

We are also an active participant within the RMI and corresponding RMI working subgroups. The Smelter Engagement team is one of these subgroups that enables us to have a high degree of direct SOR engagement. We have found that a coordinated outreach by the Smelter Engagement team to nonconformant SORs can be effective at encouraging them to move forward with the RMI assessment. Likewise, RMI-sponsored SOR pre-audit visits have also been effective in this effort.

If SORs have not been validated as conformant to the RMAP, we encourage them to participate in this third-party assessment. GM sent communications to 45 3TG SORs during the 2020 calendar year.

Due to COVID-19 concerns and restrictions, GM did not conduct on-site SOR visits in 2020. However, one of our conflict minerals team members was chosen by RMI to function as a Single Point of Contact for SORs and has answered their questions about the RMAP virtually.

As electrification grows in importance to our vehicle portfolio, so too does the focus on cobalt, which is used in lithium-ion batteries. There are common, industrywide concerns around the use of child labor in the mining of cobalt, which would represent a violation of our Supplier Code of Conduct and Terms and Conditions in our supplier contracts. Through our membership in RMI, we are working directly and actively in a cobalt subgroup in the following areas:

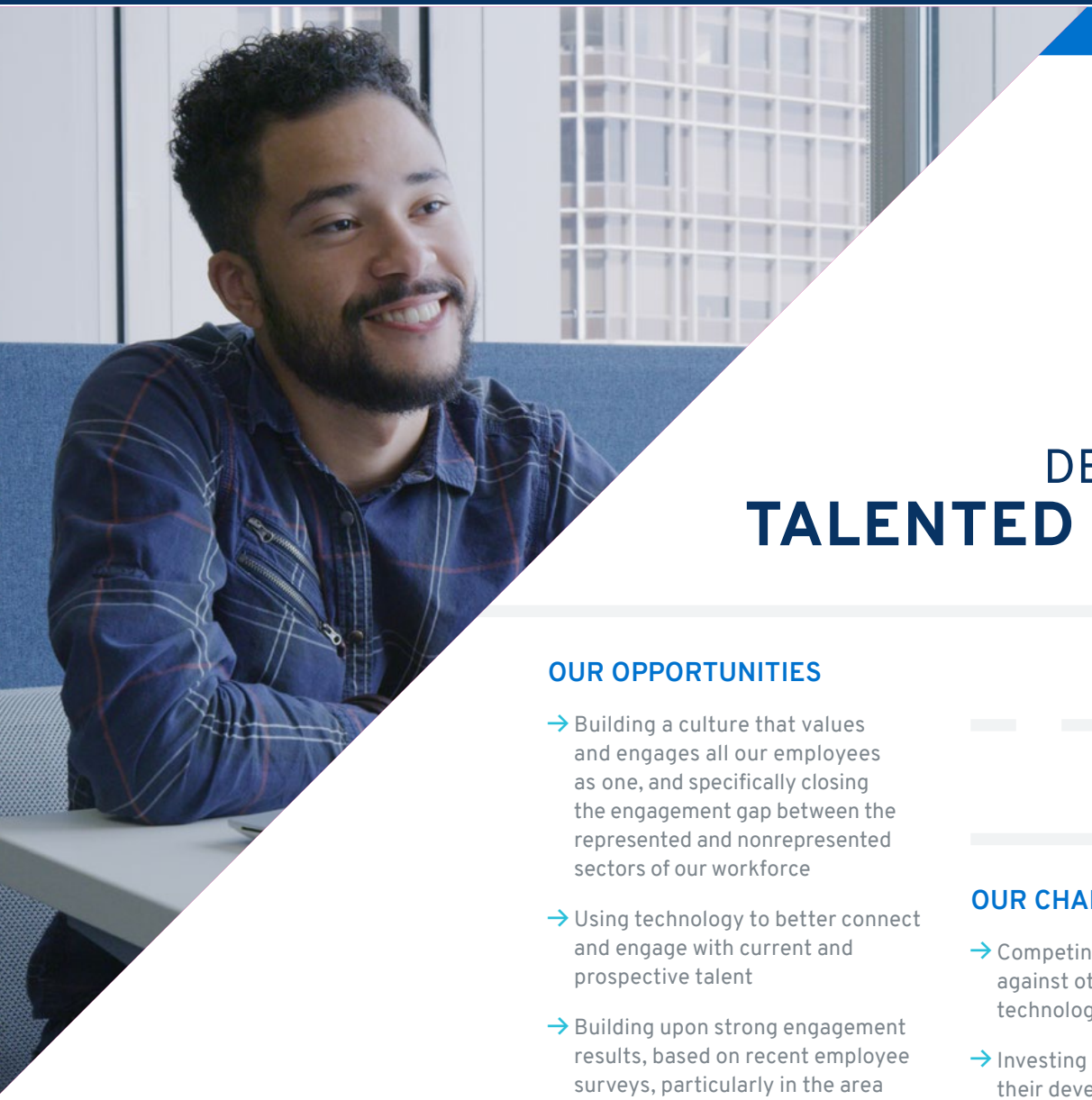
- Utilizing the Cobalt Reporting Template (CRT) with key suppliers. The CRT is an important tool in the identification of refiners in the cobalt supply chain.
- Identifying and assisting with the disposition of cobalt companies to determine if these companies meet RMI's industry specification for an eligible cobalt refiner.
- Performing outreach to cobalt refiners that are not conforming to the RMI industry standards to encourage them to go through the RMAP for cobalt. We have reached out to 21 cobalt refiners for the 2020 calendar year. In addition, another 10 cobalt refiners are actively engaged or in communication with RMI in pursuing the third-party audit as part of the RMAP.
- Utilizing the RMAP assessment. Refiners have been identified as the choke point in the cobalt supply chain because of their limited number of actors. The RMAP assessment is used to validate that cobalt refiners have systems and processes in place to conduct due diligence in accordance with internationally recognized frameworks.
- Conducting due diligence of key GM Tier I suppliers to receive assurance from these suppliers that responsible sourcing of cobalt is a top priority for them.
- Functioning as a Single Point of Contact on behalf of RMI for several cobalt refiners, assisting them in their pursuit to join the RMAP.

Another area of concern is the risk of child labor in mining mica. We are working collaboratively within RMI's subgroup on mica that includes other RMI member companies to proactively address concerns.

The RMI subgroup is working with the Responsible Mica Initiative in the following areas:

- Identifying processors of mica in the supply chain using a Company Identification Questionnaire.
- Creating a joint due diligence standard for these processors.
- Dispositioning processors of mica using RMI methods and adding them to the RMI smelter/refiner database.

A Mica Reporting Template was recently issued by RMI for public use that is similar to other mineral reporting templates. We have sent this template to key suppliers that use mica to identify mica processors, a key step toward responsible sourcing.



DEVELOPING TALENTED PEOPLE

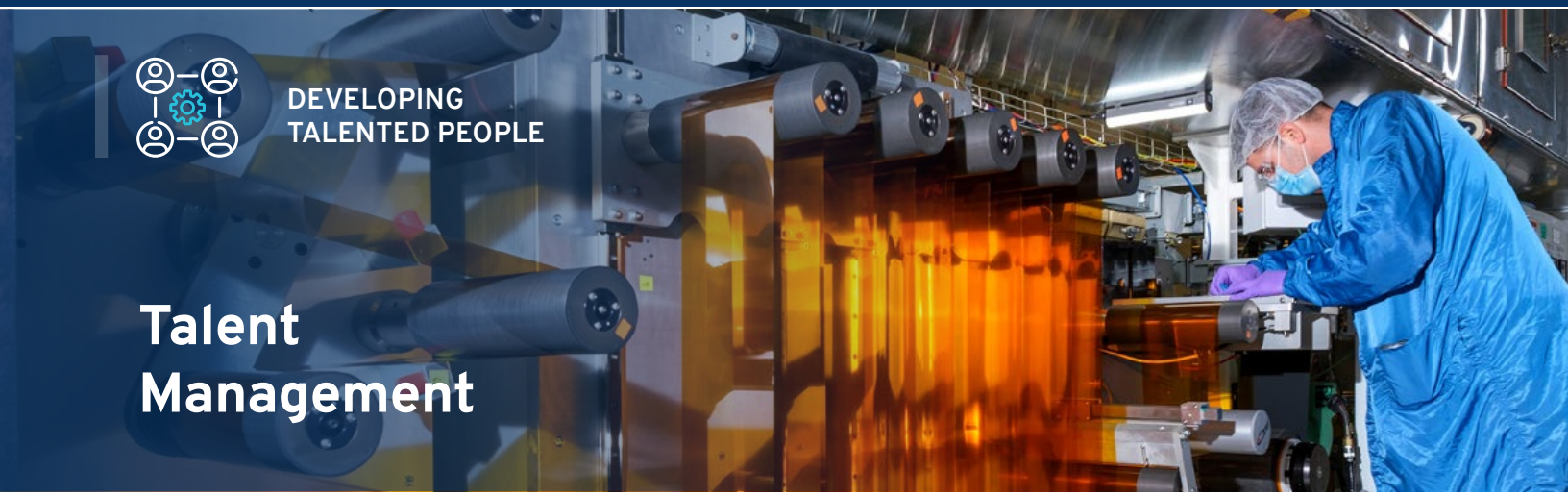
OUR OPPORTUNITIES

- Building a culture that values and engages all our employees as one, and specifically closing the engagement gap between the represented and nonrepresented sectors of our workforce
- Using technology to better connect and engage with current and prospective talent
- Building upon strong engagement results, based on recent employee surveys, particularly in the area of communication
- Providing many types of development opportunities to meet employees' diverse needs

OUR CHALLENGES

- Competing for top talent against other automakers and technology companies
- Investing in all GM people and their development across the employee life cycle
- Developing a workforce strategy that engages and advances all employees as the business transitions to an all-electric vehicle portfolio
- Driving our culture forward as we enter into a post-pandemic state globally

IN THIS SECTION



DEVELOPING TALENTED PEOPLE

Talent Management

GM's people are the greatest asset we have and the reason behind our business success. Our goal is for everyone to believe this.

155,000

Approximate number of GM employees around the world.

Today, we compete for that talent against other automotive companies and, increasingly, against businesses in other sectors, such as technology. To win and keep talent, we must provide a workplace culture that encourages employee behaviors aligned with our values, fulfills their long-term individual aspirations and achieves full engagement and inclusion. In order to stay competitive, we must attract and retain the most diverse talent around the world.

We do this by adhering to a responsible employer philosophy, which includes commitments to create job opportunities, pay workers fairly, ensure safety and promote wellness. GM pays a living wage and also offers quality health care coverage, 401(k) plans with matches and paid time off to cover vacations, sick leave, family leave and military leave. We also protect workers from harmful and hazardous conditions by adhering to strict health and safety standards and constantly working to fulfill our vision to return people home safely—Every person. Every site. Every day.

Our efforts to be a responsible employer have been recognized for the past three years by the JUST 100, a list developed by JUST Capital that ranks companies on the issues that Americans care about. The criteria for inclusion on the 2021 JUST 100 come directly from a survey of more than 110,000 Americans, and the number-one priority for survey participants is that they want to see fair treatment of workers from the nation's biggest businesses. Our inclusion on the list is an important barometer to demonstrate that when it comes to people, GM is doing the right things.

Talent Acquisition

Our recruitment efforts are at the center of GM's mission to become the most inclusive company in the world. It is essential to attract talent with diversity of thought and critical technical skillsets as we look to realize our EV future. The GM talent acquisition team combines their expertise in recruitment with various outreach strategies, including market analysis, sourcing, talent marketing and communications to generate relevant, effective candidate interactions that contribute to GM hiring the best, most qualified individuals.

With our corporate focus of delivering a better, safer and more equitable future for everyone, a critical need is in-demand tech talent to support our accelerated pace of reinventing the customer experience and bringing new innovations to market.

In 2020, we announced a hiring surge which would bring thousands of new employees into our engineering, design and IT functions in early 2021. These openings are just the beginning of a larger, ongoing effort to acquire the right mix of talent that will further enable the necessary speed and agility required to advance the development of self-driving and electric vehicles and advanced platforms like the Ultium Platform. As these technical skillsets are also highly competitive, we continue to work with our internal partners to develop ways to best compete and attract talent to our company, such as offering remote work options.

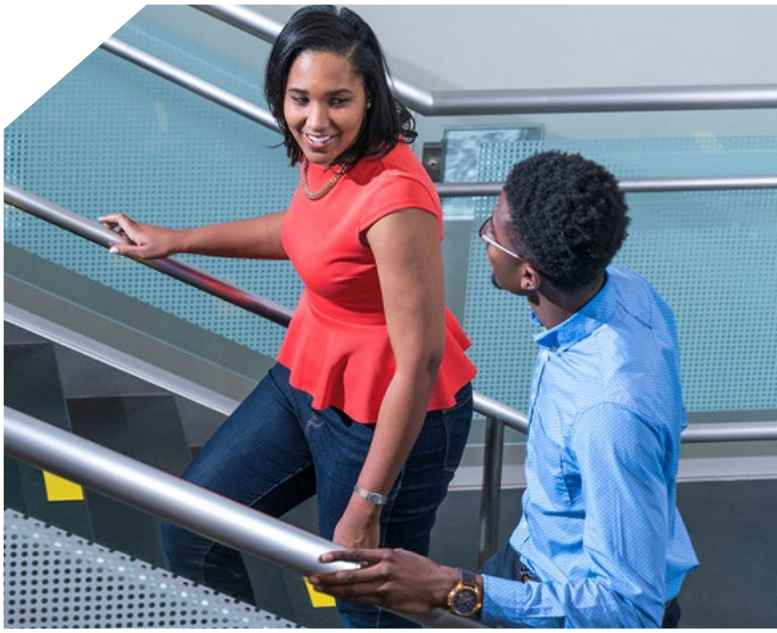
College students and recent graduates remain an important source of talented recruits. Historically, student recruitment efforts used a relationship-based model, strategically focusing on about two dozen colleges and universities. In 2019, we embraced the ever-evolving landscape of talent acquisition and transitioned to a fully virtual recruitment process enabled by innovative software platforms. This transition allowed us to not only be prepared to effectively work through many unanticipated circumstances during 2020, including the COVID-19 pandemic, but successfully attract an even more diverse candidate pool of qualified new hires coming from more than 300 different institutions nationwide.

We are also committed to increasing the variety of highly skilled talent at GM and recognize that there are many pathways to success. We actively look for ways to widen opportunities for qualified individuals with varied backgrounds, skillsets and experience levels, to engage with and consider a future with us. One of the steps we have recently taken is joining OneTen, a coalition of 35 companies and leaders that aim to train, hire and advance 1 million Black Americans over the next 10 years into family-sustaining jobs with opportunities for advancement.

Talent Engagement

GM's approach to employee engagement is simple: Generate a positive work environment to drive long-term success by creating a place where employees feel inspired to do their best work and feel valued for doing it. We strive every day to engage our employees in a meaningful way so that we may further instill our Mission, Purpose and Values into our global workforce.

We are striving to approach talent engagement from the perspective of "one workforce." As an example, in 2021, we aim to achieve a consistent onboarding program for all employees globally, regardless of function. The objective is to create a workplace of choice built on



The most recent global Workplace of Choice survey revealed the highest level of engagement since we began collecting data in 2012.

dimensions that are consistently demonstrated by best-in-class companies: teamwork, fairness, trust, growth, commitment, recognition and impact.

Creating a culture of recognition and feedback is an important part of achieving this objective. The GM Recognition program reinforces our eight GM cultural behaviors for employees and is used to recognize salaried employees who demonstrate any one of our behaviors in their daily work. Using an online platform, fellow employees and leaders can post recognitions and provide certain rewards for living our values, building our culture and for outstanding work. We know that top talent is attracted to companies that are recognized externally for being among the best or most admired in the world.

We measure engagement through our global Workplace of Choice survey, which goes to all employees. The full survey is typically conducted every two years in addition to two to three shorter pulse surveys per year. More than 83,000 employees provided feedback on the most recent survey, which revealed 66% engagement—the highest level since we began collecting data in 2012. Our new inclusion index, which combines eight inclusion-related questions, came in at 70% to set the baseline for us.

The survey also revealed significant increases in communication-related drivers of engagement, which had been identified as an area for improvement in previous surveys. These results are attributable to actions taken by leaders throughout 2020, which ranged from clear communication around GM's COVID-19 response to statements in support of social justice. Throughout the various phases of the pandemic, our CEO Mary Barra has communicated with employees weekly, sharing updates across our entire workforce through internal communication tools.

Another theme from responses to the Workplace of Choice survey was a desire for improved tools and experiences that support talent discussions and decisions. The new Workday platform, described on p. 131, will help meet this need. We also will continue to prioritize areas such as career growth, inclusion and wellness.

We strive for continuous improvement in engagement scores. To this end, beginning in 2020, GM's senior leadership team and senior executives were given aspirational engagement targets. We also assigned all leaders a common 2020 performance management goal in order to emphasize their role in creating an engaged workplace culture that embraces feedback and recognition.

Talent Development

Career development is one of the top priorities for GM employees around the world, and we want a workforce that looks to learn continuously. GM takes a 70-20-10 approach to learning, where 70% of learning occurs

through on-the-job experiences, including stretch projects. The next 20% occurs through exposure activities, coaching, mentoring, participation in Employee Resource Groups and other activities. The final 10% of learning happens through formal educational resources. Our development process is available to employees at all levels, from new hires to senior executives. Crucially, this process is not prescriptive. We provide guidance and offer diverse opportunities and encourage employees to build skills and seek out experiences that interest them most.

Enhanced Technical Learning

We are focusing on the most important segment of learning—on-the-job experience—with the reopening of GM's Technical Learning University (TLU). The TLU initiative began in 2017 and recently underwent a $2 million upgrade to its manufacturing laboratory facilities on the Global Technical Center campus in Warren, Michigan. At TLU, represented skilled trades workers and salaried manufacturing engineers come from across the country to hone their skills using next-generation equipment such as automation and robotics.

The TLU's centralized approach to training provides several advantages over the locally managed technical training of the past. Previously, it was difficult for individual plants to sufficiently train employees without access to the most modern equipment. In addition to having state-of-the-art equipment, the TLU implements a standardized training approach facilitated by a third-party coordinator. Every skilled tradesperson attending the TLU returns to their home plant with new skills and knowledge consistent with that of their counterparts across the global enterprise.

The first cohort of participants at TLU also includes salaried engineers from GM's Technical Rotation and Career Knowledge (TRACK) program, which allows recent college graduates to explore a variety of career paths at GM, make connections across the company and prepare for success early in their careers. These new hires will take technical skills with them as they pursue any number of career paths at GM.

As our products change and our manufacturing operations evolve, the upskilling offered through TLU enables more employees to join us as we transition. Over the next three years, TLU leadership anticipates training up to 3,600 workers, with many more to come as we continue to invest in this space.

Development

Development opportunities can take many forms, including partnering with peers to grow one's capabilities. For example, the Professional Managers Network (PMN) at GM is open to frontline people leaders as a resource to help engage and motivate their teams. Manufacturing leadership recently organized a virtual conference for PMN members who work at 39 GM manufacturing operations in North America.

$2M

investment in our manufacturing laboratory facilities at GM's Global Technical Center.

Development can also include spending time outside one's job duties to explore an innovative idea. iHub, GM's innovation lab, hosts SYNAPSE, an annual innovation competition where teams of employees stretch beyond their roles to create, develop and pitch ideas to leadership. Each competition has a theme, and SYNAPSE 2020 focused on solutions that address distracted driving.

In 2020, iHub also introduced the iHub Idea Incubator, a place for GM employees to submit their innovation ideas related to GM's core business. Employees can submit ideas online, then invite peers to make comments that build upon their ideas and vote on their favorites. Every two months, the highest-ranked ideas move forward in the Incubator. Project teams are then provided immediate resources from the iHub team, including material to build a prototype, fabrication help, guidance from iHub coaches, access to 3D printing resources and a material budget.

Educational Resources

Learning and education are key contributors to sustainability. At GM, we are committed to providing opportunities and resources to our employees to learn and grow—and to ensure HR systems are in place for them to do so in an optimal manner.

Opportunities to share new perspectives and the availability of platforms to learn are hallmarks of our sustained employee development efforts.

In the year 2020, we brought a significant level of standardization and agility to the company's HR processes, implementing Workday, an HR tool, across the enterprise. Designed to simplify the employee experience, Workday replaced over 30 different systems and applications and provided employees a "one stop shop" to manage their HR needs. Employee Cards and Talent Profiles are popular new features that enable employees with an opportunity to input their own strengths and career aspirations into the HR tool, which results in greater visibility and connections to opportunities. An additional advantage is both tools help managers know and advocate for their team members. These changes are designed to support employee growth.

Opportunities to share new perspectives and the availability of platforms to learn are hallmarks of our sustained employee development efforts. To bring an 'outside in' perspective, GM continues to partner with academic institutions such as Stanford University and the University of Michigan. These programs support employee capability development efforts by keeping employees up to date on emerging trends in business and society. Additionally, our internal programs such as Women's Leadership Bootcamp and People Leader Basics provide a greater perspective to employees to grow their skills and competencies for future.

GM also offers opportunities for continuous learning through platforms and content libraries, such as Learning Management System and Percipio. These types of opportunities enable employees to incorporate learning into their regular work flow.

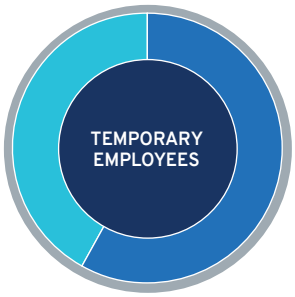
GM Workforce Profile

As of December 31, 2020

GLOBAL EMPLOYEES BY REGION

	Number of Employees	Percentage of Total
North America	109,496	76.2%
South America	16,728	11.6%
International	17,460	12.2%

GLOBAL WORKFORCE BY TYPE AND GENDER



	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
Male	107,622	77.7%	3,031	58.1%
Female	30,847	22.3%	2,184	41.9%

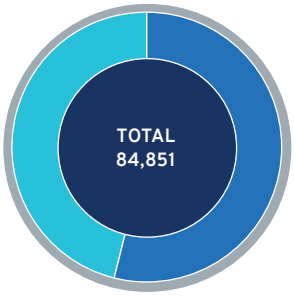
Temporary is primarily U.S. hourly represented, nonseniority employees. Does not include seasonal.
Managers by level in the organization, not indicating people leaders.

	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
Male	7,464	79.2%	103,189	76.9%
Female	1,961	20.8%	31,070	23.1%

GLOBAL EMPLOYEES BY EMPLOYMENT TYPE AND GENDER

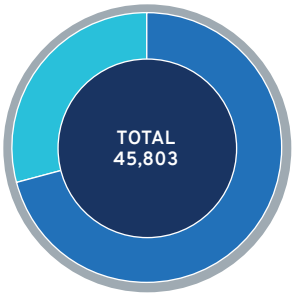
	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
Male	109,780	77.4%	873	49.2%
Female	32,128	22.6%	903	50.8%

U.S. WORKFORCE BY HOURLY/SALARY EMPLOYEES



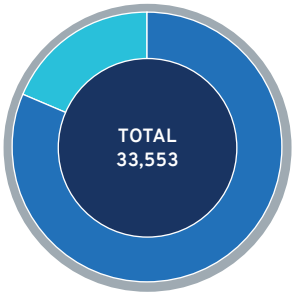
	Number of Employees	Percentage of Total
Hourly	45,803	54.0%
Salary	39,048	46.0%

U.S. HOURLY BY GENDER



	Number of Employees	Percentage of Total
Male	32,456	70.9%
Female	13,347	29.1%

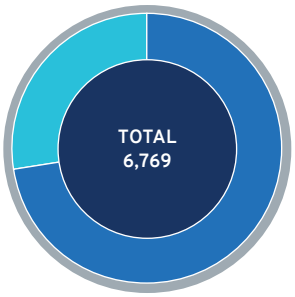
GLOBAL TECHNOLOGY POSITIONS BY GENDER



	Number of Employees	Percentage of Total
Male	27,333	81.5%
Female	6,220	18.5%

Includes these functions: Engineering Product Development, Research and Development, Information Technology, Manufacturing Engineering, Electric Vehicle and Autonomous.

GLOBAL PROMOTIONS BY GENDER



	Number of Employees	Percentage of Total
Male	4,922	72.7%
Female	1,847	27.3%

Salary only, includes any grade or level change.

Creating a Great Workplace for Tech Talent

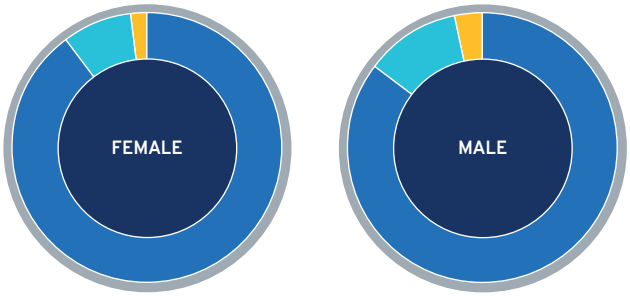
GM's Austin IT Innovation Center was recognized as one of the Top Workplaces 2020 by the Austin American-Statesman. The award is based on employee feedback gathered through a survey that assessed the drivers of engaged cultures. GM first established its IT presence in Austin in 2012, and the Innovation Center is now home to more than 2,200 employees. It was recently renovated with indoor walking paths, collaboration spaces, a global operations center, video conference spaces and an auditorium.

GLOBAL OPEN POSITIONS FILLED INTERNALLY

	Number of Employees	Percentage of Total
Positions Filled Internally	2,592	57.6%

Out of 4,503 positions filled

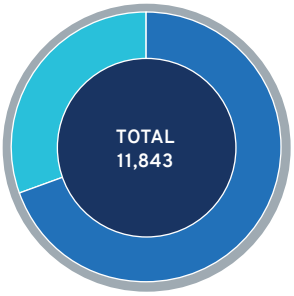
GLOBAL HIRES BY REGION AND GENDER



	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
North America	3,208	89.8%	7,057	85.3%
South America	297	8.3%	957	11.6%
International	69	1.9%	255	3.1%

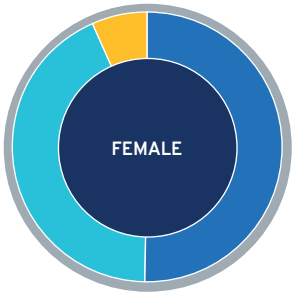
Note: All hire data excludes temporary and student population (interns, co-ops).

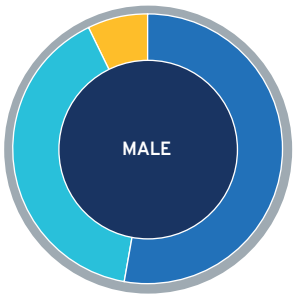
GLOBAL HIRES BY GENDER



	Number of Employees	Percentage of Total
Male	8,269	69.8%
Female	3,574	30.2%

GLOBAL HIRES BY AGE AND GENDER

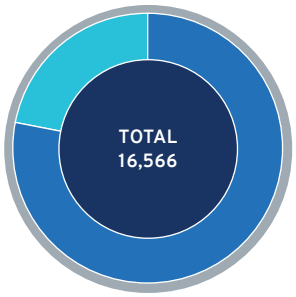




	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
Under 30	1,798	50.3%	4,384	53.0%
30-49	1,540	43.1%	3,291	39.8%
50 and over	236	6.6%	594	7.2%

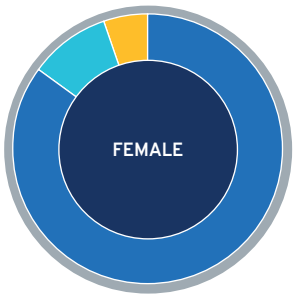
Note: All hire data excludes temporary and student population (interns, co-ops).

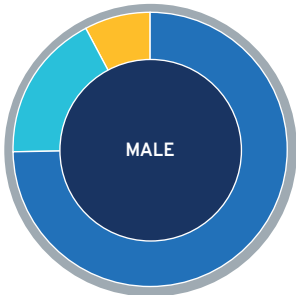
GLOBAL ATTRITION BY GENDER



	Number of Employees	Percentage of Total
Male	12,934	78.1%
Female	3,632	21.9%

GLOBAL ATTRITION BY REGION AND GENDER

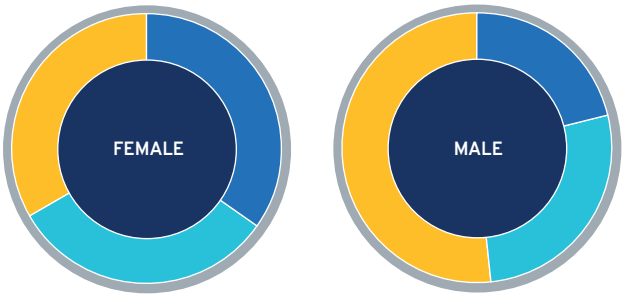




	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
North America	3,094	85.2%	9,668	74.7%
South America	350	9.6%	2,279	17.6%
International	188	5.2%	987	7.6%

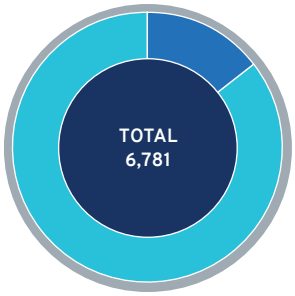
Note: Attrition data excludes temporary and student population (interns, co-ops) and excludes divestitures in Italy and Thailand.

GLOBAL ATTRITION BY AGE BY GENDER



	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
Under 30	1,265	34.8%	2,754	21.3%
30-49	1,159	31.9%	3,524	27.2%
50 and over	1,208	33.3%	6,656	51.5%

U.S. TURNOVER RATE



	Number of Employees	Attrition Rate
Voluntary	988	7.0%
Involuntary	5,793	1.2%
Total Employee Turnover Rate	6,781	8.1%

Voluntary: 4,119 of 5,793, or 71%, of all voluntary turnover is attributable to retirements.

Note: Attrition data excludes temporary and student population (interns, co-ops) and excludes divestitures in Italy and Thailand.

DEVELOPING TALENTED PEOPLE

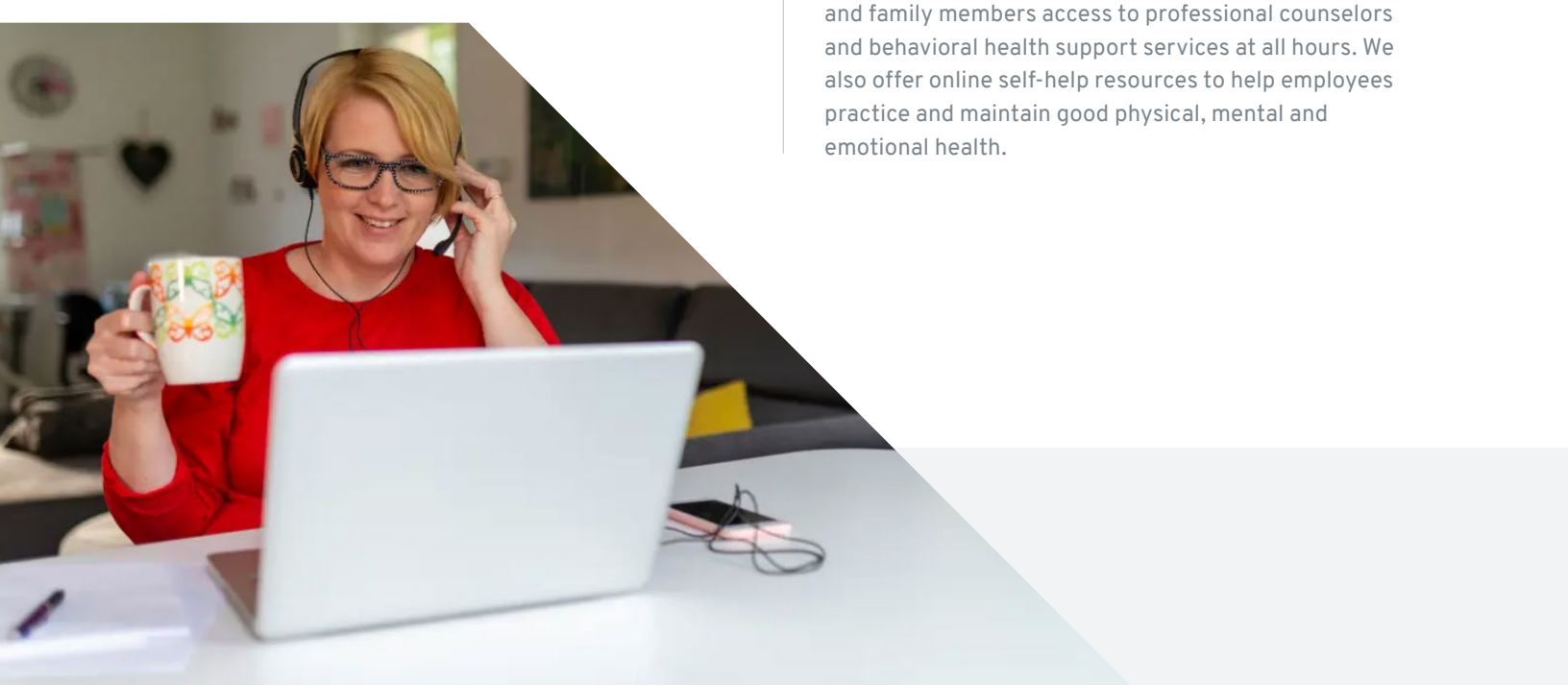
Wellness & Benefits

Offering competitive benefits and promoting work-life balance further helps us to retain employees and enables the greatest possible returns on our investments in talent.

We provide U.S. salaried employees with up to 12 weeks of paid family care leave per year to take time off to care for a family member with a serious health condition or to bond with a new baby. This leave is in addition to the six to eight weeks of disability leave available to birth mothers. Employees are also eligible to apply for additional time off under GM's Dependent Care Leave policy. This time off, while unpaid, provides job protection for up to 12 months.

GM places more emphasis on accomplishing work-related tasks than on spending a certain number of hours in the office. This improves employees' work-life balance and enables them to address personal needs while still completing their work. Prior to COVID-19, we allowed flextime scheduling in compatible job assignments and, with leadership approval, telecommuting arrangements. With many of our salaried employees working remotely throughout the COVID-19 pandemic, we will explore more hybrid work arrangements on a permanent basis.

Health and well-being programs help us both attract talent and reap the benefits of a healthier workforce. These offerings include resources to support employees' mental health. Our medical plans provide coverage for behavioral health and substance use disorder services. The WorkLifePlus program allows salaried employees and family members access to professional counselors and behavioral health support services at all hours. We also offer online self-help resources to help employees practice and maintain good physical, mental and emotional health.



83%

of eligible salaried employees received a LifeSteps wellness program incentive.

We ramped up our focus on mental health in 2020 with a year-long Mental Health Awareness campaign. Additionally, GM supported the launch of the COVID-19 Return to the Workplace Q&A/ Helpful Links resource on our internal GM site, providing all resources on one page within the site.

Several GM Employee Resource Groups joined together to organize regular presentations by GM Medical experts and external leaders on mental health topics. Toward the end of the year, we hosted Mind and Body Health Check Week, a series of online sessions during which participants learned about meditation, stress management, time management and more.

The LifeSteps employee wellness program helps both hourly and salaried employees take an active role in their health. It provides U.S. employees and their eligible family members with a broad range of tools for health education, risk identification, personal coaching, goal setting and tracking.

When salaried U.S. employees provide certification of an annual preventive physical exam, they can receive cash incentives and/or Health Savings Account contributions. In 2020, 83% of eligible salaried employees received this LifeSteps incentive.

Revved4Health is a wellness program for Canadian salaried employees that focuses on physical, mental and financial well-being. Employees have an opportunity to earn Success Points throughout the year that can be redeemed for wellness dollars. Employees choose how to allocate their wellness dollars with options such as adding to their retirement savings, health care spending account or personal spending account. In 2020, 93% of eligible employees participated in the program.

We ramped up our focus on mental health in 2020 with a year-long Mental Health Awareness campaign.

DEVELOPING TALENTED PEOPLE

Labor Relations

We respect our employees' right to freedom of association in all countries and comply with our obligation to satisfy all local labor laws and regulations.

GM works with about 33 unions globally, representing approximately 64% of our global workforce covered by collective bargaining agreements. In 2019, GM ratified a new four-year labor agreement covering employees at 55 UAW-represented sites across the U.S. The new agreement provides GM hourly workers with a world-class wage, benefit and profit-sharing package, rewarding their hard work and supporting families and communities across the U.S.

GM's relationships with labor unions are generally healthy and stable business partnerships. Consistent with our respect for employees and their bargaining representatives, we have worked collaboratively with our union partners to realize significant increases in performance.

We manage our labor relations regionally, with a global focus. The labor relations responsibility is held by the global manufacturing leader, with partnerships that go to the highest level of the GM organization. Regular meetings are held with our union partners, starting with quarterly meetings between our CEO and UAW leadership. Regional vice presidents of manufacturing enjoy face-to-face meetings with the unions when visiting the manufacturing sites, and plant managers around the globe discuss business issues on a daily basis with local unions. These meetings provide critical input for making business decisions in a dynamic environment where schedules, economic swings and products are ever changing. GM leadership devotes time to work productively with our union partners. This spirit of collaboration continues even during challenging times.

The way we manage labor relations is evolving as the nature of unions and our interactions with them evolve around the world. We work to share best practices and solutions among regions. As an example, our labor experts from our developed markets often mentor and advise labor personnel in emerging markets.

Worker Transitions

Our responsible employment philosophy extends to when workers are displaced because of a plant production adjustment. As an example, during GM's workforce transition in 2018, we were able to provide job opportunities for all U.S. hourly employees impacted by the changes. Many of these new positions are at plants that are manufacturing vehicles in growth segments. We worked closely with our union partners to offer these opportunities, as well as outplacement services, including job search assistance, career counseling, resume writing and interview skills training for those who chose not to relocate within GM. For those who chose to move, we offered relocation packages to help them with expenses and allowed them to retain their seniority and benefits. In Canada, we worked with local organizations to identify thousands of open positions at other manufacturing businesses and connected affected employees with these opportunities.

UN Global Compact

GM is a signatory to the United Nations Global Compact (UNGC), which calls upon companies to align their strategies and operations with universal principles on such matters as labor, human rights, the environment and anticorruption. As a UNGC signatory, GM agrees to uphold the Ten Principles derived from the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption. GM's participation in the UNGC underscores our confidence that we are operating in a consistent manner around the world to ensure the proper treatment of all employees.

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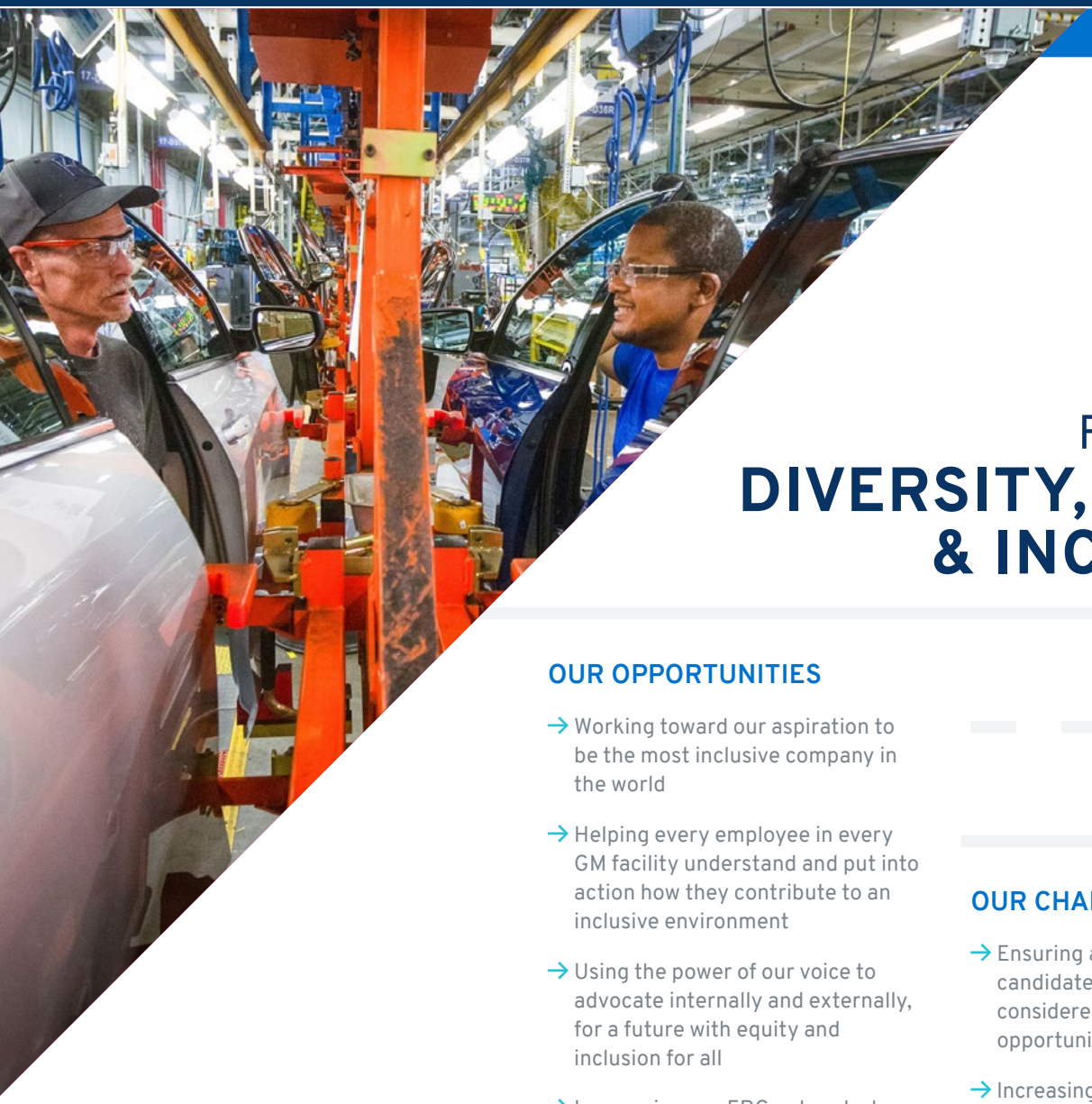


FOSTERING DIVERSITY, EQUITY & INCLUSION

OUR OPPORTUNITIES

- Working toward our aspiration to be the most inclusive company in the world
- Helping every employee in every GM facility understand and put into action how they contribute to an inclusive environment
- Using the power of our voice to advocate internally and externally, for a future with equity and inclusion for all
- Leveraging our ERG networks to help attract and retain employees and drive business results

OUR CHALLENGES

- Ensuring a diverse mix of qualified candidates is identified and considered for openings, development opportunities and promotions
- Increasing the representation and placement of qualified women and people from traditionally underrepresented groups in our succession planning processes
- Identifying and eliminating the potential for bias that may exist within our business practices and talent management processes
- Holding ourselves accountable for meaningful, transparent progress as we work toward our vision

IN THIS SECTION

FOSTERING DIVERSITY, EQUITY & INCLUSION

Creating an Inclusive Culture

During 2020, as social and racial justice protests escalated across the U.S., GM took decisive actions and aimed to lead by example and stand up against injustices prevalent in society by setting a goal to become the world's most inclusive company.

$10M

committed in corporate giving and employee matching to support organizations that promote social and racial justice.

This effort began when our CEO, Mary Barra, commissioned an Inclusion Advisory Board (IAB) of both internal and external leaders. The Board's role is to consult with GM's Senior Leadership Team with the long-term goal of inspiring the company to be the most inclusive in the world. Since the formation of the IAB, GM has committed $10 million, with an employee match component, to support organizations that promote inclusion and racial justice. GM also appointed Telva McGruder to the role of Chief of Diversity, Equity and Inclusion (DEI) to help oversee our progress in each DEI area. Telva's vast knowledge and leadership across many areas of the company is helping to steer our efforts.

Increased transparency will help hold each of us accountable for owning and making progress toward the aspirational goals we set, while encouraging industrywide action. To that end, GM has committed to publicly release our consolidated EEO-1 report starting in 2021.

Other actions we've taken include introducing a new employee behavior: **Be Inclusive.** This behavior involves creating moments every day that value backgrounds, opinions and ideas that may be different than a person's own. It also means creating opportunities where everyone can speak up and be heard, have active dialogue, be curious and value differences. Ways we are living this behavior include opening meetings with an inclusion message, in much the same way we open with a safety message. We also are encouraging employees to recognize others who model this behavior through our GM employee recognition system. We have added self-paced learning on DEI topics for employees to access for personal growth. We have additional materials designed to help leaders better understand and discuss these complex matters with their teams.

Externally, we have joined OneTen, a coalition of companies and leaders committed to training, hiring and advancing 1 million Black Americans over the next 10 years into family-sustaining jobs with opportunities for advancement. We also have joined the Gender and Diversity KPI Alliance (GDKA) and pledged to use three key performance indicators to measure and improve diversity. The KPIs have been developed based on the work of the World Economic Forum International Business Council, the Global Reporting Initiative and other advocates and will measure the following:

- Percentage of representation on the GM Board.
- Percentage of representation by employee category.
- Pay equality: the ratio of compensation by employee category.

GM has joined with many other businesses and corporate leaders calling for positive, sustainable social change. We are proud to be a signatory to many efforts, including:

- **CEO Action for Diversity & Inclusion Pledge**, which counts more than 1,600 CEOs across 85 industries who as signatories have committed to take action to cultivate environments where diverse experiences and perspectives are welcomed and where employees feel comfortable to have critical conversations around inclusion.
- **The Obama Administration's White House Equal Pay Pledge Commitment** through which, in 2016, GM committed to conduct annual pay analyses, review hiring and promotion processes to reduce unconscious bias, and embed equal pay efforts as part of broader companywide equity initiatives.
- **Coalition for the American Dream**, through which more than 100 CEOs are calling upon political leaders to act immediately and pass a permanent bipartisan legislative solution to protect Dreamers.
- **Business Coalition for the Equality Act**, through which GM was the first automotive company to support bipartisan federal legislation establishing clear and comprehensive nondiscrimination protections for LGBTQ people in employment and across all other facets of life. GM was also the only automaker to sign an amicus brief, facilitated by Out and Equal, urging the U.S. Supreme Court to find that the 1964 Civil Rights Act protects LGBTQ employees from discrimination based on sex—a position the Court adopted in its historic 2020 decision. GM similarly supports efforts to amend Michigan's civil rights law to protect LGBTQ individuals as part of Fair and Equal Michigan.
- **The Dialogue Project**, an effort to explore what role business can play to help improve civil discourse and reduce polarization.
- **The Business Roundtable (BRT) Special Committee to Advance Racial Equality and Justice**, of which our CEO is a founding member. The BRT has released a comprehensive action plan for large corporate employers to tackle racial equity issues by addressing the economic opportunity gap, including disparities in access to good jobs, financial resources, quality education and health care.
- **OneTen**, a consortium of companies who have committed to create career opportunities for 1 million Black Americans over the next 10 years.

IAB Members

Mary Barra: Chair and CEO, GM (Chair)

Tonya Allen: President, McKnight Foundation

Dennis Archer, Jr: CEO, Ignition Media Group and President, Archer Corporate Service

Kim Brycz: Senior Vice President, Global Human Resources, GM

Craig Buchholz: Senior Vice President, Global Communications, GM

Arden Hoffman: Chief People Officer, Cruise

Todd Ingersoll: President and CEO, Ingersoll Auto of Danbury, and GM Minority Dealer Advisory Council Member

Gerald Johnson: Executive Vice President, Global Manufacturing, GM

Telva McGruder: Chief of Diversity, Equity & Inclusion GM

Mark Reuss: President, GM

Matt Tsien: Executive Vice President and Chief Technology Officer, GM

Guiding Principles of the IAB

Our Words

- We believe that everyone has the responsibility to speak up in the presence of bias and injustice in our world.
- We will listen and engage in conversations that elevate our collective understanding and inform our actions to address inequality.
- We will not be silent. We will leverage the voice of GM and our brands to contribute to the dialogue condemning injustice and driving inclusion.

Our Deeds

- Our words will be supported by actions. We will build on current alliances and establish new ones to advocate for and achieve equality in social justice, education, health care and economic opportunities for Blacks and other marginalized groups.
- We believe our partners should reflect our values. Therefore, those who represent us, do business with us or choose to align with us must take action to demonstrate the same level of commitment.

Our Culture

- We will hold ourselves accountable to set the example for diversity and inclusion in the workplace. We will create a safe environment where difference and diversity are respected, valued and reflected in how we recruit, hire, develop and promote.
- We will ensure a more transparent workplace environment that is safe, respectful, free from fear, and promotes and delivers real and measurable outcomes.

FOSTERING DIVERSITY, EQUITY & INCLUSION

DE&I Governance

Oversight and accountability for diversity, equity and inclusion begins at the highest levels of the company and extends throughout the organization.

The GM Executive Leadership Team, chaired by our Chair & CEO, serves as the company's senior diversity council. Other diversity-focused councils within our organization include:

- Inclusion Advisory Board
- Supplier Council
- Employee Resource Group Leader Council
- Employee Resource Group Executive Councils
- Minority Dealer Development Council
- Women's Dealer Advisory Council
- Strategic Diversity Working Group

GM's diversity initiatives are routinely reviewed by the executive leadership team and the Board of Directors, both of whom are tracking progress through two key metrics: diversity in the overall GM population and diversity in hiring. We also measure promotions, performance metrics, interview slates and attrition to track our progress.

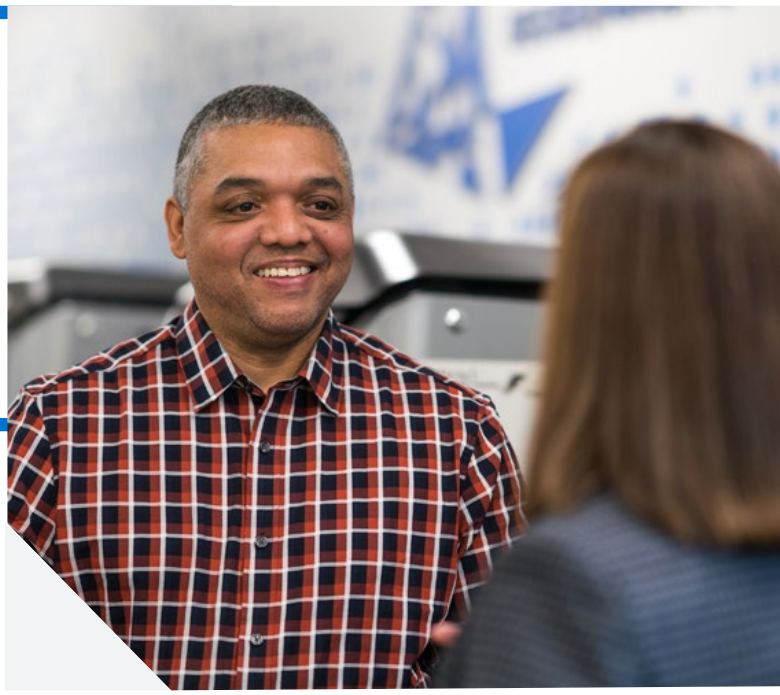
The Power of Employee Resource Groups

Employee Resource Groups (ERGs) are voluntary, employee-led groups that serve as a resource for their constituent members and a catalyst for promoting a diverse, inclusive workplace that aligns with the vision and core values of the company. We have 11 ERGs, with chapters across the U.S. and the globe, all working toward our corporate effort to make GM the most inclusive company in the world. Importantly, ERGs are fully open to anyone interested in joining, and we're proud that one in three GM employees participates in an ERG. GM's ERGs include:

- GM Able (People with Disabilities)
- GM African Ancestry Network (GMAAN)
- GM Asian Connections (GMAC)
- GM European Connections (GMEC)
- JumpStart (New Hires)
- GM LATINO Network (GMLN)
- Middle East North Africa Group (MENA)
- Native American Cultural Network (NACN)
- GM PLUS (LGBTQ and Allies)
- GM Veterans Group
- GM WOMEN

During the new-hire onboarding process, employees receive information about all of our ERGs. Through the ERG Welcome Liaison program, they can be paired with a member of an ERG of their choice for a short-term mentorship. This allows new employees to plug in to a resource network from their earliest days with GM.

We must challenge our existing paradigms and model inclusion in our workplace, while taking deliberate steps to foster an equitable landscape for all.



ERGs benefit both the employees who participate and GM's business. Through ERGs, employees gain access to a forum where they can share common concerns and experiences, gain mentoring and professional development support, network with peers in other parts of the company and engage in their local communities. Even employees who are not ERG members benefit from the cultural learning and programming that ERGs provide. ERGs organized many events in 2020 that were open to all, such as a conversation series called Blue Table Talk where GM leaders and employees shared their candid perspectives on topics such as unconscious bias, discrimination and how GM can improve DE&I efforts.

ERGs support our business by providing us with insights that help us better understand diverse and emerging consumer markets, while offering a platform for our employees to contribute to initiatives within our diverse communities. Each ERG also develops a plan to identify resources and provide suggestions for how the company can improve diversity in its talent acquisition, talent development, community outreach and business support.

ERGs provide valuable insights to our Talent Acquisition team to help them identify and cultivate diverse recruiting strategies. For example, JumpStart, our ERG for new hires, is working with senior leadership on a workplace of choice project to improve employee engagement in their first five years at GM. GM Able is focused on improving accessibility that will ultimately benefit everyone in the company. ERGs support GM's bottom line in more direct ways, too. Since 2018, ERGs have held a sales challenge to help increase vehicle sales by being product ambassadors, bringing awareness of GM's products to communities, family and friends. In 2020, ERGs generated over $75 million in new vehicle sales as part of this challenge.

2020 Diversity Recognition

2020 Top 50 Best Companies for Latinas to Work for in the U.S., LATINA Style Inc.

Best Performing S&P 500 company in the 2020 Equileap Gender Equality in the U.S. report

CEO Mary Barra Inducted into International Women's Forum Hall of Fame

Top Company National Organization on Disability 3 consecutive years

Top 50 DiversityInc 5 consecutive years

Bloomberg Gender-Equality Index inclusion

FOSTERING DIVERSITY, EQUITY & INCLUSION

Equity at GM

Everyone at General Motors is expected to uphold the values and behaviors that are integral to our culture—and foster an environment where we can openly and authentically contribute our best work, free from fear.

While our focus on diversity has been historically documented, we acknowledge that we have more work ahead to ensure that our workforce and leadership team are truly diverse and that there is equity and a measurable culture of inclusion. Importantly, diversity alone is not enough. We want to go further than that and are equally committed to ensuring that every GM employee feels a sense of belonging within our company. As part of GM's efforts to become the most inclusive company in the world, we will continue to cultivate an environment where each person feels they are heard, supported and valued.

We regularly provide education and training for our employees to reinforce what is expected of those who work for our company. When individuals act in a way that is inconsistent with these values and expectations, we take prompt and deliberate action to address the unacceptable behavior.

So that we can measure and track our progress toward inclusion, in 2019 we conducted a baseline inclusion survey of our employees and follow-up sessions to better understand our starting point. The findings of our survey were shared with leaders in every function as we take next steps on this important—and imperative—journey. Through the research, we identified three key priorities:

- Ensuring that leaders at GM become more intentional about their responsibility for advancing diversity, equity and inclusion within our company, for mitigating potential bias and for championing the Employee Resource Groups and their initiatives.
- Increasing transparency among internal and external stakeholders so that we can acknowledge our progress, as well as areas of opportunity, and create actionable plans for improvement.
- Facilitating opportunities for employees to forge difficult but necessary conversations around social and racial topics that help us advance toward our inclusion vision.

These three areas factor significantly within our broader corporate strategy, and we look forward to updating our stakeholders on our progress.

Fostering Dialogue

GM ERGs help guide our strategy and understanding of important issues surrounding equity. In 2020, the GM African Ancestry Network, for example, hosted a dialogue between GM leaders about systemic racism within our society and how we as a company can work to break down barriers and contribute to meaningful change.

Similarly, the GM Asian Connections hosts monthly networking events for employees to have authentic and candid conversations on topics that bring awareness to people's lived experiences. As GM employees continued to work from home due to COVID-19, these networking opportunities evolved into webinars where participation rates increased exponentially as employees spoke directly to and asked questions of GM leaders across all business functions.

Gender Equity

GM has long been a global leader in advocating for women's equity in the workplace, with women in 30% of our top management positions within two levels of the CEO. We have been recognized by organizations such as Equileap and the Bloomberg Gender-Equality Index for gender equality in the corporate sector.

We are committed to equal pay practices. Our commitment to the Obama Administration's Equal Pay Pledge, which GM signed in 2016, reflects the value we place on gender pay equity and a welcoming workplace that values the contributions of all employees, and our shared belief that employees' protected categories, including gender, should not factor into compensation decisions. We believe that fair and equitable pay should be an essential element of any successful business model, and we are proud to stand with other companies that share this same value. As part of this commitment, GM has a rigorous annual process that involves measuring pay equity and making adjustments whenever unaccounted-for discrepancies are found.

We have been recognized by organizations such as Equileap and the Bloomberg Gender-Equality Index for gender equality in the corporate sector.

We have instituted innovative programs to help increase representation of qualified women, including:

- **The GM WOMEN ERG** offers a variety of programming, including facilitating communication with GM's senior leader women and organizing mentorship and coaching sessions. This continuous offering of tools and resources supports members' professional and personal success and helps GM attract, develop and retain qualified women.
- **GM Ally Program**, created by GM WOMEN, helps us build advocacy for sponsoring and mentoring women—knowing both women and men must contribute to make an impact. The program has an extensive training curriculum that includes understanding unconscious bias, the challenges women face in the workplace and how to put allyship into action. To date, more than 100 cross-functional allies have been trained and have witnessed the difference advocacy makes in better supporting women's advancement.
- **Global GM Women Councils** are aligned around common strategic pillars focused on women's development, increasing sales to women consumers and supporting communities. In 2020, there were 11 global women's councils representing 17 countries. The councils convene quarterly to share best talent, culture and marketplace practices.
- **GM Women's Bootcamp** engages high-performing women across functions to accelerate their development to take on increasing roles in the organization, by focusing on knowledge, skills and tools to grow, build up leadership competencies and develop self-awareness, while encouraging long-term performance and growth by focusing on the whole person.
- **The Society of Women Engineers (SWE)**, of which GM is a prominent supporter, is a global advocate for women in engineering and technology. GM leaders regularly present at and attend SWE events. When SWE launched its first Global Affiliate in Korea in 2020, GM hosted the launch ceremony at our Bupyeong headquarters.

LGBTQ Equity

GM is committed to the LGBTQ community. The company has a strong antidiscrimination policy that protects LGBTQ employees at GM. We also recognize the need for a federal standard that guarantees these protections for LGBTQ individuals everywhere. GM applauds the U.S. Supreme Court's June 2020 decision that the Civil Rights Act of 1964 protects LGBTQ individuals from discrimination. And GM is proud to have become a signatory to the Business Coalition for the Equality Act, in support of federal legislation that provides the same workplace protections to LGBTQ people as are provided to other protected groups under federal law.

50%

Approximate number of GM Plus members identifying themselves as LGBTQ allies.

GM PLUS, the ERG focused on LGBTQ inclusion, encourages allyship as one of the ways people can act, with about half of its over 1,000 members identifying as allies. In 2020, GM PLUS organized a Blue Table Talk video session during Pride Month, during which panelists discussed their experiences as out employees in the company, the need for empathy, the importance of psychological safety and how that plays out in the workplace. The GM PLUS ERG works closely with human resources and public policy to advocate for LGBTQ issues and policy changes.

GM offers a training course and resources on disability inclusion in the workplace for employees.

Equity for People with Disabilities

The inclusion of people with disabilities, visible and invisible, helps drive innovation for our customers and our employees. GM is committed to providing reasonable accommodations for employees in need. Reasonable accommodations come in many forms and, depending on the circumstances, can include adaptive equipment, screen reader software, on-site service animals, alternate parking locations and flexible work arrangements.

GM offers a training course and resources for employees on disability inclusion in the workplace. The course includes real stories from GM employees and is designed to educate our workforce on how they can promote disability inclusion in their work and daily lives. It also explains why it's important for U.S. employees to self-disclose any disabilities that may affect their work so that GM can explore the availability of reasonable workplace accommodations.

In addition, GM Able ERG plays an important role in increasing awareness and understanding of people with disabilities. In honor of National Disability Employment Awareness Month and National Caretakers Month, GM Able organized a discussion around the challenges and rewards that come with caring for and living with a person with a disability.

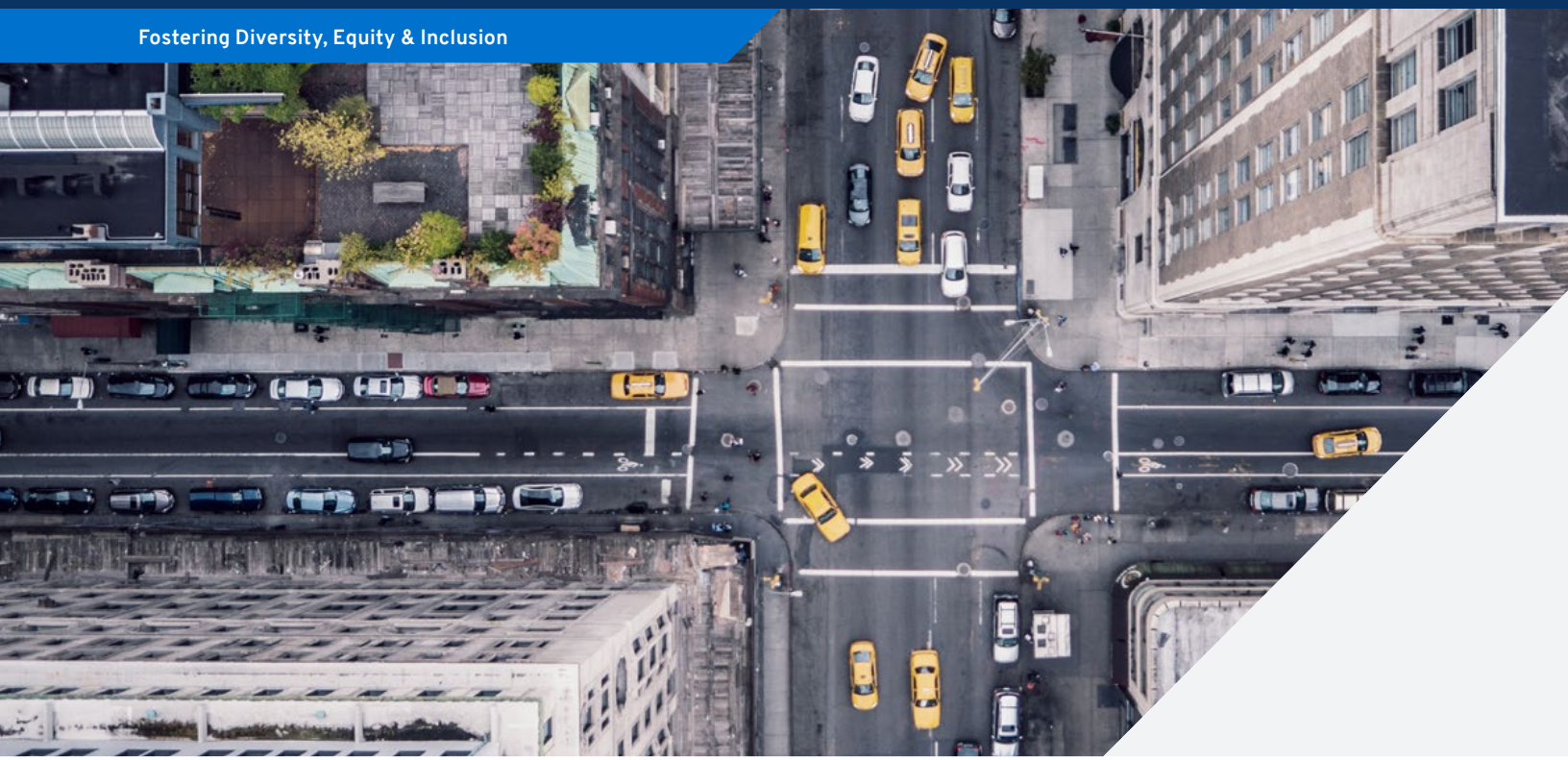
Veterans Support

GM and our brands are long-time supporters of our armed forces, with veterans making up nearly 6% of our workforce and approximately 90 current active service members working for the company. We show our appreciation for their service in a number of ways, including the Wingman program, a long-term mentorship program to support veterans' transition into the GM workforce. GM also offers the best military discount program of its kind for active duty, reserve and retired members of the military who purchase GM vehicles, and donates to causes that support and honor veterans, such as the Stephen Siller Tunnels to Towers Foundation and the National Native American Veterans Memorial.

Transportation Equity

As the number-one U.S. automaker, and the first automaker to establish industry-leading supplier diversity and minority dealer programs, we are committed to driving equitable transportation solutions for all who seek access to health care, education, jobs and other transportation-enabled goals that lead to more vibrant and fulfilling lives.

A major concern of historically underrepresented groups is that much of our transportation infrastructure was built over half a century ago when transportation and technology were far different than today. The development of our modern highway system, for example, left displaced and divided communities due to legal redlining and other segregationist policies that intentionally lowered property values and magnified existing inequities in low-income and minority communities. This also created frontline communities disproportionately burdened by higher rates of air pollution, congestion and costs associated with transportation and energy use. Thus, a major concern identified by historically marginalized communities is whether new e-mobility technologies, such as electrification and autonomous, will equitably benefit their communities or perpetuate and exacerbate existing inequities.



Accordingly, GM is committed to current and new alliances that advocate for sustainable and equitable mobility solutions that extend the benefits of transportation technology to marginalized groups. We have collaborated with EVHybridNoire, the nation's largest network of diverse EV owners and enthusiasts, and EVNoire, a national organization focused on e-mobility best practices, diversity, equity and inclusion. Both organizations are committed to advancing inclusive and equitable e-mobility solutions.

Incorporating Equity Into Public Policy

As one of the nation's largest automakers, it is incumbent upon us to explore policy options that will make our mobility solutions accessible to all. In this spirit, the GM Public Policy team facilitated an internal, diverse stakeholder-driven process in partnership with EVHybridNoire and EVNoire to establish a set of transportation equity principles that will help guide the company's engagement and strategy around matters of equity, justice and inclusion as they relate to our Zero, Zero, Zero Vision. Learn more about these principles in the Policies section of gm.sustainability.com

We have undertaken an inclusive and diverse stakeholder engagement process to develop key objectives informed by real-world experiences and best practices from equity stakeholders. These objectives include:

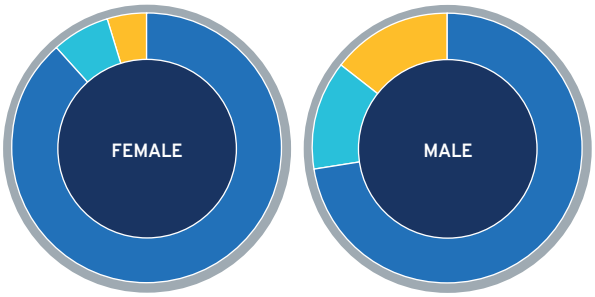
- Making mobility safer, more accessible, more affordable and more environmentally friendly for all.
- Incorporating and normalizing equity considerations across our business operations and program implementation efforts.
- Working in partnership with community-based stakeholders to identify their unique needs, assets and priorities, as well as collaboratively developing informed solutions for impacted communities.
- Advocating for inclusive and equitable climate change, clean energy and transportation-related policies at the federal, state and local levels.

This effort represents a first step on our transportation equity journey. Through continuous measurement, improvement and operational efforts we will strive to incorporate equity into our value chain and drive sustainable mobility solutions for all. We encourage the larger automotive industry to join us on this journey.

2020 Workforce Diversity Profile

As of December 31, 2020

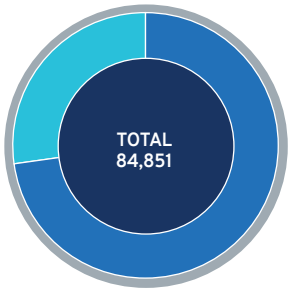
GLOBAL WORKFORCE BY GENDER AND REGION



	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
North America	29,211	88.4%	80,285	72.6%
South America	2,262	6.8%	14,466	13.0%
International	1,558	4.7%	15,902	14.4%

Percentages do not add to 100 due to rounding

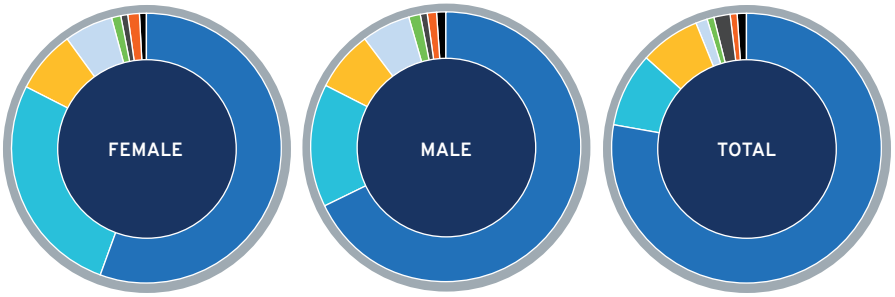
U.S. WORKFORCE BY GENDER



	Number of Employees	Percentage of Total
Male	61,810	72.8%
Female	23,041	27.2%

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

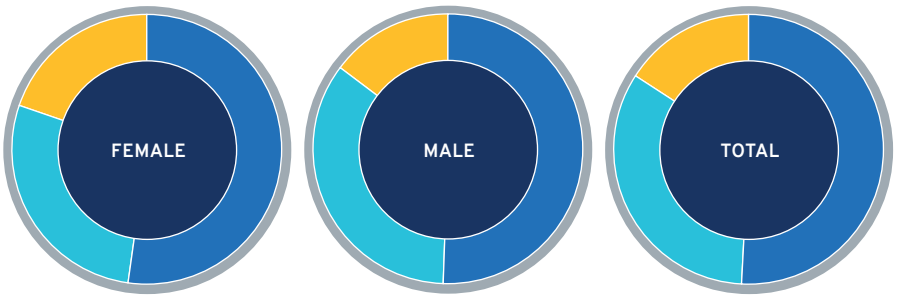
U.S. WORKFORCE BY RACE, ETHNICITY AND GENDER



	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
White	13,298	57.7%	43,254	70.0%	56,552	66.6%
Black/African American	6,447	28.0%	9,648	15.6%	16,095	19.0%
Asian	1,668	7.2%	4,529	7.3%	6,197	7.3%
Hispanic/Latino	1,309	5.7%	3,550	5.7%	4,859	5.7%
American Indian or Alaskan Native	103	0.4%	303	0.5%	406	0.5%
Native Hawaiian or Pacific Islander	19	0.1%	40	0.1%	59	0.1%
Two or More Races	165	0.7%	392	0.6%	557	0.7%
Do not wish to identify	32	0.1%	94	0.2%	126	0.1%

Percentages do not add to 100 due to rounding

GLOBAL WORKFORCE BY GENDER AND AGE GROUP

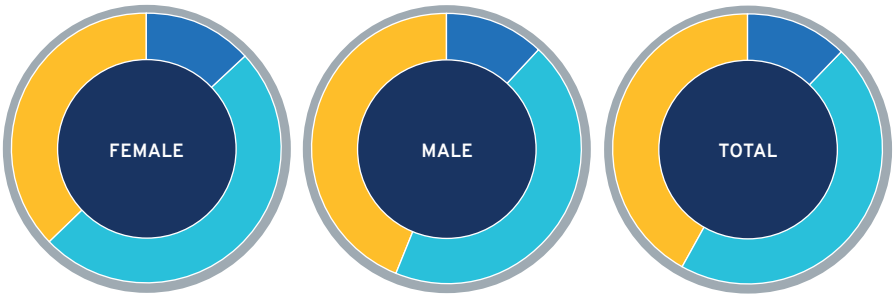


	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
Under 30	17,281	52.3%	56,134	50.7%	73,415	51.1%
30-49	9,297	28.1%	38,263	34.6%	47,560	33.1%
50 and over	6,453	19.5%	16,256	14.7%	22,709	15.8%

Percentages do not add to 100 due to rounding

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

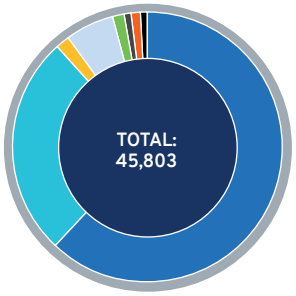
TOTAL U.S. WORKFORCE BY GENDER AND AGE GROUP



	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
Under 30	3,058	13.3%	7,432	12.0%	10,490	12.4%
30-49	11,443	49.7%	27,381	44.3%	38,824	45.8%
50 and over	8,540	37.1%	26,997	43.7%	35,537	41.9%

Percentages do not add to 100 due to rounding

U.S HOURLY BY RACE AND ETHNICITY

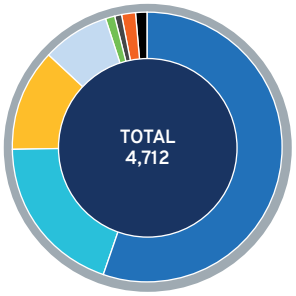


	Number of Employees	Percentage of Total
White	28,940	63.2%
Black/African American	13,260	29.0%
Asian	355	0.8%
Hispanic/Latino	2,707	5.9%
American Indian or Alaskan Native	325	0.7%
Native Hawaiian or Pacific Islander	32	0.1%
Two or More Races	145	0.3%
Do not wish to identify	39	0.1%

Percentages do not add to 100 due to rounding

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

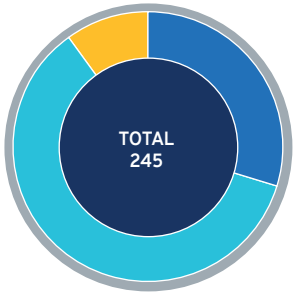
U.S. HIRES BY RACE AND ETHNICITY



	Number of Employees	Percentage of Total
White	2,640	56.0%
Black/African American	1,051	22.3%
Asian	552	11.7%
Hispanic/Latino	369	7.8%
American Indian or Alaskan Native	16	0.3%
Native Hawaiian or Pacific Islander	5	0.1%
Two or More Races	57	1.2%
Do not wish to identify	22	0.5%

Percentages do not add to 100 due to rounding

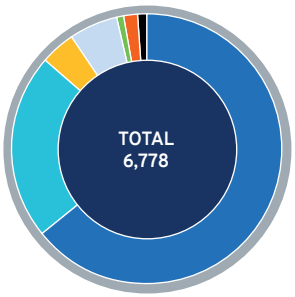
U.S HIRES BY SELF-IDENTIFIED STATUS



	Number of Employees	Percentage of Total
Disability	73	1.5%
Veteran	148	3.1%
Disabled Veteran	24	0.5%

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category. All hire data excludes temporary and student population (interns, co-ops).

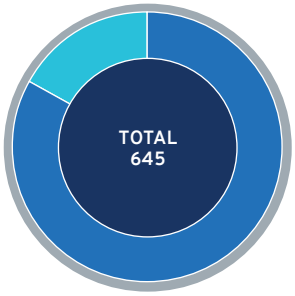
U.S. ATTRITION BY RACE AND ETHNICITY



	Number of Employees	Percentage of Total
White	4,871	71.9%
Black/African American	1,231	18.2%
Asian	282	4.2%
Hispanic/Latino	331	4.9%
American Indian or Alaskan Native	32	0.5%
Two or More Races	27	0.4%
Do not wish to identify	4	0.1%

Attrition data excludes temporary and student population (interns, co-ops) and excludes divestitures in Italy and Thailand.
Percentages do not add to 100 due to rounding

U.S. WORKFORCE SELF-IDENTIFIED AS HAVING A DISABILITY

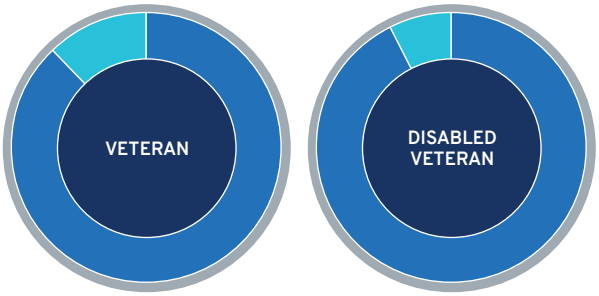


	Number of Employees	Percentage of Total
Male	536	83.1%
Female	109	16.9%

Includes disabled veterans.

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category. Attrition data excludes temporary and student population (interns, co-ops) and excludes divestitures in Italy and Thailand.

U.S. WORKFORCE SELF-IDENTIFIED VETERAN STATUS AND GENDER



	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
Male	4,400	87.9%	374	92.6%
Female	605	12.1%	30	7.4%
Total	5,005		404	

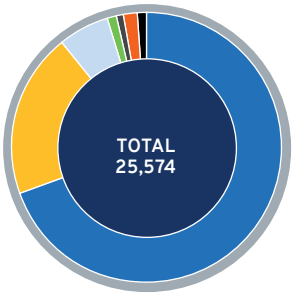
Veteran numbers include disabled veterans.

U.S. WORKFORCE SELF-IDENTIFIED AS LGBTQ

	Number of Employees	Percentage of Total
LGBTQ	345	5.3%*

*Out of 6,568 self-reported responses

U.S. TECHNOLOGY POSITIONS BY RACE AND ETHNICITY



	Number of Employees	Percentage of Total
White	17,199	67.3%
Black/African American	1,459	5.7%
Asian	5,013	19.6%
Hispanic/Latino	1,496	5.8%
American Indian or Alaskan Native	54	0.2%
Native Hawaiian or Pacific Islander	19	0.1%
Two or More Races	271	1.1%
Do not wish to identify	63	0.2%

Includes these functions: Engineering Product Development, Research and Development, Information Technology, Manufacturing Engineering, Electric Vehicle and Autonomous.

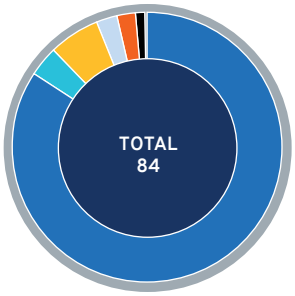
Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

GLOBAL FEMALES IN TOP MANAGEMENT POSITIONS

	Number of Employees	Percentage of Total
Female	27	30.0%

Maximum two levels away from CEO as a percent of total top management positions. Does not include administrative assistants.

U.S. TOP MANAGEMENT POSITIONS BY RACE AND ETHNICITY



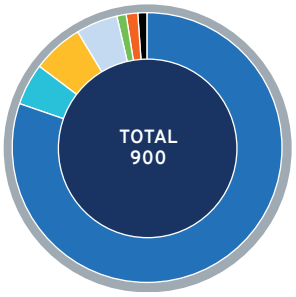
	Number of Employees	Percentage of Total
White	71	84.5%
Black/African American	3	3.6%
Asian	5	6.0%
Hispanic/Latino	2	2.4%
American Indian or Alaskan Native	0	0.0%
Native Hawaiian or Pacific Islander	0	0.0%
Two or More Races	2	2.4%
Do not wish to identify	1	1.2%

Maximum two levels away from CEO as a percent of total top management positions. Does not include administrative assistants.

Percentages do not add to 100 due to rounding

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

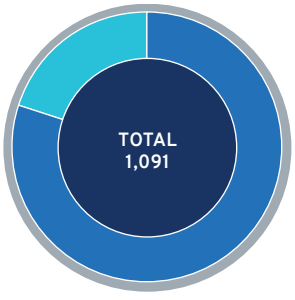
U.S. EXECUTIVE-LEVEL POSITIONS BY RACE AND ETHNICITY



	Number of Employees	Percentage of Total
White	744	82.7%
Black/African American	44	4.9%
Asian	55	6.1%
Hispanic/Latino	45	5.0%
American Indian or Alaskan Native	4	0.4%
Native Hawaiian or Pacific Islander	0	0.0%
Two or More Races	6	0.7%
Do not wish to identify	2	0.2%

Employees in executive-level job classifications.

GLOBAL EXECUTIVE-LEVEL POSITIONS BY GENDER



	Number of Employees	Percentage of Total
Male	874	80.1%
Female	217	19.9%

Employees in executive-level job classifications.

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

FOSTERING DIVERSITY, EQUITY & INCLUSION

Supplier Diversity

GM continues to build upon our legacy of leadership in helping diverse suppliers flourish. We are the economic engine that drives empowerment, equity and inclusion into our supply chain and business community.

In 1968, we became the first OEM to establish a formal supplier diversity program. Over the next five decades, we spent more than $110 billion with diverse suppliers and contributed to innumerable community initiatives in collaboration with diverse suppliers.

GM strives to achieve equitable and sustainable supply chain inclusion goals that ensure long-term viability for our diverse supply base. For the past 10 years, GM has utilized our annual Supplier Connections event, which attracts approximately 1,000 attendees, to strengthen existing relationships, enhance our business acumen and identify new sourcing opportunities.

GM was the first—and remains the only—automaker to join the National Gay & Lesbian Chamber of Commerce, which supports and certifies LGBTQ-owned and -operated businesses.

In 2020, COVID-19 challenged us, as well as our diverse business communities, to find innovative ways to create impactful and meaningful connections. We supported multiple virtual conferences with our advocacy partners, such as the National Minority Supplier Development Council, as they focused on preparing, positioning and propelling minority business owners to the next level of achievement, despite the impact of the global pandemic.

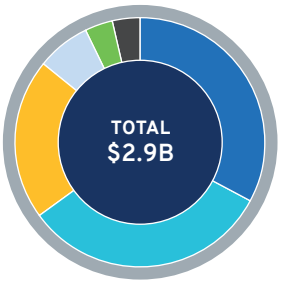
← Supplier Connections event

Diverse Suppliers Contribute to COVID-19 Response

GM's response to the COVID-19 pandemic has included the conversion of several operations to manufacture life-saving ventilators and personal protective equipment. To do so, we partnered with a number of diverse suppliers. Our ventilator co-manufacturing project with Ventec involved Chemico Mays, a minority-owned chemical management service; MacArthur, a minority- and woman-owned provider of labels, tags and decals; NYX, which provides injection-molded subcomponents; and Archer Corporate Services, a minority-owned order fulfillment service for consumable kits. Archer has a long-standing relationship with our dealers and was able to work quickly to provide an environment to assemble filters and breathing circuits critical to ventilator production and distribution. They also provided GM with additional warehousing support.

Through our efforts to deliver flat masks to the medical community, our purchasing and engineering teams worked with GDC, a woman-owned business, to convert the most constrained portion of a face mask's bill of materials—melt-blown fabric. In simple terms, we took a thicker version of an acoustical automotive fabric and thinned it out to make a mask in one week. This industry game-changer opened up new capacity within the U.S. for this material, which typically comes from Asia. Our PPE donation program also included working with Share the Spare, a division of minority-owned Ideal Group, for warehousing and donations.

2020 Diverse Spend
(In Millions)



- 33% Black/African American $1,019.6
- 32% Asian Indian/Pacific $997.7
- 21% Women $663.4
- 7% Hispanic $222.3
- 4% Native American $124.3
- 4% Canadian Aboriginal $132.9

$2.9B
Tier I spend

6%
of total spend

$1.9B
Tier II spend

10%
of total spend

Our Supplier Diversity Mission: Drive I.D.E.A.S.

IMPACT

- Tier I & II spend metrics and sourcing opportunities.
- Detroit Cristo Rey and Holy Redeemer school supplies drive.

DEVELOPMENT

- Five-point supplier curriculum.
- Tuck Diverse Development Partnership (Board Chair and Advisory Board Chair with funding of 24 Executive Education scholarships in 2019).

EDUCATION

- National Association of Black Suppliers (NABS) scholarship award.
- National Association of Women Business Owners (NAWBO) GirlBiz sponsorship and support.
- Four Cristo Rey High School scholarship awards providing scholarships with placement at GM and advocacy partners.

ADVOCACY

- Active memberships and sponsorships with more than 20 national and regional organizations.
- In partnership with these organizations, GM holds six board of directors positions and is active on seven subcommittees.

SUPPLIERS

- Build relationships and business intelligence with comprehensive Supplier Diversity health checks and annual Supplier Connections event.
- Seven out of 19 of GM's Supplier Council members are diverse suppliers and act as trusted advisors.
- GM hosts the annual Supplier Impact Meeting and Awards, which honors suppliers for increasing and improving inclusion within their own supply chains.

Committed to Diverse Media Organizations

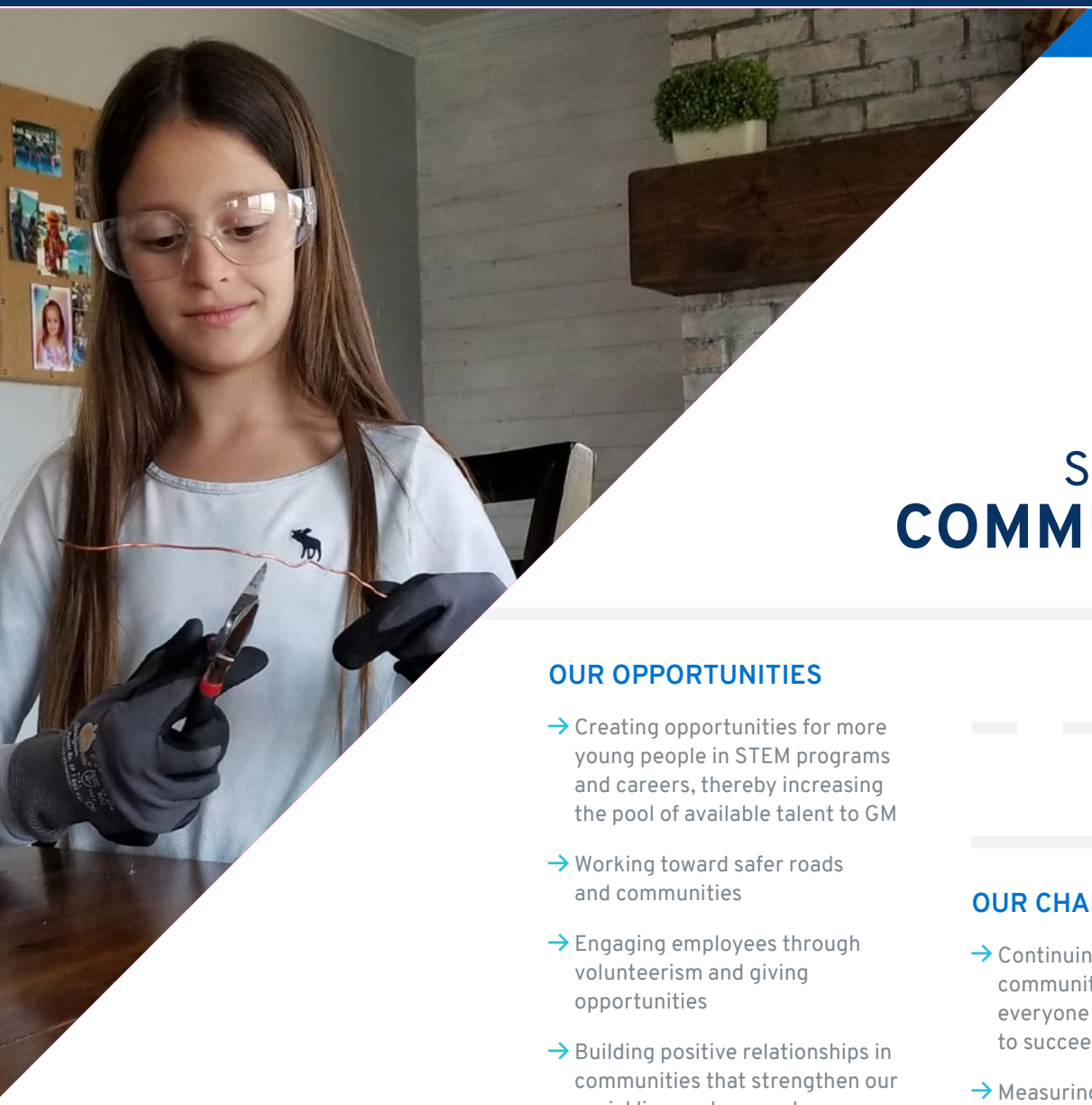
As part of our aspiration to become the most inclusive company in the world, General Motors is committed to partnering with diverse media organizations, including diverse-owned and diverse-focused media companies. In 2021, for example, we doubled our spend with Black-owned media groups to 2%. We will increase our spend with this important segment to 4% in 2022 and will continue to grow our spend thereafter with a target of 8% by 2025. Diverse media, including diverse-owned media and media that is directed to our diverse consumer audiences, are a vital component of our marketing mix, and we evaluate our spend for media partners through several core metrics, including transparency, innovation, ad quality, audience delivery and brand safety.

With the Alliance for Inclusive and Multicultural Marketing (AIMM), we pledged our commitment in June 2020 to equality, inclusion and systemic change in advertising. Each year GM sponsors content that helps us to deliver on our pledge.

Our commitment goes beyond advertising and sponsorship revenue. We want to build long-standing relationships with diverse media in a transparent and meaningful way. This includes investments in business enablers such as customized deal structures and facilitating access to measurement and mentorship tools, which are often a barrier for small and emerging businesses.

In addition, in May of 2021 we will launch our Diverse Owned Media Summit. The process, which is a dedicated briefing to diverse media owners that encourages partners and potential partners to submit business proposals, will be accredited by a third party to ensure fairness and transparency.

As the company with the largest diversity-owned media spend in our industry, we are committed to evaluating our approach on a regular basis to ensure we maintain our leadership position.



SUSTAINING COMMUNITIES

OUR OPPORTUNITIES

- Creating opportunities for more young people in STEM programs and careers, thereby increasing the pool of available talent to GM
- Working toward safer roads and communities
- Engaging employees through volunteerism and giving opportunities
- Building positive relationships in communities that strengthen our social license to operate

OUR CHALLENGES

- Continuing to reach deep into our communities to make sure that everyone has an equitable chance to succeed
- Measuring social impact in a meaningful and statistically rigorous way
- Balancing our resources between corporate giving, R&D and other priorities
- Creating wider acceptance of the idea of shared value across the automotive industry

IN THIS SECTION

Social Impact Strategy

To help achieve our vision of a future with zero crashes, zero emissions and zero congestion, our social impact strategy focuses on philanthropic investments that create inclusive and sustainable solutions to common social issues.

We're working to expand access to science, technology, engineering and math (STEM) learning opportunities, provide safer transportation options and create avenues for everyone to thrive.

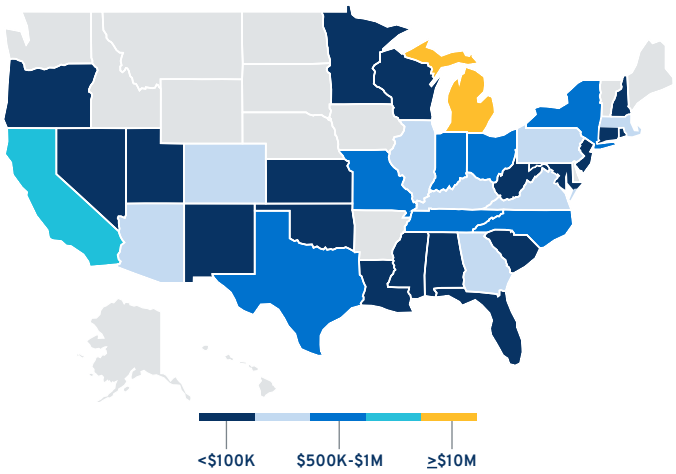
While our social investments in 2020 supported many COVID-related response and recovery programs, we maintained a robust portfolio of nearly $35 million in funding to 357 U.S.-based nonprofits. Together, these projects will impact an estimated 5 million individuals through a variety of support services.

Several of our nonprofit programs have a global impact, but the map to the right shows how charitable funds were distributed to projects across the U.S. in 2020. GM also provided in-kind assets to nonprofits valued at more than $9.8 million.

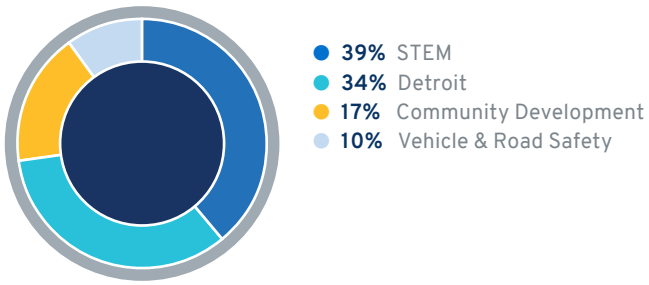
Our work puts people at the center and is structured under three focus areas in alignment with the United Nations Sustainable Development Goals:

Corporate Giving Heat Map

(U.S. Giving by State, 2020)



2020 Focus Area Funding



Creating Equitable Opportunities

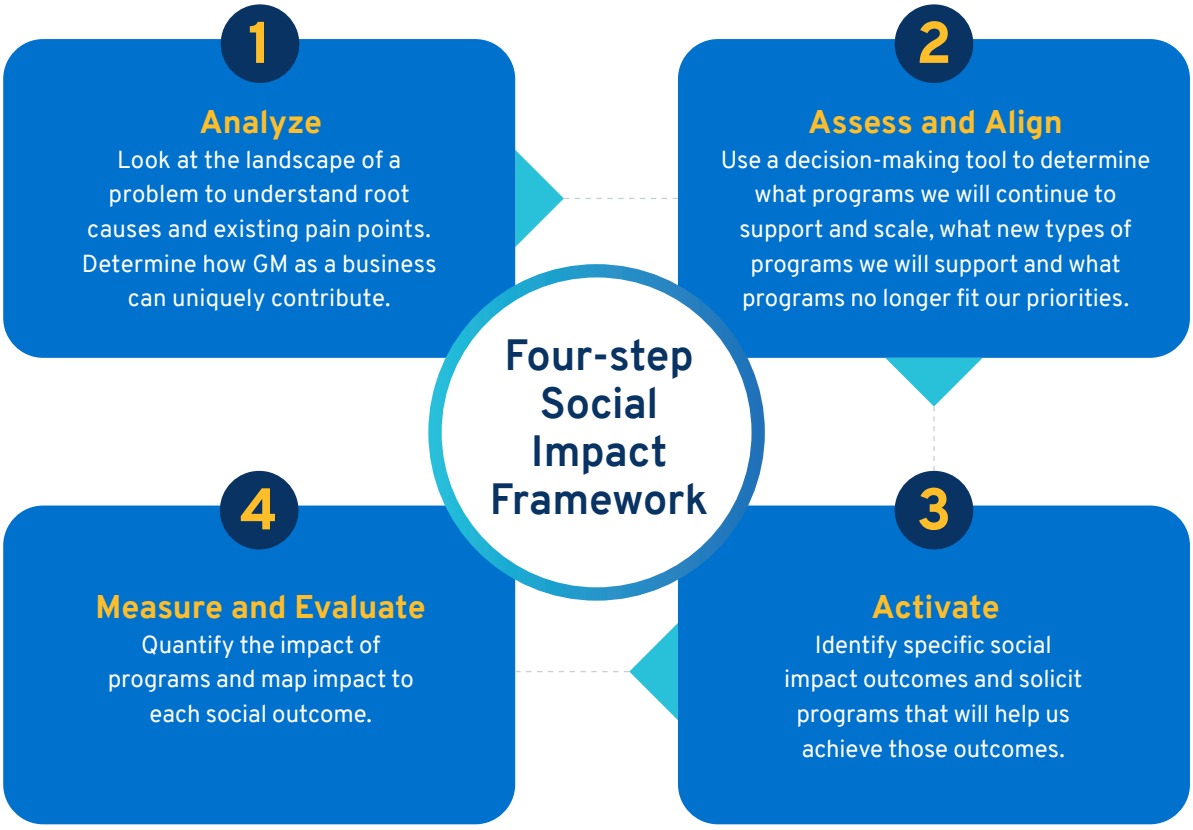
We prioritize programs that create equitable opportunities for minority populations. In 2020, more than 65% of our grant funding supported a variety of diverse communities.

43%
Black/African American

13%
Hispanic/Latino

10%
Other underrepresented minorities

For each of our three pillars, we employ a four-step social impact framework to determine areas where we have the most potential for impact:



Potential partners also use this framework when applying for grants. Based on the pillar with which an organization is aligned, each applicant must explain the indicators and outcomes that their program will address. This alignment ensures our community investments are used to make quantifiable positive impacts in their respective focus areas.

How We Measure Progress

Advance STEM Education

- Increase in students who earn a degree in STEM that matches market needs.
- Increase in presence, achievement and persistence for underrepresented minorities in STEM fields.
- Increase in supply of qualified teachers trained in STEM subjects.

Success: More students with employable labor skills for STEM careers.

Fuel Safer Practices in Vehicles

- Increase in seat belt and restraint usage.
- Decrease in impaired and distracted driving.
- Increase in awareness and knowledge of effective vehicle and road safety practices.

Success: Fewer vehicle-related injuries and deaths.

Improve Neighborhoods and Empower Residents

- Increase the number of individuals with marketable technical and vocational skills.
- Decrease the number of individuals facing economic barriers.
- Increase the number of residents positively impacted by innovative community improvements.

Success: More individuals with improved economic opportunity.

SUSTAINING COMMUNITIES

STEM Education

GM worked alongside Girl Scouts of the USA to develop a series of Automotive Engineering Badges for elementary students. The program is now available to girls in every residential ZIP code in the U.S. and aims to strengthen the next generation of female leaders in automotive engineering, design and manufacturing.

General Motors works across the country to bring culturally responsive programs to youth who may not otherwise have robust STEM learning opportunities available to them.

1.4M

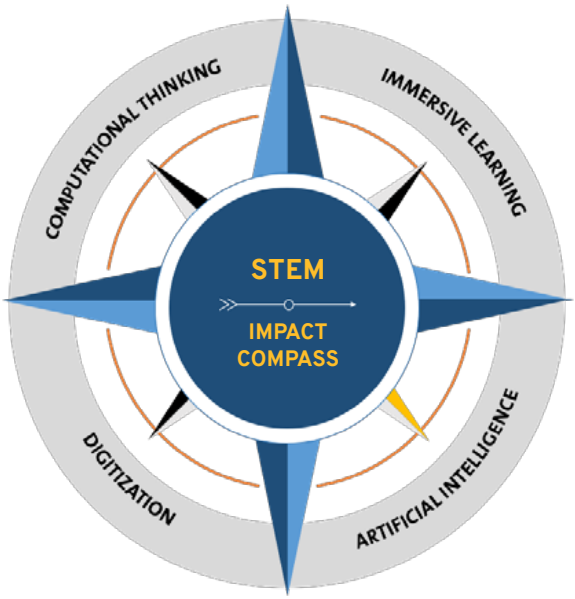
estimated individuals impacted by STEM education programs in 2020.

We are helping youth from diverse communities develop a STEM identity and foundation in an effort to increase presence, persistence and achievement in STEM. Through investments in immersive learning, computational thinking, artificial intelligence and the digitization of education, GM is committed to equipping students from all backgrounds with future industry-relevant skills, accelerating the path to an equitable STEM talent pipeline.

Despite the promise of STEM careers, too few students are pursuing STEM-related education and degrees today. This has led to a looming talent gap for our future workforce. This gap exists at all levels of education, especially in the U.S. The most recent Trends in International Mathematics and Science Study, for example, reports lagging scores for U.S. students as early as fourth grade. By high school, according to the Programme for International Student Assessment, the U.S. ranks 38th out of 71 countries in math ability, and 30th among the 35 Organization for Economic Cooperation and Development member countries.

We choose initiatives and partners using a research-based analysis of various challenges, such as teacher shortages, quality of teaching resources, high attrition rates for underrepresented minorities, low student engagement, and inequities and inequalities in STEM education. Given the strategic importance of STEM education to the long-term sustainability of our business, GM engaged with 72 nonprofit organizations across the U.S. in 2020 in an effort to:

- Increase the number of students who earn a STEM degree that matches market needs.
- Increase the presence, achievement and persistence of underrepresented minorities in STEM fields.
- Increase the supply of qualified teachers trained in STEM-related subjects.



The STEM programs we support fall into four emerging areas with the potential to drive transformative solutions. We call this model the STEM Impact Compass:

Immersive Learning

- Hands-on experiences that encourage active participation and drive engagement.

Artificial Intelligence

- Exploring artificial intelligence (AI)-powered technologies with the potential to facilitate teaching and learning.

Digitization

- Using online and digital tools to transform how learning is delivered inside and outside the classroom.

Computational Thinking

- Developing analytical, multidisciplinary skills like experimentation and problem solving.

Zero Barriers to STEM Learning

As we have all witnessed over the past year, students with disabilities, like those in other underserved populations, have been among the most disadvantaged by COVID-19 school closures. This is one reason GM has collaborated with the Smithsonian Science Education Center (SSEC) on a Zero Barriers in STEM Education Accessibility & Inclusion program. The program is focused on accessibility and inclusion in STEM education, especially for students with cognitive and physical disabilities and will help to ensure that all students, no matter their ability level, have access to high-quality STEM education.

SSEC formed a national advisory committee of experts who are working to develop first-of-their-kind guidelines for educators to deliver effective and accessible lessons in the classroom. The guidebook was released in Fall 2020 in a partnership with the District of Columbia Public Schools (DCPS) system. School administration and teachers from 12 DCPS middle schools participated in training sessions to equip them with these best practices and deliver high-quality, relevant STEM education that is accessible and inclusive to all learners.

SUSTAINING COMMUNITIES

Vehicle & Road Safety

In keeping with GM's value that safety and quality are foundational commitments, the second focus area of our strategy supports global efforts to increase safe practices in and around vehicles.

In 2020, during the height of a global pandemic and associated lockdowns, motor vehicle traffic and vehicle miles traveled reduced significantly. However, a preliminary study conducted by the National Highway Traffic Safety Administration found the number of people killed in crashes rose 4.6% from 2019. Authorities from the study suggest that this spike is due to an increase in risky behavior, including not wearing a seat belt, speeding and driving while impaired.

Based on this study, it is evident that GM's commitment to help bridge the gap between today's transportation reality and a future of zero crashes must remain a priority. Through programs with organizations such as Safe Kids Worldwide, National Safety Council and National Organizations for Youth Safety, over 2 million individuals were impacted via projects funded in 2020.

810,000
individuals to receive education on seat belt use.

408
high schools to provide road safety programming.

30,000
individuals committed to the Safe Driving Pledge.

SUSTAINING COMMUNITIES

Community Development

Our third focus area encompasses our efforts to enhance the quality of life in our communities around the world.

In 2020, GM focused its community development efforts on workforce readiness, economic prosperity and innovative placemaking. We recognize the importance to not only equip individuals with the essential skills to gain secure employment in a competitive economy but also empower them with the tools to advance economically in communities that positively impact their well-being.

Last year, we engaged with dozens of nonprofits, impacting an estimated 65,000 individuals.

35
small businesses to receive support in Flint, MI, and Buffalo, NY

6,400
free rides to alleviate transportation barriers

1,300
women of color to receive entrepreneurship education

Valley CAN

Committed to reducing air emissions in California's San Joaquin Valley, Valley CAN is working with local community colleges to promote green jobs skilling through technical automotive programs. In a region with the worst air quality in the U.S., an 11% unemployment rate and 16% of the population living in poverty, there is an abundant need for well-paying, high-tech green jobs advancing GM's vision of an all-electric and zero emissions future.

For more than 100 years, Detroit has been home to GM's global headquarters.

That's why we have aligned specific areas of focus to the needs of Detroit and its residents. In the last five years alone, GM has invested more than $50 million with local nonprofits that are delivering lasting change. In 2020, we funded 57 projects that will impact an anticipated 296,100 individuals.

The roadmap below highlights some of the nonprofits we work with to help make Detroit a great place to **LEARN**, **WORK** and **THRIVE**.

LEARN

Forgotten Harvest & Gleaners
Reducing food insecurity and promoting classroom readiness by providing over 1 million pounds of food for Detroit students and their families.

Technovation
Introducing artificial intelligence concepts and technologies to families through hands-on building challenges and projects to create solutions to community problems.

Detroit Children's Fund
Making high-potential investments to expand successful schools, improve lower-performing schools, and discover and develop talented educators so that every child in Detroit can receive an excellent education.

Get Schooled Detroit
Making the path to post-secondary education more accessible for low-income high school students by "gamifying" the college-prep process.

WORK

Beyond Basics
Providing young adults and families with world-class literacy development, GED and high school diploma prep, resume and essay writing, art and culture enrichment and more, housed inside the Durfee Innovation Society and area high schools like Central High.

Ride United
Providing no- or low-cost, on-demand rides to mitigate transportation barriers so residents can access needed resources, obtain and maintain employment, and participate in supportive programs.

human-I-T
Shrinking the digital divide through increased access to technology, internet and digital skills training.

NeighborHUB
Funding annual neighborhood-focused projects to empower residents to affect change in their neighborhoods through a physical presence and innovative community programming.

THRIVE

Detroit Riverfront Conservancy
Promoting vibrancy and community in the heart of downtown Detroit through support of activities that bring residents and visitors to the riverfront, which was recently named USA TODAY's #1 river walk in the U.S.

Cody Rouge Neighborhood
Deeply engaging with Quicken Loans, DTE Energy and the Skillman Foundation to strengthen the Cody Rouge neighborhood in a first-of-its-kind collaboration utilizing financial and volunteer support.

Michigan Science Center
Bringing STEM careers to life for 4th-8th grade girls across metro Detroit with hands-on learning, mentoring and online programs through the Center's STEMinista Project.

SUSTAINING COMMUNITIES

Other Ways We Give Back

In addition to our three focus areas, we address community needs at the local plant level as well as through employee volunteerism.

COVID-19 Response

When the COVID-19 pandemic took the world by surprise in 2020, General Motors acted swiftly to aid the global fight. In the U.S., we quickly transitioned several assembly lines to manufacture ventilators, building 30,000 in 154 days for the federal government. Across our South American operations in Argentina, Brazil, Chile, Colombia, Ecuador and Peru, facilities mobilized to repair ventilators for hospital use, loan GM fleet vehicles to local nonprofits, and donate time and resources to educational organizations and food banks. For example, in Argentina, GM employees volunteered to check in on older adults in need of food, medicine and other necessities. After contacting individuals by phone and learning their needs, city officials then delivered supplies using Chevrolet vehicles on loan from GM.

Our global facilities also produced face shields and gowns, as well as millions of masks in China, the U.S., Canada, Mexico and Brazil. Beyond our delivery of personal protective equipment, GM and its employees made donations to nonprofits on the front lines, including $715,000 to the Chinese Red Cross Foundation and more than $1.6 million to organizations in Canada.

GM Community Impact Grants

GM's commitment to our communities helps establish a legacy of trust with key individuals, groups and organizations while demonstrating interest and accountability to community concerns and issues. The Community Impact Grants program, now in its 11th year, enables GM facilities to support neighbors through local nonprofit partnerships. In 2020, GM plants and facilities provided more than $2 million in grant funding to more than 150 nonprofits that will impact an estimated 110,000 people. Examples include:

- Flint Operations—$20,000 to the Neighborhood Engagement Hub to establish a community tool shed, allowing residents to borrow tools to help reduce city blight.
- Arlington Assembly—$25,000 to the University of Texas, which helped 375 minority high school students prepare for the math portion of the SAT.
- Tonawanda Engine—$10,000 to Buffalo Area Engineering Awareness for Minorities, which enabled 100 children to participate in a Saturday STEM Academy to learn more about engineering careers.

GM Student Corps

Another signature program is GM Student Corps, a paid summer internship program for high school students in underresourced Michigan communities that offers community service, life-skills training, college readiness and team building.

This program has engaged 1,340 high school and college students since 2013. Due to the pandemic, the 2020 program was limited to 15 college students who engaged virtually in personal and professional development, deep dives into GM functional areas and design thinking challenges.

teamGM Cares

From manufacturing and distributing PPE and tutoring students online, to leading neighborhood cleanups and utilizing unique skills to improve nonprofit operations, the global employee volunteer force, known as teamGM Cares, remained engaged in their communities in 2020. To help commemorate a decade of teamGM Cares in 2020, the Corporate Giving team launched an online resource to showcase how the company invests in our communities and how employees could get involved in a variety of activities throughout the year.

Community Support in China

Employees of our SAIC-GM-Wuling joint venture remain committed to helping communities through partnerships that meet basic needs, access quality education and pursue rewarding careers. Recent initiatives include the Promise of a Glass of Water campaign, which encouraged individuals and businesses to conserve water. Volunteers also built wells and installed water purification equipment at eight schools in rural China, helping provide drinking water to more than 2,000 children.

To promote education and career development, the company has a book donation and library program for rural children, with over 15,000 books donated since 2018. In 2020, we funded scholarships for three university students and three middle school students from disadvantaged families. GM China employees also visited the Shanghai office of Junior Achievement (JA) China for a special live broadcast to young university talent. Employees held a panel discussion where they described their daily work and answered questions about career growth.

TEAMGM CARES IN 2020

Our global employee volunteer force encourages employees to roll up their sleeves and help improve our communities around the world.

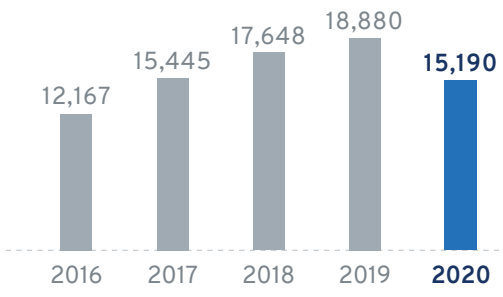
15,190
employee volunteers

115,610
volunteer hours

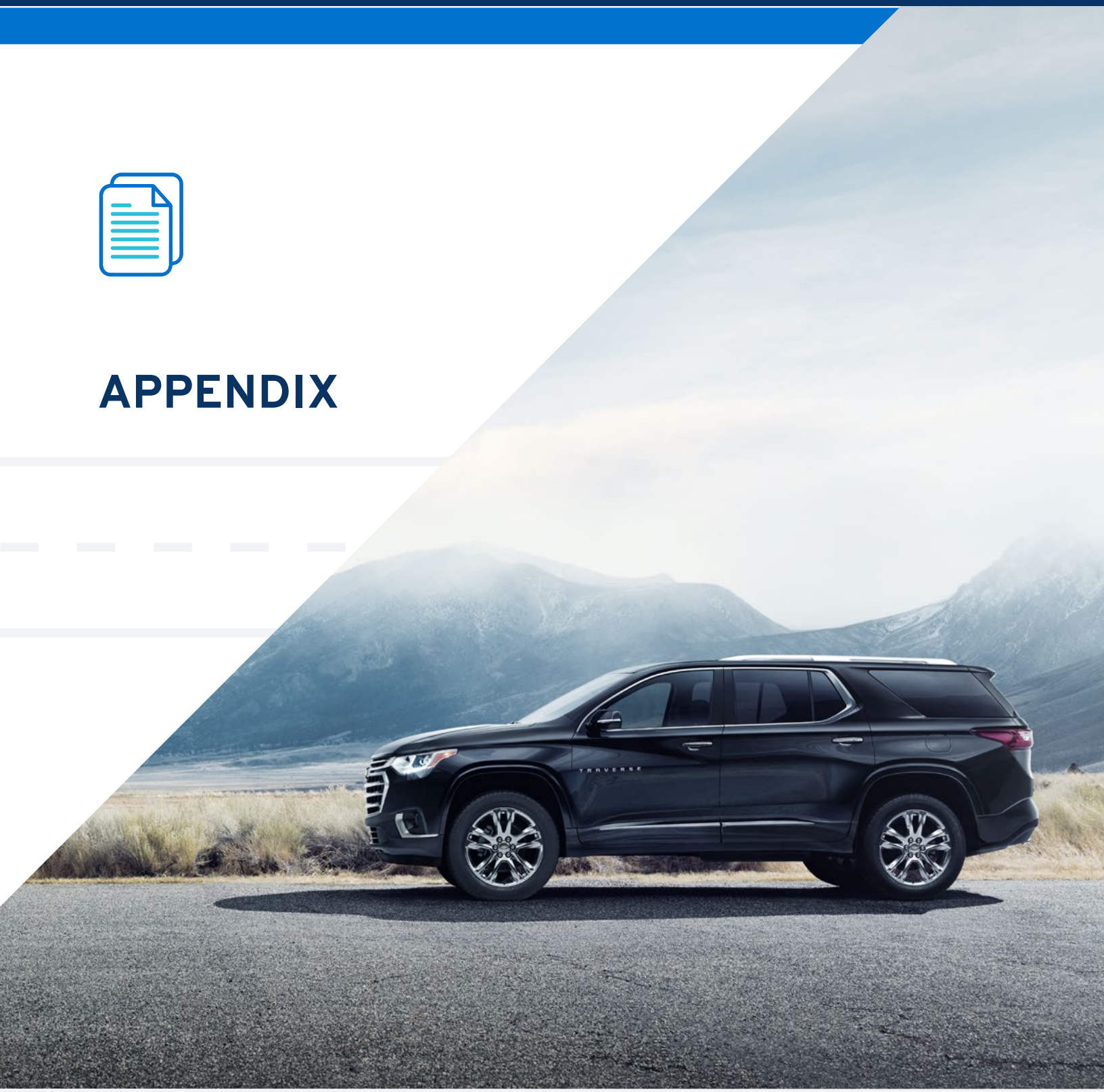
21
states and
10
countries

valued at
$1 million
for nearly 300 nonprofits

Employee Participation



APPENDIX



In this section

2020-2021 Selected Awards & Recognitions

2021 America's Most JUST Companies
4th consecutive year

2021 Black Engineer of the Year Awards
Gerald Johnson,
GM Executive Vice President,
Global Manufacturing

2021 Ethisphere World's Most Ethical Companies
2nd consecutive year

2020 Business Intelligence Group Leader
in Sustainability

2021 S&P Global Sustainability Awards,
Silver Class distinction

2020 Forbes' America's
Best Employers for Diversity

2020 CAREERS & disabled Magazine
Top 50 Employers

2020 Equileap Report
Gender Equality in the U.S.
Best Performing S&P 500 company

2020 CDP A LIST,
Climate Change and Water Security
2 consecutive years

2020 Dow Jones Sustainability Index
North America (6 consecutive years)
and World Index
(4 consecutive years)

2020 Energy Star® Partner of the Year – Sustained Excellence Award
9th Year

2020 International Women's Forum Hall of Fame
Mary Barra, GM Chair and CEO
2020 Latina Style 50
Best Companies to Work

2020 Military Times
Best for Vets Employer

2020 Minority Engineer Magazine
Top 50 Employers

2020 SEAL Business Sustainability Awards

2020 3BL Media 100
Best Corporate Citizens

2021 Fast Company World's Most Innovative Companies for 2021

GM Disclosures

The following is additional context for select content in the report.

Claim	Note	Page number
Range claim on the Ultium battery range (no vehicle) OR on a vehicle where there will not be a published government range	GM estimated. Actual range will vary based on several factors, including temperature, terrain, battery age, vehicle model, loading, use and maintenance.	5, 49, 51, 53, 98
Range claim on a particular vehicle with published government range	EPA estimated. Actual range will vary based on several factors, including temperature, terrain, battery age, vehicle model, loading, use and maintenance.	53
Range claim on a particular vehicle before government range is published	GM estimated. EPA government estimates not yet available. Actual range will vary based on several factors, including temperature, terrain, battery age, vehicle model, loading, use and maintenance.	49, 54
Acceleration	GM estimate. Based on initial vehicle movement.	49
Charging	Actual charge times will vary based on battery condition, output of charger, vehicle settings and outside temperature.	12, 26, 45, 50, 53, 56, 57, 58, 108
Super Cruise disclosure without compatible roads mention	Always pay attention while driving and when using Super Cruise. Do not use a hand-held device. Visit for full details.	5, 53, 97
Super Cruise disclosure with compatible roads mention	Always pay attention while driving and when using Super Cruise. Do not use a hand-held device. Visit for compatible roads and full details.	67
Uber accessories offer	Receive 20% below MSRP on Chevy Bolt EV accessories purchased online from a participating dealer. Percentage offer based on total MSRP of online accessories order excluding tax, shipping and installation. Offers may not be combined with any other offers or discounts. Subject to availability. Online orders only. Excludes nonaccessory items shown. Offer valid 9/1/2020–6/30/2021.	57
Availability for GMC HUMMER EV	Initial availability Fall 2021. Simulated vehicle shown. Actual production model may vary.	27, 48, 52, 53, 97, 101
Availability for Cadillac Lyriq	Initial availability first half of 2022. Simulated vehicle shown. Actual production model will vary.	52, 53

Global Reporting Initiative (GRI) Content Index

This report has been prepared according to GRI Standards: Comprehensive Option.

GRI STANDARDS		
Disclosure Number	Disclosure Title	Reference/Response
GRI 102: GENERAL DISCLOSURES		
ORGANIZATIONAL PROFILE		
102-1	Name of the organization	General Motors
102-2	Activities, brands, products, and services	2020 Form 10-K, page 1
102-3	Location of headquarters	Detroit, Michigan
102-4	Location of operations	2020 Form 10-K, pages 2, 21
102-5	Ownership and legal form	General Motors is a publicly held corporation incorporated in the state of Delaware. Our shares trade on the New York Stock Exchange and Toronto Stock Exchange.
102-6	Markets served	2020 Form 10-K, pages 2-3
102-7	Scale of the organization	ESG Data Center, 2020 Form 10-K, pages 51, 52, 77
102-8	Information on employees and other workers	Developing Talented People—GM Workforce Profile The majority of our workforce is comprised of GM employees. There are no significant variations in employment numbers.
102-9	Supply chain	Supporting Supplier Responsibility
102-10	Significant changes to the organization and its supply chain	There were no significant changes to the organization and its supply chain in 2020.
102-11	Precautionary Principle or approach	GM does not follow the precautionary approach, but has a comprehensive risk management plan in place.
102-12	External initiatives	Representative Examples: Business Ambition Pledge for 1.5°C CEO Water Mandate RE100 CDP Business for Innovation Climate & Energy Policy (BICEP) Coalition United Nations Global Compact U.S. Business for Climate Action
102-13	Membership of associations	We work with automotive industry groups in many countries in which we operate, including, but not limited to Alliance of Automobile Manufacturers' Association (AAM) and China Association of Automobile Manufacturers (CAAM). Examples of other associations we work with include the Engine Manufacturers Association, Diesel Technology Forum, Electric Drive Transportation Association and the Fuel Cell & Hydrogen Energy Association.
STRATEGY		
102-14	Statement from senior decision-maker	ESG Management—Leadership Message
102-15	Key impacts, risks, and opportunities	ESG Management—Leadership Message, Our ESG Strategy; ESG Governance—Public Policy, Ethics & Human Rights, Cybersecurity; Reducing Carbon Emissions; Transforming Mobility 2020 Form 10-K, pages 13-20; CDP Climate Change 2020
ETHICS AND INTEGRITY		
102-16	Values, principles, standards, and norms of behavior	ESG Management—Our Vision, Our Values; ESG Governance—Ethics—Code of Conduct Code of Conduct; Supplier Code of Conduct
102-17	Mechanisms for advice and concerns about ethics	ESG Governance— Ethics—Code of Conduct, Reporting Concerns; Code of Conduct; Supplier Code of Conduct

GRI Content Index

GRI STANDARDS		
Disclosure Number	Disclosure Title	Reference/Response
GOVERNANCE		
102-18	Governance structure	ESG Governance—Corporate Governance
102-19	Delegating authority	ESG Governance—Corporate Governance—ESG Governance and Oversight
102-20	Executive-level responsibility for economic, environmental, and social topics	ESG Management—Strategy; ESG Governance—Corporate Governance
102-21	Consulting stakeholders on economic, environmental, and social topics	ESG Management—Stakeholder Engagement 2021 Proxy, pages 27-28
102-22	Composition of the highest governance body and its committees	ESG Governance—Corporate Governance 2021 Proxy Statement, pages 2-10
102-23	Chair of the highest governance body	ESG Governance—Corporate Governance
102-24	Nominating and selecting the highest governance body	2021 Proxy Statement, pages 2-10, 16-18
102-25	Conflicts of interest	2021 Proxy Statement, pages 25-26; General Motors Company Board of Directors Corporate Governance Guidelines pages 7-9, 11
102-26	Role of highest governance body in setting purpose, values, and strategy	2021 Proxy Statement, pages 23-24
102-27	Collective knowledge of highest governance body	2021 Proxy Statement, pages 2-10, 27
102-28	Evaluating the highest governance body's performance	ESG Governance—Corporate Governance 2021 Proxy Statement, page 26; General Motors Company Board of Directors Corporate Governance Guidelines, page 11
102-29	Identifying and managing economic, environmental, and social impacts	ESG Management—Strategy; ESG Governance—Corporate Governance 2021 Proxy, pages 27-28
102-30	Effectiveness of risk management processes	ESG Governance—Corporate Governance 2021 Proxy Statement, pages 23-24
102-31	Review of economic, environmental, and social topics	ESG Governance—Corporate Governance 2021 Proxy Statement, page 20
102-32	Highest governance body's role in sustainability reporting	ESG Governance—Corporate Governance
102-33	Communicating critical concerns	2021 Proxy Statement, page 29
102-34	Nature and total number of critical concerns	2021 Proxy Statement, pages 27-28, 88-96
102-35	Remuneration policies	2021 Proxy Statement, pages 11-14, 41-84; General Motors Company Board of Directors Corporate Governance Guidelines, page 10
102-36	Process for determining remuneration	2021 Proxy Statement, pages 11-14, 41-84; General Motors Company Board of Directors Corporate Governance Guidelines, page 10
102-37	Stakeholders' involvement in remuneration	2021 Proxy Statement, page 44
102-38	Annual total compensation ratio	2020 Proxy Statement, page 83
102-39	Percentage increase in annual total compensation ratio	2021 Proxy Statement, page 83; 2020 Proxy Statement, page 73
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	ESG Management—Stakeholder Engagement
102-41	Collective bargaining agreements	2021 Form 10-K, page 12
102-42	Identifying and selecting stakeholders	ESG Management—Stakeholder Engagement
102-43	Approach to stakeholder engagement	ESG Management—Stakeholder Engagement
102-44	Key topics and concerns raised	ESG Management—Stakeholder Engagement 2021 Proxy, pages 27-28

GRI Content Index

GRI STANDARDS		
Disclosure Number	Disclosure Title	Reference/Response
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	2020 Form 10-K, page 1
102-46	Defining report content and topic Boundaries	ESG Management—Reporting Practices
102-47	List of material topics	ESG Management—Reporting Practices
102-48	Restatements of information	Any restatements, and reasons for such, are footnoted as part of the data presentation within the body of the report.
102-49	Changes in reporting	Changes have been noted in footnotes where applicable.
102-50	Reporting period	ESG Management—Reporting Practices
102-51	Date of most recent report	ESG Management—Reporting Practices
102-52	Reporting cycle	ESG Management—Reporting Practices
102-53	Contact point for questions regarding the report	gm.sustainability@gm.com
102-54	Claims of reporting in accordance with the GRI Standards	ESG Management—Reporting Practices
102-55	GRI content index	ESG Management—Reporting Practices
102-56	External assurance	ESG Management—Reporting Practices
GRI 200: ECONOMIC		
GRI 201: ECONOMIC PERFORMANCE		
103-1	Explanation of the material topic and its Boundary	2020 Form 10-K, pages 23-43
103-2	The management approach and its components	2020 Form 10-K, pages 23-43
103-3	Evaluation of the management approach	2020 Form 10-K, pages 23-43
201-1	Direct economic value generated and distributed	2020 Form 10-K, pages 50, 53
201-2	Financial implications and other risks and opportunities due to climate change	Reducing Carbon Emissions 2020 Form 10-K, pages 13-20
201-3	Defined benefit plan obligations and other retirement plans	2020 Form 10-K, page 59
201-4	Financial assistance received from government	GM did not receive any significant financial assistance from any government in 2020.
GRI 203: INDIRECT ECONOMIC IMPACTS		
103-1	Explanation of the material topic and its Boundary	Sustaining Communities
103-2	The management approach and its components	Sustaining Communities
103-3	Evaluation of the management approach	Sustaining Communities
203-2	Significant indirect economic impacts	Sustaining Communities

GRI Content Index

GRI STANDARDS		
Disclosure Number	Disclosure Title	Reference/Response
GRI 204: PROCUREMENT PRACTICES		
103-1	Explanation of the material topic and its Boundary	Supporting Supplier Responsibility
103-2	The management approach and its components	Supporting Supplier Responsibility
103-3	Evaluation of the management approach	Supporting Supplier Responsibility
204-1	Proportion of spending on local suppliers	Supporting Supplier Responsibility—Localization The term "local suppliers" refers to suppliers operating in the country where a GM plant is located.
GRI 205: ANTI-CORRUPTION		
103-1	Explanation of the material topic and its Boundary	ESG Governance—Ethics
103-2	The management approach and its components	ESG Governance—Ethics
103-3	Evaluation of the management approach	ESG Governance—Ethics
205-1	Operations assessed for risks related to corruption	ESG Governance—Ethics All operations are assessed for risks related to corruption. No significant risks have been identified.
205-2	Communication and training about anti-corruption policies and procedures	ESG Management—Ethics—Ethics Training and Education
205-3	Confirmed incidents of corruption and actions taken	Allegations of corruption/bribery are formally investigated to conclusion. The investigation results are provided to pertinent stakeholders for remediation and corrective action.
GRI 300: ENVIRONMENTAL		
GRI 301: MATERIALS		
103-1	Explanation of the material topic and its Boundary	Designing for the Environment—Sustainable Materials
103-2	The management approach and its components	Designing for the Environment—Sustainable Materials
103-3	Evaluation of the management approach	Designing for the Environment—Sustainable Materials
301-2	Recycled input materials used	Designing for the Environment—Sustainable Materials
GRI 302: ENERGY		
103-1	Explanation of the material topic and its Boundary	Reducing Carbon Emissions
103-2	The management approach and its components	Reducing Carbon Emissions
103-3	Evaluation of the management approach	Reducing Carbon Emissions

GRI Content Index

GRI STANDARDS

Disclosure Number	Disclosure Title	Reference/Response
GRI 302: ENERGY (CONTINUED)		
302-1	Energy consumption within the organization	

Energy consumption	GJ	Comment
Total fuel consumption from nonrenewable sources	2016: 34,444,439 2017: 30,313,931 2018: 30,069,475 2019: 27,112,428 2020: 21,637,064	Includes all facility fuel for process and facility heat. Includes Natural Gas, LPG, Coke, Oil and Diesel. Does not include landfill gas.
Total fuel consumption from renewable sources	2016: 2,981,123 2017: 1,118,454 2018: 1,100,142 2019: 6,535,854 2020: 860,141	Includes landfill gas use and renewable electricity generated from solar and wind or purchased under a Purchase Power Agreement
Total electricity consumption	2016: 33,364,403 2017: 29,778,155 2018: 29,721,928 2019: 21,029,706 2020: 21,749,775	Nonrenewable electricity
Heating consumption	N/A	Included in total fuel consumption
Cooling consumption	N/A	Included in electricity
Steam consumption	2016: 4,105,376 2017: 1,610,934 2018: 2,124,961 2019: 1,664,478 2020: 1,113,784	Purchased steam and delivered heat, including purchased steam from renewable sources
Electricity sold	2017: 20,232	
Heating sold	N/A	
Cooling sold	N/A	
Steam sold	N/A	
Total energy consumption	2016: 74,895,341 2017: 62,801,243 2018: 63,016,506 2019: 56,342,466 2020: 45,407,476	

302-2	Energy consumption outside of the organization	1,283,882,121 GJ
302-3	Energy intensity	2.06 MWh/vehicle This is based on the production of 6,130,748 vehicles and includes all of our energy sources. The boundary for this is within the scope of our organization.
302-4	Reduction of energy consumption	1,996,002 GJ All types of facility energy were included in the reductions. The basis for calculation is absolute reduction from activities in 2020. Standards, methodologies and assumptions used were good engineering practices.
302-5	Reductions in energy requirements of products and services	Reducing Carbon Impact—Vehicle Emissions 1,007,339 GJ Reductions in energy consumption of our products can be contributed to the addition of electric vehicles in China and increased production of electric vehicles versus internal combustion engine vehicles. Rationale for this calculation includes increased efficiencies of Chevrolet Bolt EV; Volt as compared to Chevrolet Cruze; Buick Velite as compared to Buick Regal TourX; and Bajoun E100 and E200 as compared to Spark; all base year products. Standards, methodologies, assumptions and calculation tools used can be found at https://www.fueleconomy.gov. Total life cycle GJ is calculated over 10 years. Total GHG emissions avoided through 2020 is 953,729 metric tons

GRI Content Index

GRI STANDARDS

Disclosure Number	Disclosure Title	Reference/Response
GRI 303: WATER AND EFFLUENTS		
103-1	Explanation of the material topic and its Boundary	Designing for the Environment—Water Stewardship
103-2	The management approach and its components	Designing for the Environment—Water Stewardship
103-3	Evaluation of the management approach	Designing for the Environment—Water Stewardship
303-1	Interactions with water as a shared resource	A combination of municipal, wells, rainwater, surface and reuse are sources of GM's water use. Water is critical to automobile production and to building occupants for drinking water and hygiene. Local facility knowledge provides information on water supply impacts for current operations, and we engage in the use of WRI Aqueduct for future forecasting. Risks in current operations are mitigated with either alternate supply or water reuse working with local utilities. GM engages with over 300 suppliers through CDP Water Supply Chain and other organizations like AIAG. Company goals were set to continuously improve and reduce intensity from 2010 to 2020 by 15%. Water is integrated into our business plan, and each facility has a target for year-over-year improvement.
303-2	Management of water discharge-related impacts	General Motors maintains an environmental performance criteria document on water pollution control (EPC-003). Within this document, minimum concentration-based performance requirements are defined for wastewater discharge to surface water and for wastewater discharges to external wastewater systems. Where local permit limits are more stringent, those supersede the GM requirements. Where no permit limit is provided, the performance requirements are used.
303-3	Water withdrawal	

Total water withdrawal from all areas, by source	**Megaliters**
Surface water	0
Groundwater	2,572
Seawater	0
Produced Water	0
Third-party water	22,982
Total water withdrawal from all areas with water stress, by source	**Megaliters**
Surface Water	0
Groundwater	875
Seawater	0
Produced water	0
Third-party water	1,083
Total water withdrawal by source	**Megaliters**
Freshwater (≤1,000 mg/L Total Dissolved Solids)	22,982
Other water (>1,000 mg/L Total Dissolved Solids)	2,572

Meter and invoice information were used to gather data. Stress sites determined by Aqueduct Extreme stress.

GRI Content Index

GRI STANDARDS

Disclosure Number	Disclosure Title	Reference/Response
GRI 303: WATER AND EFFLUENTS (CONTINUED)		
303-4	Water discharge	

Total water discharge, by destination	Megaliters
Surface water	11,410
Groundwater	97
Seawater	0
Third-party water	13,550
Total water discharge, by category*	**Megaliters**
Freshwater (≤1,000 mg/L Total Dissolved Solids)	24,960
Other water (>1,000 mg/L Total Dissolved Solids)	97
Total water discharge to all areas with water stress, by category*	**1,377**

**Accounts only for direct surface water discharges from GM facilities globally.*

Priority substances of concern for which discharges are treated: GM has established minimum standards for effluent discharges globally to protect water quality and human health. The GM standards were developed for appropriate industrial and sanitary wastewater pollutants in discharges from GM facilities. All GM facilities are subject to the GM standards, as well as applicable local/state/country discharge requirements and permit requirements. The GM standards are often more stringent.

303-5 Water consumption

Total water consumption	Megaliters
From all areas	7,666
From all areas with water stress	588

GM calculates water consumption based on water withdrawal times and engineering calculation for evaporation of 30%. Using the formula withdrawal minus discharge provides close to zero consumption due to groundwater infiltration at plant sites.

GM experiences water stress at three sites in Mexico and two sites in China. We have mitigated the risk by conservation, recycling or reusing wastewater in the manufacturing process. Additionally, at one site in China, the government has provided a backup source of water to mitigate water stress risk.

GRI 305: EMISSIONS		
103-1	Explanation of the material topic and its Boundary	Reducing Carbon Emissions
103-2	The management approach and its components	Reducing Carbon Emissions
103-3	Evaluation of the management approach	Reducing Carbon Emissions
305-1	Direct (Scope 1) GHG emissions	Baseline year 2010, which was the first full year of operation as the new General Motors Company, and includes all facilities under GM operational control. Calculation includes CO2, CH4 and N20. Reporting is based on GHG Protocol, and the source of emission factors is regulatory or IPCC Good Practice Guidelines. 2020 GHG emissions are as follows: Gross direct emissions: 1,214,124 Metric tons CO2e

GRI Content Index

GRI STANDARDS

Disclosure Number	Disclosure Title	Reference/Response
GRI 305: EMISSIONS (CONTINUED)		
305-2	Energy indirect (Scope 2) GHG emissions	Baseline year 2010, which was the first full year of operation as the new General Motors Company, and includes all facilities under GM operational control. Calculation includes CO2, CH4 and N20. Reporting is based on GHG Protocol, and the source of emission factors is regulatory or IPCC. 2020 GHG emissions are as follows: Gross location-based indirect emissions: 3,087,816 Metric tons CO2e Gross market-based indirect emissions: 2,599,822 Metric tons CO2e
305-3	Other indirect (Scope 3) GHG emissions	Calculation includes CO2, CH4, N20, HFCs, PFCs, SF6 and NF3. Reporting is based on GHG Protocol, and the source of emission factors is regulatory or IPCC. This represents our Scope 3 emissions for 2020: Gross other indirect emissions: 249,384,317 Metric tons CO2e
305-4	GHG emissions intensity	0.62 metric tons CO2e/vehicle Calculated on the basis of 6,130,748 production vehicles; includes Scope 1 and 2 emissions and all GHG gases.
305-5	Reduction of GHG emissions	630,239 metric tons CO2 Calculated using GHG Protocol on the basis of year-over-year reduction in 2020 from 2019; and includes all GHG gases in Scope 1 and 2 emissions. We use internal project tracking tools to obtain this data.
305-6	Emissions of ozone-depleting substances (ODS)	13.28 metric tons Calculation includes R-123, R-500, R-22, R-113, R141B, R-502, R-409A. Figures represent actual emissions; if actual emissions data was not available, an emission factor of 8.5% of the total equipment charge by refrigerant was used to estimate emissions. The 8.5% rate is based on the median range of leakage rates estimates provided by the IPCC Good Practice Guidelines and Uncertainty Management in National Greenhouse Gas Inventories (2000).
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	VOC emissions are composed of the following emission units: ELPO, Primer, Topcoat, Final Repair and Cleaning Solvents, which are considered the major sources of VOC emissions, such as maintenance painting, sealers, etc. These data include data from some GM JVs. VOC (metric tons): 0.00211 NOX (metric tons): 1,388 SOX (metric tons): 26.2
GRI 306: EFFLUENTS AND WASTE		
103-1	Explanation of the material topic and its Boundary	Designing for the Environment—Waste Minimization
103-2	The management approach and its components	Designing for the Environment—Waste Minimization
103-3	Evaluation of the management approach	Designing for the Environment—Waste Minimization
306-1	Water discharge by quality and destination	Typically, effluent is treated via biological or physical/chemical methods, and in some instances by both. Water quality data is based on analytical testing.

Quality of the water, including treatment method	Million m3
Direct discharge (to surface water body)	11.41
Indirect discharge (to treatment facility)	13.55
Discharge to groundwater	0.097

GRI Content Index

GRI STANDARDS

<table>
<tr><th>Disclosure Number</th><th>Disclosure Title</th><th>Reference/Response</th></tr>
<tr><td colspan="3">GRI 306: EFFLUENTS AND WASTE (CONTINUED)</td></tr>
<tr><td>306-2</td><td>Waste by type and disposal method</td><td>Includes hazardous and nonhazardous waste from manufacturing operations and some nonmanufacturing and JV facilities, excluding event waste from construction, demolition and remediation. Event waste is recycled to the greatest extent possible and tracked separately. Waste figures may also include vendor tooling used to produce proprietary GM parts.
<table>
<tr><th>Disposal Method (Metric Tons)</th><th>Total</th><th>Hazardous</th><th>Nonhazardous</th></tr>
<tr><td>Reuse</td><td>51,907</td><td>912</td><td>50,995</td></tr>
<tr><td>Recycling</td><td>1,119,199</td><td>9,853</td><td>1,109,345</td></tr>
<tr><td>Composting</td><td>4,086</td><td>22</td><td>4,064</td></tr>
<tr><td>Recovery, including energy recovery</td><td>46,440</td><td>17,401</td><td>29,039</td></tr>
<tr><td>Incinerating (mass burn)</td><td>16,621</td><td>10,894</td><td>5,727</td></tr>
<tr><td>Deep well injection</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td>Landfill</td><td>159,818</td><td>1,909</td><td>157,909</td></tr>
<tr><td>On-site storage</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td>Other (includes microwaving, enclaves, plasma processing and other treatments)</td><td>11,771</td><td>4,140</td><td>7,631</td></tr>
<tr><td>Total</td><td>1,409,841</td><td>45,131</td><td>1,364,710</td></tr>
</table></td></tr>
<tr><td>306-3</td><td>Significant spills</td><td>There were zero significant spills in 2020.</td></tr>
<tr><td>306-4</td><td>Transport of hazardous waste</td><td>
<table>
<tr><td>Metric tons of hazardous waste transported</td><td>3,023</td></tr>
<tr><td>Hazardous waste imported</td><td>0</td></tr>
<tr><td>Hazardous waste exported</td><td>0</td></tr>
<tr><td>Metric tons hazardous waste treated</td><td>440</td></tr>
<tr><td>Percent hazardous waste shipped internationally</td><td>0</td></tr>
</table>
Waste shipments are weighed and reported directly into centralized data reporting tool (GMR2) based on actual shipment weight. In the event actual weight is not available, internal procedures are in place to estimate and/or calculate weight based on standard industry practice.
• Data provided is for U.S. only.
• Values were rounded to the nearest whole number.
• Hazardous waste is defined based on US EPA regulation.
• Data does not include remediation, construction or demolition, which is consistent with our sustainability waste reporting.
• Treatment is conducted off site and can consist of: solidification/ stabilization, thermal treatment, wastewater treatment, other waste treatment or transfer to waste broker.</td></tr>
<tr><td colspan="3">GRI 307: ENVIRONMENTAL COMPLIANCE</td></tr>
<tr><td>103-1</td><td>Explanation of the material topic and its Boundary</td><td>ESG Governance—Environmental Governance; Global Environmental Policy</td></tr>
<tr><td>103-2</td><td>The management approach and its components</td><td>ESG Governance—Environmental Governance; Global Environmental Policy</td></tr>
<tr><td>103-3</td><td>Evaluation of the management approach</td><td>ESG Governance—Environmental Governance</td></tr>
<tr><td>307-1</td><td>Non-compliance with environmental laws and regulations</td><td>ESG Governance—Environmental Governance</td></tr>
</table>

GRI Content Index

GRI STANDARDS

Disclosure Number	Disclosure Title	Reference/Response
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT		
103-1	Explanation of the material topic and its Boundary	Supporting Supplier Responsibility Supplier Code of Conduct
103-2	The management approach and its components	Supporting Supplier Responsibility Supplier Code of Conduct
103-3	Evaluation of the management approach	Supporting Supplier Responsibility
308-2	Negative environmental impacts in the supply chain and actions taken	Supporting Supplier Responsibility
GRI 400: SOCIAL		
GRI 401: EMPLOYMENT		
103-1	Explanation of the material topic and its Boundary	Developing Talented People
103-2	The management approach and its components	Developing Talented People
103-3	Evaluation of the management approach	Developing Talented People
401-1	New employee hires and employee turnover	11,843 global candidates hired 8.1% total U.S. turnover rate 7.0% voluntary U.S. turnover rate Attrition data is U.S. Salary and Hourly population. 4,119 of 5,793, or 71%, of all voluntary turnover is attributable to retirements.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See table below
401-3	Parental leave	We provide U.S. salaried employees with up to 12 weeks of paid family care leave per year to take time off to care for a family member with a serious health condition or to bond with a new baby. This leave is in addition to the six to eight weeks of disability leave available to birth mothers. Employees are also eligible to apply for additional time off under GM's Dependent Care Leave policy. This time off, while unpaid, provides job protection for up to 12 months.
GRI 402: LABOR/MANAGEMENT RELATIONS		
103-1	Explanation of the material topic and its Boundary	Developing Talented People—Labor Relations
103-2	The management approach and its components	Developing Talented People—Labor Relations
103-3	Evaluation of the management approach	Developing Talented People—Labor Relations
402-1	Minimum notice periods regarding operational changes	Nearly all of our labor agreements call for regular meetings between top union officials and local GM management. We also have formal processes in place to notify all workers of work stoppages.

Country	Benefits
U.S.	Flexible service employees are eligible for the same benefits. However, they pay a higher monthly contribution for health care coverage.
Canada	For Job Share employees, the Health Care Spending Account/Wellness contribution is 50% that of a full-time employee. They also pay a higher monthly contribution for health care coverage.
Countries with no differences in benefits full-time vs. part-time	South America, Israel, Australia, New Zealand
Countries with no part-time employees	Mexico, China, South Korea, Thailand, UAE, Japan, Indonesia, India

GRI Content Index

GRI STANDARDS

Disclosure Number	Disclosure Title	Reference/Response
GRI 403: OCCUPATIONAL HEALTH AND SAFETY		
103-1	Explanation of the material topic and its Boundary	Keeping People Safe—Workplace Safety
103-2	The management approach and its components	Keeping People Safe—Workplace Safety
103-3	Evaluation of the management approach	Keeping People Safe—Workplace Safety, Global Workplace Safety Strategy
403-1	Occupational health and safety management system	Keeping People Safe—Workplace Safety
403-2	Hazard identification, risk assessment, and incident investigation	Keeping People Safe—Workplace Safety
403-3	Occupational health services	Keeping People Safe—Workplace Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Keeping People Safe—Workplace Safety
403-5	Worker training on occupational health and safety	Keeping People Safe—Workplace Safety
403-6	Promotion of worker health	Keeping People Safe—Workplace Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Keeping People Safe—Workplace Safety
403-8	Workers covered by an occupational health and safety management system	Keeping People Safe—Workplace Safety
403-9	Work-related injuries	Keeping People Safe—Workplace Safety
403-10	Work-related ill health	**Occupational Illness Frequency Rate** Employees (number/million work hours): 0.84 Data coverage (% of employees): 98% Note: The above reflects 2019 data. 2020 data will be available in late 2021.
GRI 404: TRAINING AND EDUCATION		
103-1	Explanation of the material topic and its Boundary	Developing Talented People—Talent Development, Labor Relations—Workers Transitions
103-2	The management approach and its components	Developing Talented People—Talent Development, Labor Relations—Workers Transitions
103-3	Evaluation of the management approach	Developing Talented People—Talent Development, Labor Relations—Workers Transitions
404-1	Average hours of training per year per employee	9.49 hours, excluding compliance training
404-2	Programs for upgrading employee skills and transition assistance programs	Developing Talented People—Talent Development, Labor Relations—Workers Transitions
404-3	Percentage of employees receiving regular performance and career development reviews	100% of eligible salaried employees receive regular performance and career development reviews.

GRI Content Index

GRI STANDARDS

Disclosure Number	Disclosure Title	Reference/Response
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY		
103-1	Explanation of the material topic and its Boundary	Fostering Diversity, Equity & Inclusion
103-2	The management approach and its components	Fostering Diversity, Equity & Inclusion
103-3	Evaluation of the management approach	Fostering Diversity, Equity & Inclusion
405-1	Diversity of governance bodies and employees	ESG Governance—Corporate Governance; Developing Talented People—GM Workforce Profile; Fostering Diversity, Equity & Inclusion—2020 Workforce Diversity Profile

Board Makeup:	
Gender	
Male	6
Female	7
Age Group	
Under 30 Years	0
30-50 Years	0
50+ years	13
Diverse Race or Ethnicity	
White	10
Diverse Race or Ethnicity	3

405-2 Ratio of basic salary and remuneration of women to men

Salary information is based on annual salaries for the global salaried workforce.

Employee Level	Female to Male Ratio
Executive Level (base salary only)	104%
Executive Level (base salary + other cash incentives)	106%
Management Level (base salary only)	100%
Management Level (base salary + cash incentives)	100%
Nonmanagement Level	96%

GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
103-1	Explanation of the material topic and its Boundary	Developing Talented People—Labor Relations; ESG Governance—Ethics & Human Rights; Code of Conduct; Supplier Code of Conduct
103-2	The management approach and its components	Developing Talented People—Labor Relations; ESG Governance—Ethics & Human Rights; Code of Conduct; Supplier Code of Conduct
103-3	Evaluation of the management approach	Developing Talented People—Labor Relations; ESG Governance—Ethics & Human Rights; Code of Conduct; Supplier Code of Conduct
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	We have not identified any GM operations or Tier I suppliers for risks of this nature.
GRI 408: CHILD LABOR		
103-1	Explanation of the material topic and its Boundary	ESG Governance—Ethics & Human Rights; Supporting Supplier Responsibility—Supply Chain Compliance, Raw Materials Sourcing; Conflict Minerals Policy; Human Rights Policy
103-2	The management approach and its components	ESG Governance—Ethics & Human Rights; Supporting Supplier Responsibility—Supply Chain Compliance, Raw Materials Sourcing; Conflict Minerals Policy; Human Rights Policy
103-3	Evaluation of the management approach	ESG Governance—Ethics & Human Rights; Supporting Supplier Responsibility—Supply Chain Compliance, Raw Materials Sourcing; Conflict Minerals Policy; Human Rights Policy
408-1	Operations and suppliers at significant risk for incidents of child labor	We have not identified any GM operations or Tier I suppliers for risks of this nature.

GRI Content Index

GRI STANDARDS		
Disclosure Number	Disclosure Title	Reference/Response
GRI 409: FORCED OR COMPULSORY LABOR		
103-1	Explanation of the material topic and its Boundary	ESG Governance—Ethics & Human Rights; Supporting Supplier Responsibility—Supply Chain Compliance, Raw Materials Sourcing Conflict Minerals Policy
103-2	The management approach and its components	ESG Governance—Ethics & Human Rights; Supporting Supplier Responsibility—Supply Chain Compliance, Raw Materials Sourcing Conflict Minerals Policy
103-3	Evaluation of the management approach	ESG Governance—Ethics & Human Rights; Supporting Supplier Responsibility—Supply Chain Compliance, Raw Materials Sourcing; Conflict Minerals Policy; Human Rights Policy
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	ESG Governance—Ethics & Human Rights; Supporting Supplier Responsibility—Supply Chain Compliance, Raw Materials Sourcing
GRI 410: SECURITY PRACTICES		
103-1	Explanation of the material topic and its Boundary	ESG Governance—Ethics & Human Rights
103-2	The management approach and its components	ESG Governance—Ethics & Human Rights
103-3	Evaluation of the management approach	ESG Governance—Ethics & Human Rights
410-1	Security personnel trained in human rights policies or procedures	100% of security personnel have completed Code of Conduct training, which includes human rights policies and procedures.
GRI 412: HUMAN RIGHTS ASSESSMENT		
103-1	Explanation of the material topic and its Boundary	ESG Governance—Ethics & Human Rights Human Rights Policy
103-2	The management approach and its components	ESG Governance—Ethics & Human Rights Human Rights Policy
103-3	Evaluation of the management approach	ESG Governance—Ethics & Human Rights Human Rights Policy
412-2	Employee training on human rights policies or procedures	ESG Governance—Ethics & Human Rights Human Rights Policy
GRI 413: LOCAL COMMUNITIES		
103-1	Explanation of the material topic and its Boundary	Sustaining Communities
103-2	The management approach and its components	Sustaining Communities
103-3	Evaluation of the management approach	Sustaining Communities
413-1	Operations with local community engagement, impact assessments, and development programs	Sustaining Communities—Community Development
GRI 414: SUPPLIER SOCIAL ASSESSMENT		
103-1	Explanation of the material topic and its Boundary	Supporting Supplier Responsibility
103-2	The management approach and its components	Supporting Supplier Responsibility
103-3	Evaluation of the management approach	Supporting Supplier Responsibility
414-1	New suppliers that were screened using social criteria	Supporting Supplier Responsibility—Supply Chain Compliance 100% of Tier I suppliers have expectations for social criteria outlined in our purchase contract terms and conditions.
414-2	Negative social impacts in the supply chain and actions taken	We have not identified any Tier I suppliers for risks of this nature.

GRI Content Index

GRI STANDARDS		
Disclosure Number	Disclosure Title	Reference/Response
GRI 415: PUBLIC POLICY		
103-1	Explanation of the material topic and its Boundary	ESG Governance—Corporate Governance Political Contributions and Expenditures Policy
103-2	The management approach and its components	ESG Governance—Corporate Governance
103-3	Evaluation of the management approach	ESG Governance—Corporate Governance
415-1	Political contributions	https://investor.gm.com/static-files/2de4f1bf-8b86-4755-a59f-6cd0f5530883
GRI 416: CUSTOMER HEALTH AND SAFETY		
103-1	Explanation of the material topic and its Boundary	Earning Customers for Life
103-2	The management approach and its components	Earning Customers for Life
103-3	Evaluation of the management approach	Earning Customers for Life
416-1	Assessment of the health and safety impacts of product and service categories	100% of our vehicles are assessed for health and safety impacts.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Keeping People Safe—Vehicle Safety 2020 Form 10-K, page 86
GRI 418: CUSTOMER PRIVACY		
103-1	Explanation of the material topic and its Boundary	ESG Governance—Cybersecurity Global Privacy Policy; Product Cybersecurity Policy
103-2	The management approach and its components	ESG Governance—Cybersecurity Global Privacy Policy
103-3	Evaluation of the management approach	ESG Governance—Cybersecurity Global Privacy Policy
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2020, we did not have any substantiated customer privacy complaints from outside parties or regulatory bodies.
GRI 419: SOCIOECONOMIC COMPLIANCE		
103-1	Explanation of the material topic and its Boundary	ESG Governance—Ethics & Human Rights; Supporting Supplier Responsibility—Supply Chain Compliance
103-2	The management approach and its components	ESG Governance—Ethics & Human Rights; Supporting Supplier Responsibility—Supply Chain Compliance
103-3	Evaluation of the management approach	ESG Governance—Ethics & Human Rights; Supporting Supplier Responsibility—Supply Chain Compliance
419-1	Non-compliance with laws and regulations in the social and economic area	Keeping People Safe—Vehicle Safety 2020 Form 10-K, page 86

Sustainability Accounting Standards Board Response (SASB)

TOPIC	METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE/COMMENT
Activity Metrics	Number of vehicles manufactured	Quantitative	Number	TR-AU-000.A	6,130,748
	Number of vehicles sold	Quantitative	Number	TR-AU-000.B	6,829,000 (2020 10-K page 2)
Product Safety	Percentage of vehicle models rated by NCAP programs with an overall 5-star safety rating, by region	Quantitative	Percentage (%) of rated vehicles	TR-AU-250a.1	US—56% China —88% Australasia—100% South Korea—71% Asean Region—50% Latin America—31%
	Number of safety-related defect complaints; percentage investigated	Quantitative	Number, Percentage (%)	TR-AU-250a.2	There were 3,345 submissions to our internal Speak Up For Safety program in 2020. All submissions are investigated.
	Number of vehicles recalled	Quantitative	Number	TR-AU-250a.3	1.8 million
Labor Practices	Percentage of active workforce covered under collective-bargaining agreements	Quantitative	Percentage (%)	TR-AU-310a.1	64% global
	Number of (1) work stoppages and (2) total days idle	Quantitative	Number, Days	TR-AU-310a.2	There were zero work stoppages and lockouts in all regions.
Fuel Economy & Use-Phase Emissions	Sales-weighted average passenger fleet fuel economy, by region	Quantitative	Mpg, L/km, gCO2/km, km/L Methodology: Average F/E calculated by model year as required for regulatory purposes.	TR-AU-410a.1	<table><tr><th></th><th>2016</th><th>2017</th><th>2018</th><th>2019</th></tr><tr><td>USA</td><td>197 gCO2/km</td><td>191 gCO2/km</td><td>189 gCO2/km</td><td>193 gCO2/km</td></tr><tr><td>China</td><td>159 L/km</td><td>151 L/km</td><td>152 L/km</td><td>144 L/km</td></tr><tr><td>Brazil</td><td>123 gCO2/km</td><td>124 gCO2/km</td><td>122 gCO2/km</td><td>121 gCO2/km</td></tr><tr><td colspan="5">*2020 data available in June 2021</td></tr></table>
	Number of (1) zero emission vehicles (ZEV) sold, (2) hybrid vehicles sold, and (3) plug-in hybrid vehicles sold	Quantitative	Vehicle units sold	TR-AU-410a.2	<table><tr><th></th><th>2017</th><th>2018</th><th>2019</th><th>2020</th></tr><tr><td>ZEV</td><td>29,348</td><td>61,473</td><td>111,950</td><td>202,487</td></tr><tr><td>Hybrid</td><td>34,596</td><td>24,697</td><td>22,575</td><td>202</td></tr><tr><td>Plug-In Hybrid</td><td>34,276</td><td>29,209</td><td>6,868</td><td>2,227</td></tr></table>
	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities	Discussion and Analysis		TR-AU-410a.3	Reducing Carbon Emissions; CDP Climate Change 2020

<table>
<tr><th>TOPIC</th><th>METRIC</th><th>CATEGORY</th><th>UNIT OF MEASURE</th><th>CODE</th><th>RESPONSE/COMMENT</th></tr>
<tr><td>Materials Sourcing</td><td>Description of the management of risks associated with the use of critical materials</td><td></td><td></td><td></td><td>As we develop electric vehicles, we are mindful of the raw materials necessary to support their deployment on a commercial scale. As with all raw material inputs for our vehicles, some of these materials involve inherently higher risks, such as cost, supply availability, reputational and human rights risks. The identification of these risks is part our product development process, and we work to reduce these risks through a variety of methods, including re-engineering of components, supplier diversification, and reuse and recycling efforts.
See also:
Designing for the Environment—Sustainable Materials
Supporting Supplier Responsibility—Supply Chain Risks, Raw Materials Sourcing</td></tr>
<tr><td>Material Efficiency & Recycling</td><td>Total amount of waste from manufacturing, percentage recycled</td><td>Quantitative</td><td>Metric tons (t), Percentage (%)</td><td>TR-AU-440b.1</td><td>Includes hazardous and nonhazardous waste from manufacturing operations and some nonmanufacturing and JV facilities, excluding event waste from construction, demolition and remediation. Event waste is recycled to the greatest extent possible and tracked separately. Waste figures may also include vendor tooling used to produce proprietary GM parts.
<table>
<tr><th>Disposal Method (in metric tons to the nearest whole number)</th><th>Total</th><th>Hazardous</th><th>Nonhazardous</th></tr>
<tr><td>Reuse</td><td>51,907</td><td>912</td><td>50,995</td></tr>
<tr><td>Recycling</td><td>1,119,199</td><td>9,853</td><td>1,109,345</td></tr>
<tr><td>Composting</td><td>4,086</td><td>22</td><td>4,064</td></tr>
<tr><td>Recovery including energy recovery</td><td>46,440</td><td>17,401</td><td>29,039</td></tr>
<tr><td>Incinerating (mass burn)</td><td>16,621</td><td>10,894</td><td>5,727</td></tr>
<tr><td>Deep well injection</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td>Landfill</td><td>159,818</td><td>1,909</td><td>157,909</td></tr>
<tr><td>On-site storage</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td>Other (includes microwaving, enclaves, plasma processing and other treatments)</td><td>11,771</td><td>4,140</td><td>7,631</td></tr>
<tr><td>Total</td><td>1,409,841</td><td>45,131</td><td>1,364,710</td></tr>
</table></td></tr>
<tr><td></td><td>Weight of end-of-life material recovered, percentage recycled</td><td>Quantitative</td><td>Metric tons (t), Percentage (%)
Methodology: Percentage is weight of recovered and recycled EOL material divided by total EOL recovered material.</td><td>TR-AU-440b.2</td><td>GM does not compile this information outside of the EU where the End of Life Vehicle (ELV) law requires OEMs to have programs to retrieve and recycle our vehicles. No other region of sale has this requirement. However, the automobile is considered the most reused and recycled product in the marketplace. In North America and other regions, there is a well-established automotive dismantling industry that manages this activity. Per the Automotive Recyclers Association, the professional automotive recycling industry recycles over 4 million motor vehicles annually in the U.S. and Canada alone. The U.S. automotive recycling industry employs over 140,000 people in the United States at more than 9,000 locations around the country, generating $32 billion in sales nationwide. Per The Balance Small Business Sustainable Businesses /Metal Recycling website*, each year, over 25 million tons of materials are recycled from old vehicles.</td></tr>
<tr><td></td><td>Average recyclability of vehicles sold, by weight</td><td>Quantitative</td><td>Percentage (%) by sales-weighted weight (metric tons)
Methodology: Percentage is weight of components/ materials in vehicle sold that are recyclable divided by total weight of all vehicles sold.</td><td>TR-AU440b.3</td><td>We enable, by mass, more than 85% reuse or recycling of our current vehicles at the end of their life.</td></tr>
</table>

*Auto or Car Recycling Facts and Figures, Facts about car or automobile recycling, by Rick Leblanc updated September 09, 2016.

Task Force on Climate-related Financial Disclosure Response

GOVERNANCE

Disclose the organization's governance around climate-related risks and opportunities.

a) Describe the board's oversight of climate-related risks and opportunities.

The General Motors Board of Directors is committed to overseeing the company's integration of environmental, social and governance (ESG) principles throughout the enterprise. The Board is committed to elevating GM's leadership profile and reputation among investors, policymakers and others on ESG issues and practices and believes GM has a unique opportunity to address these important issues.

The Board's activities in ESG oversight include an annual multiday session devoted to discussing, debating and validating management's overall strategy. In the past year, these strategic reviews and discussions have included the workplace safety during the pandemic, capital allocation, corporate purpose, the accelerated electrification of the company's portfolio of vehicles and related workforce issues, the continued development and execution of autonomous vehicles, fuel economy regulation, vehicle safety, international reorganizations and various alternative business scenarios.

Governance and Corporate Responsibility Committee

ESG oversight includes frequent ESG strategic discussions by the Board's Governance and Corporate Responsibility Committee (GCRC). The GCRC assists the Board in its oversight of the company's governance structures, programs and policies. This committee brings to the attention of the Board and management, as appropriate, current and emerging global political, social and policy issues that may affect the business operations, profitability or public image or reputation of the company. The GCRC also oversees specific functions of the company, as appropriate. Company functions reviewed by the GCRC include Legal, Global Public Policy and Sustainability, including climate change. The GCRC has recently reviewed the company's ESG strategy, with a broader focus on corporate purpose and culture and how those attributes align with the company's corporate strategy.

Risk and Cybersecurity Committee

The Risk and Cybersecurity Committee of the Board is responsible for overseeing the company's management of enterprise-level risks. The Risk and Cybersecurity Committee receives regular reports from the Strategic Risk Management (SRM) team, led by an executive director who has dedicated resources, risk management responsibility and is supported by the Risk Advisory Council (RAC). The RAC is an executive-level body with delegates from each business unit and function tasked with championing risk management practices and integrating them into their functional or regional business units. All top risks, including climate-related risks, such as increased and more stringent greenhouse gas (GHG) emission regulations, have approved mitigation plans and are reviewed regularly by Senior Leadership Team (SLT) and the Board.

GOVERNANCE (CONTINUED)

Compensation Committee

The Compensation Committee considers ESG performance when making compensation determinations for certain members of management. The Compensation Committee factors ESG performance related to strategic goals, which account for 25% of the short-term incentive plan for each named executive officer. Linking total compensation to the achievement of these individual measures increases focus on efficiency and performance across the business for our sustainability initiatives. Please see GM's 2021 Proxy Statement, beginning on page 41, for further discussion of individual performance results that had a positive impact on ESG measures.

b) Describe management's role in assessing and managing climate related risks and opportunities.

Sustainability Office

Management of climate-related risks and opportunities ultimately resides with the Chief Executive Officer, who leads our SLT. This group includes the Executive Vice President of Global Manufacturing to whom our Chief Sustainability Officer (CSO) reports. The CSO oversees the Sustainability Office, which works cross functionally to:

- ensure responsible consumption of materials and production of vehicles;
- lead the strategic design and implementation of our electric vehicle (EV) infrastructure; and
- engage both internal and external stakeholders to realize a zero emissions future.

Our Sustainability Office is using a cross-functional "team of teams" approach to ensure that areas across the enterprise have accountability for their respective functions in accelerating the company's zero emissions future. Within each functional area, a single leadership point represents sustainability objectives and priorities, as well as owning sustainability goals and metrics. This also ensures that sustainable attributes are incorporated into every vehicle across GM's product portfolio, helping to bridge between an evolving EV portfolio and an internal combustion engine (ICE) portfolio. Additionally the Sustainability Office solicits feedback from internal and external advisory groups related to climate change issues.

Manufacturing Leadership Teams

While the majority of GM's carbon emissions result from the use of our vehicles, a category of Scope 3 emissions, the scale of our manufacturing operations also presents significant opportunities for emissions reduction.

On a monthly basis, GM's progress toward public energy, emissions and water goals, all of which are climate-related, are reviewed by the Manufacturing Leadership Team (MLT). If targets are not meeting our defined pathway, countermeasures are developed at the plant level and reviewed by the MLT.

Local Management

Asset-level risks have mitigation plans that are the responsibility of local management. Exposure to and experience with catastrophic risk or losses from climate change or other natural events are continuously analyzed and reviewed for ongoing operations and when evaluating new sites and selecting suppliers.

STRATEGY

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.

a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.

General Motors takes the challenge of climate change seriously, which is why we have announced plans to become carbon neutral in our global products and operations by 2040. This is a driving force behind our vision of a future with zero crashes, zero emissions and zero congestion. We have consistently and publicly advocated for climate action and awareness, as well as policies putting a value on carbon. Our global commitment to an all-electric, zero-emissions future is unwavering, regardless of the prevailing vehicle emissions standards in any region in which we operate. In the U.S., we support modernizing the standards and creating one national program working with California and all stakeholders.

b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.

Below we have identified climate-related risks and opportunities with potential impact to our business over short (1–3 years), medium (3–5 years) and long-term (5+ years) time horizons and our approach to each. Per TCFD guidelines, risks are categorized as transition risks or physical risks. Transition risks result from a global transition to a low-carbon and climate-resilient economy, and physical risks result from extreme weather events and increasing average global mean temperatures.

TRANSITION RISKS

Risk Type

Policy and legal: Mandates on and regulation of existing products and services

Description

The California Air Resource Board's latest requirements include increasing zero-emissions vehicles (ZEVs) offered for sale in California and ZEV volumes for 2018 model year and later. Quebec adopted ZEV requirements starting with 2018 model year; other jurisdictions may follow. The Clean Air Act permits states with air quality compliance issues to adopt California emission standards in lieu of federal requirements; 13 states use these standards, 10 of which have adopted ZEV requirements.

Impact

- Time horizon: Medium-term
- Likelihood: Likely
- Magnitude of impact: Medium-high
- Potential financial impact figure: $23 million
- Cost of management (mitigation): $7.8 million

Approach

We've announced our intent to allocate more than $27 billion in capital and engineering resources to EV and autonomous vehicle (AV) programs between 2020 and 2025. By mid-decade, we aim to sell more than a million EVs per year globally. We believe our flexibility and engineering focus will drive the scale required to accelerate our path to zero emissions in a profitable and efficient way.

STRATEGY (CONTINUED)

Risk Type

Market: Changing customer behavior

Description

Changing consumer behavior due to fuel pricing volatility, tax incentives and preference for more fuel-efficient vehicles could weaken the demand for our higher-margin full-size pickup trucks and sport utility vehicles. This could reduce our market share in affected markets, decrease profitability and have a material adverse effect on our business if we are unable to offer alternatives that are of interest to our customers.

Impact

- Time horizon: Medium-term
- Likelihood: More likely than not
- Magnitude of impact: Medium
- Potential financial impact figure: $97 million
- Cost of management (mitigation): $6.2 billion

Approach

Continuous innovation and advanced technology development are key to keeping up with changing consumer behavior. One way GM achieves this is through our global network of R&D labs around the world, as well as through active collaboration with academia, suppliers and startups to develop new technologies which improve fuel economy, reduce emissions, enhance vehicle safety, reduce vehicle mass, support the expansion of our EV offerings and accelerate the advent of the autonomous vehicle.

PHYSICAL RISKS

Risk Type

Chronic: Changes in precipitation patterns and extreme variability in weather patterns

Description

Increases in the frequency of drought conditions can further depress water availability for production in water-stressed areas. GM has production facilities in Mexico, an area hard hit by drought in recent years, and there is a risk that increases in the frequency of such events could disrupt production due to lack of water availability. Mexico accounts for approximately 12% of GM's global production.

Impact

- Time horizon: Short-term
- Likelihood: About as likely as not
- Magnitude of impact: Medium-to-high
- Potential financial impact figure: $97 million
- Cost of management (mitigation): $20.2 million

Approach

GM has integrated water management into our annual business planning process and has set a new target to reduce the water intensity of our operations by 35% by 2035 compared to a 2010 baseline. Further, we also have signed the CEO Water Mandate—a UN Global Compact Initiative—joining other global business leaders to address key challenges around water security and further aligning the UN Sustainable Development Goals.

STRATEGY (CONTINUED)

Water usage is managed on a local basis, with each facility working toward its own targets for year-over-year improvement. Innovative approaches have allowed facilities to continue production without disruptions, even in water-stressed areas. At our San Luis Potosí Assembly plant in Mexico, GM uses a Zero Liquid Discharge system to minimize the reliance on well water withdrawal. The system purifies and transforms wastewater into reusable water for the facility's paint and machining processes, as well as irrigation.

CLIMATE-RELATED OPPORTUNITIES

Opportunity Type

Products and services: Development and/or expansion of low-emission goods and services

Description

Today's transportation revolution is transforming how people move, an effect similar to the debut of the automobile more than a century ago. The technologies leading this transformation of personal mobility will be autonomous, electric, connected and, in many cases, shared. We are focused on initiatives that capitalize on these new technologies and business models to create products, offer services and advocate for policy that looks at transportation as a system and mobility as a service.

Impact

- Time horizon: Short-term
- Likelihood: Likely
- Magnitude of impact: Medium-to-high

Strategy

Our global commitment to realize an all-electric, zero-emissions future—from battery chemistry and architecture to safety validation and infrastructure—requires unprecedented investment in people and resources. This is why we've announced our intent to allocate more than $27 billion in capital and engineering resources to EV and autonomous vehicle (AV) programs between 2020 and 2025. By mid-decade, our intent is to sell more than a million EVs per year globally. Further, we aspire to eliminate tailpipe emissions from new light-duty vehicles by 2035.

GM's flexibility and engineering focus will drive the scale required to accelerate our path to zero emissions in a profitable and efficient way. In addition, we are leveraging existing assets, such as production tools and body and paint shops, so that economies of scale can be realized with less capital and further position the first generation of these products for profitability.

Opportunity Type

Resource efficiency: Increased efficiency of facilities

Description

While the majority of the emissions that we are trying to reduce result from the use of our vehicles, the scale of our manufacturing operations also presents significant opportunities for energy efficiency improvement.

Impact

- Time horizon: Current
- Likelihood: Virtually certain
- Magnitude of impact: Medium-low

STRATEGY (CONTINUED)

Renewable energy

Just as we are accelerating our all-EV future, we also are accelerating our renewable energy commitments. In 2016, GM committed to sourcing 100% of our global electricity demand from renewable sources by 2050. In early 2021, in response to the need to accelerate efforts to address climate change, we pulled forward our 100% global renewable energy commitment to 2035 with interim goals of achieving 100% of U.S. sites by 2030. At the end of 2020, we were sourcing 21% of global electricity needs from renewable energy sources, making us the 10th-largest off-taker of renewable energy in the world.

Energy conservation

By reducing energy use overall, there will be fewer electricity needs to be covered by renewable sources. GM uses an energy management system (EMS) and performance contracts to achieve energy-reduction goals. In 2020, more than 90% of our U.S. manufacturing footprint implemented the U.S. Department of Energy's (DOE) 50001 Ready program. This program is an application tool through which 25 tasks are measured to demonstrate an effective energy management system. We plan to expand this program to all of our manufacturing facilities globally in order to continuously monitor and improve our EMS.

GM also uses a variety of Energy Star initiatives as a framework for charting our progress in building energy efficiency. Energy Star's Building Portfolio Manager (BPM) allows us to benchmark our progress and make continuous improvements. BPM integrates with our utility bill management system, sending an automated monthly analysis of building scores to evaluate building performance.

c) Describe the potential impact of different scenarios, including a 2°C scenario, on the organization's businesses, strategy and financial planning.

Climate change has been incorporated into our enterprise risk management framework. This designation ensures that these issues are a part of our decision-making processes.

We have utilized scenario-planning as a tool to help us assess climate-related risks in alignment with the guidance developed by TCFD. That planning has been based on a key assumption that the world is on a path to limit emissions by 2030 to the extent necessary to limit any global temperature increase to 2 degrees Celsius.

Our goal has been to develop an understanding of a range of different world scenarios; identify risks, opportunities and success factors for GM; and make recommendations for GM to analyze, prepare, adapt and act. In the process, we modeled the impact of different scenarios and asked questions such as:

- "What types of regulation will govern the sector?"
- "What will cities look like?"
- "What are the mobility limitations of dense urban communities?" and
- "What sort of transportation modes and services, such as ride share, will be most accepted by consumers?"

All of our scenarios shared common themes. Within the vehicle market, for example, it was assumed that new passenger vehicles would be required to make faster and greater adjustments than other users of energy and that there would be significant changes in the vehicle ownership paradigm, as well as a decline in the proportion of single-person vehicle miles. Outside the transportation sector, we envisioned significant changes and investments in infrastructure, power grids and power sources; penalties and costs associated with manufacturing and supply chain emissions; and increased accountability in areas such as commodity lifecycles.

STRATEGY (CONTINUED)

Our consideration of these scenarios has helped us understand and clarify risks and highlight opportunities, many of which are influencing our strategy today. Some examples include:

Risks/Opportunity	Recent Strategy Developments
Adoption of new business models	Continued investment in Cruise, the self-driving vehicle company in which we are majority owners; and the development of the Cruise Origin, which exemplifies our vision for the future of mobility: electric.
Response to new energy vehicle regulations in China	Through our SAIC-GM joint venture, we have committed to 40% of new vehicles introduced in China over the next five years will be EVs.
Focusing on new technologies by shifting capital resources and talent toward vehicle electrification programs	We are allocating more than $27 billion in capital and engineering resources to EV and AV programs between 2020 and 2025. These investments will allow GM to offer 30 EVs globally by 2025—and 40% of U.S. entries will be battery electric vehicles by that time.
Prioritizing renewable power sources	We have accelerated our goal to source electricity from 100% global renewable energy sources from 2050 to 2035, with the interim goal of achieving 100% of U.S. sites by 2030.

In summary, scenario planning processes are an example of how GM monitors the real world to understand how assumptions evolve and corresponding changes to strategy are made.

MANAGING CLIMATE CHANGE RISK

Disclose how the organization identifies, assesses and manages climate-related risks.

a) Describe the organization's processes for identifying and assessing climate-related risks.

b) Describe the organization's processes for managing climate related risks.

c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.

As part of our comprehensive climate change strategy, we identify and monitor climate-related risks on a regular basis across our business. The need for this constant process reflects the volatility of risk factors and dynamics that can quickly change scenarios. By institutionalizing climate change risks as part of our enterprise risk management function, we believe GM is better positioned to anticipate, detect and, ultimately, plan around these changes.

The Role of the Board and Senior Management

The Board has the overall responsibility for risk oversight, with a focus on the most significant risks facing the company, including climate change. While GM does not follow the precautionary approach, it does have a comprehensive risk management plan in place. Our Board implements its risk oversight function both as a whole and through delegation to Board Committees. Each of the Board Committees is responsible for oversight of risk management practices for categories of risks relevant to its functions, with the GCRC being responsible for risks related to the sustainability of our operations and products.

The process and terminology in place for assessing relative significance of all identified risks, including climate-related risks such as increased and more stringent GHG emission regulations, is as follows:

- Risks and opportunities are categorized based on frequency, velocity and impact on financials, operations, reputation, etc.
  - All top risks have approved mitigation plans and are reviewed regularly by the SLT and the Board.
  - All other risks have either approved mitigation plans and are reviewed at least once a year by the SLT, or after being fully analyzed are put on a "watch list" and are monitored by the risk officer and their respective SLT member.

For additional detail on the critical role our Board's Committees and senior management play in the execution of risk management, please see the Governance section of the 2020 Sustainability Report.

Environmental Governance

GM reduces operational risks through sound environmental management. We measure and manage natural resources use at all manufacturing locations, engineering centers, parts distribution centers and proving ground sites around the world. These facilities vary in function, geography, size and surrounding natural environments, which gives rise to varying concerns such as resources scarcity, dozens of different regulatory requirements and different levels of environmental quality. And, although GM-owned and -operated facilities have their own operating plans depending on their location, all function under a common Environmental Policy which provides an effective foundation for environmental stewardship. In addition to GM's Environmental Policy, which provides guidelines to help minimize the impact of our activities, products and services on the environment, GM manages climate-related risks through:

- Setting Environmental Commitments which encourage environmental consciousness in both daily conduct and in the planning of future products and programs.
- Implementing an Environmental Management System at all manufacturing facilities that GM owns and operates, and a majority of our nonmanufacturing sites around the world.
- Complying with applicable environmental laws and regulations globally.
- Monitoring GM's performance according to GM's own Environmental Performance Criteria, which are universal corporate performance requirements designed to protect human health and the environment in accordance with the GM Environmental Policy.

MANAGING CLIMATE CHANGE RISK (CONTINUED)

- Providing strategic training and guidance to our environmental professionals to help them keep pace with evolving environmental issues and best practices that could have application worldwide.
- Publicly disclosing environmental performance through reporting frameworks such as GRI, SASB and CDP, in addition to TCFD. The reporting process not only helps us manage and measure our progress, but also helps us to engage with both internal and external stakeholders around the world.

Supply Chain Risks

GM is working diligently to further integrate environmental sustainability into all aspects of our supply chain functions. A cross-enterprise Global Purchasing and Supply Chain (GPSC) Sustainability Team is supporting this effort through their focus on:

- Supply chain carbon footprint reduction—Concentrating on Scope 3 emissions to include:
  - Emissions disclosure—Increasing visibility and supplier engagement in carbon footprint reduction through tracking of CDP engagement by select Tier I suppliers.
  - Sustainable logistics—Increasing shipping container packing density, route efficiency monitoring, supplier emissions reduction and alternative fuels.

In 2020, workstreams included holding several virtual symposia for suppliers. One explored sustainability through innovation and attracted more than 650 participants from 18 countries, while others focused on packaging and energy. The latter was followed by ongoing monthly webinars on a wide variety of energy management, water management, conservation and goal-setting topics.

Also in 2020, GPSC surpassed its goal to increase participation among selected suppliers in its annual CDP Supply Chain Initiative. A multipronged effort to engage targeted suppliers resulted in a 96% participation rate, well ahead of GPSC's 90% goal.

METRICS AND TARGETS

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.

a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

b) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

Sustainability Office leaders are charged with innovating and advocating for the acceleration of our zero crashes, zero emissions and zero congestion vision. To manage and measure progress over the next decade and beyond, the team will work against a new comprehensive set of enterprise goals that includes:

- Achieving carbon neutrality in global products and operations by 2040 and aligned with SBTi
- Sourcing 100% renewable electricity globally by 2035 and 100% in the U.S. by 2030
- Reducing operational energy intensity by 2030 against a 2010 baseline
- Reducing operational water intensity by 2035 against a 2010 baseline
- Achieving greater than 90% Zero Waste globally by 2025
- Ensuring at least 50% sustainable material content in vehicles by 2030
- Making packaging 100% returnable or made from majority sustainable content and zero waste by 2030
- Enrolling 100% of our "targeted Tier 1 supplies" in GM's Supplier Sustainability Program.

A key consideration in developing these enterprise-level goals has been to ensure all impacts of the business—both operational and product—are managed and measured to support our zero emissions future.

These goals build on the progress that has been made over the past decade through our 2020 Manufacturing Commitments. Introduced in 2010, these commitments focused on GM's extensive manufacturing footprint around the world and have served to significantly reduce the impact of our operations. Progress includes meeting our initial goal to increase renewable energy to 125 MW four years early and continuing to grow renewable energy capacity to greater than 1,061 MW as of the end of 2020. In the past 10 years, we also have reduced energy intensity by 11%; water intensity by 13% and waste intensity by 31%—all against the 2010 baseline.

c) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.

2020 Emissions Performance

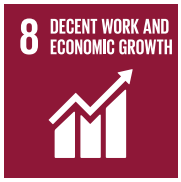
2020 Emissions	Metric Tons CO2e[1]
Scope 1	1,214,124[2]
Scope 2	3,087,816[3]
Scope 3	259,731,220[3]

For a comprehensive summary of the environmental metrics related to GM's products and operations, please see our ESG Data Center. For emissions methodology, please see our CDP Climate Change response.

[1] *Reporting is based on GHG Protocol, and the source of emission factors is regulatory or IPCC.*
[2] *Calculation includes CO2, CH4 and N20.*
[3] *Calculation includes CO2, CH4, N20, HFCs, PFCs, SF6 and NF3.*

United Nations Sustainable Development Goals (UNSDG)

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries—developed and developing—in a global partnership. Below you can find how GM has mapped their most material topics and strategic priorities to targets within these 17 goals.

GOAL	GM MATERIAL TOPIC	MOST RELEVANT TARGETS	EXAMPLES OF IMPACT
	Vehicle Safety Community Engagement	**3.6** By 2020, halve the number of global deaths and injuries from road traffic accidents **3.9** By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	• Keeping People Safe—Vehicle Safety • Sustaining Communities—Vehicle and Road Safety
	STEM Education Community Engagement	**4.3** By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university **4.4** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	• Sustaining Communities—Social Impact Strategy, STEM Education, Community Development
	Diversity & Inclusion	**5.1** End all forms of discrimination against all women and girls everywhere **5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life **5.b** Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	• Fostering Diversity, Equity & Inclusion
	Energy Reduction/ Efficiency Renewable Energy	**7.2** By 2030, increase substantially the share of renewable energy in the global energy mix **7.3** By 2030, double the global rate of improvement in energy efficiency **7.a** By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology	• Reducing Carbon Emissions—Operational Emissions
	Human Capital Management Diversity & Inclusion Employee Development Community Engagement	**8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value-added and labor-intensive sectors **8.4** Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead **8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	• Developing Talented People • Fostering Diversity, Equity & Inclusion • Sustaining Communities—Community Development

GOAL	GM MATERIAL TOPIC	MOST RELEVANT TARGETS	EXAMPLES OF IMPACT
	Electric Vehicle/ Zero Emissions Vehicle Market Development Technological Innovation Designing for the Environment	**9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities **9.5** Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending	• Reducing Carbon Emissions • Designing for the Environment
	Electric Vehicle/ Zero Emissions Vehicle Market Development Technological Innovation Congestion Solutions Community Engagement	**11.2** By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons **11.3** By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries **11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	• Transforming Mobility • Reducing Carbon Emissions • Designing for the Environment—Waste Minimization • Sustaining Communities—Community Development
	Designing for the Environment Waste Reduction/ Management	**12.2** By 2030, achieve the sustainable management and efficient use of natural resources **12.4** By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment **12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	• Designing for the Environment
	Climate Change Management	**13.2** Integrate climate change measures into national policies, strategies and planning	• ESG Management—Our Strategy • ESG Governance—Environmental Governance • Reducing Carbon Emissions

GOAL	GM MATERIAL TOPIC	MOST RELEVANT TARGETS	EXAMPLES OF IMPACT
	Designing for the Environment Responsible Raw Material Sourcing Supply Chain Environmental Impacts	**15.1** By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements **15.5** Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species	• Designing for the Environment—Sustainable Materials; Water Stewardship • Supporting Supplier Responsibility—Integrating Sustainability in Our Supply Chain Function, Raw Materials Sourcing
	Ethics	**16.5** Substantially reduce corruption and bribery in all their forms **16.6** Develop effective, accountable and transparent institutions at all levels	• ESG Governance—Ethics & Human Rights • Supporting Supplier Responsibility—Supply Chain Compliance
	Electric Vehicle/ Zero Emissions Vehicle Market Development Technological Innovation	**17.6** Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms in particular at the United Nations level, and through a global technology facilitation mechanism. **17.7** Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed.	• Reducing Carbon Emissions • Transforming Mobility

United Nations Global Compact (UNGC)

General Motors is a member of the United Nations Global Compact, which endorses a framework of principles in the areas of human rights, labor, the environment and anti-corruption. We are committed to these principles and are actively implementing them as detailed in this report.

UNGC PRINCIPLES	REFERENCE
Human Rights	
1. Support and respect protection of internationally proclaimed human rights	• ESG Governance—Ethics & Human Rights • Supporting Supplier Responsibility • Developing Talented People—Labor Relations—UN Global Compact • Code of Conduct • Supplier Code of Conduct • Conflict Minerals Policy • Human Rights Policy
2. Make sure business is not complicit in human rights abuses	• ESG Governance—Ethics & Human Rights • Supporting Supplier Responsibility • Developing Talented People—Labor Relations—UN Global Compact • Code of Conduct • Supplier Code of Conduct • Conflict Minerals Policy • Human Rights Policy
Labor Standards	
3. Uphold freedom of association and the effective recognition of the right to collective bargaining	• Developing Talented People—Labor Relations • ESG Governance—Ethics & Human Rights • Code of Conduct • Supplier Code of Conduct
4. Support elimination of all forms of forced and compulsory labor	• Supporting Supplier Responsibility—Supply Chain Compliance • ESG Governance—Ethics & Human Rights • Supplier Code of Conduct • Conflict Minerals Policy • Human Rights Policy
5. Support effective abolition of child labor	• ESG Governance—Ethics & Human Rights • Supporting Supplier Responsibility—Supply Chain Compliance, Raw Materials Sourcing • Code of Conduct • Supplier Code of Conduct • Conflict Minerals Policy • Human Rights Policy
6. Eliminate discrimination in employment and occupation	• ESG Governance—Ethics & Human RIghts • Supporting Supplier Responsibility • Fostering Diversity, Equity & Inclusion • Code of Conduct • Supplier Code of Conduct • Conflict Minerals Policy • Human Rights Policy

UNGC PRINCIPLES	REFERENCE
Environment	
7. Support a precautionary approach to environmental challenges	• ESG Governance—Environmental Governance • Reducing Carbon Emissions • Designing for the Environment • Global Environmental Policy
8. Undertake initiatives to promote greater environmental responsibility	• ESG Governance—Environmental Governance • Reducing Carbon Emissions • Transforming Mobility • Designing for the Environment • Supporting Supplier Responsibility—Integrating Environmental Sustainability in Our Supply Chain Function • Global Environmental Policy
9. Encourage the development and diffusion of environmentally friendly technologies	• Reducing Carbon Emissions • Transforming Mobility • Designing for the Environment
Anti-Corruption	
10. Work against all forms of corruption, including extortion and bribery	• ESG Governance—Ethics & Human Rights • Supporting Supplier Responsibility—Supply Chain Compliance • Developing Talented People—Labor Relations—UN Global Compact • Code of Conduct • Supplier Code of Conduct

ESG DATA CENTER

SAFETY						
	2015	2016	2017	2018	2019	2020
Global Deployment of Advanced Safety Technologies *Number of models with these technologies available or as standard equipment out of total models*						
Forward Collision Alert	•	61	56	49	56	**43**
Adaptive Cruise Control	•	24	26	24	29	**24**
Safety Alert Seat	•	23	24	23	27	**18**
Front Pedestrian Braking	•	4	7	17	22	**29**
Forward or Low-Speed Forward Automatic Braking	•	26	29	32	37	**40**
Lane Departure Warning	•	58	41	16	27	**12**
Side Blind Zone Alert	•	40	40	44	49	**42**
Rear Cross-Traffic Alert	•	39	39	36	42	**36**
Lane Keep Assist with Lane Departure Warning	•	27	30	33	36	**36**
Surround Vision	•	6	11	22	20	**23**
GM Safety and Noncompliance Recalls						
Number of Recalls: North America	39	36	18	29	28	**43**
Vehicle Recall Volume: North America (in millions)	4.90	7.06	1.42	2.18	7.34	**1.6**
Number of Recalls: Global	106	90	46	50	44	**57**
Vehicle Recall Volume: Global (in millions)	7.48	9.42	2.05	4.23	8.58	**1.8**
Number of U.S. Recalls Involving Fewer than 10,000 Vehicles		24	7	16	15	**30**
Workplace Safety						
Sentinel Events Proactive *Percent of Sentinel Events detected as Unsafe Acts/ Conditions and that did not result in an incident*	57.0%	70.6%	71.2%	65.5%	70.0%	**70.3%**
Global Calls to Action Closed on Time *Percent of Global Calls to Action (actions required globally in response to serious incidents) closed on time*	98.6%	98.2%	98.8%	99.9%	98.8%	**99.9%**
Fatalities *A work-related incident resulting in death*	1	4	3	0	0	**1**
Recordable Incident Rate *Number of incidents that resulted in injuries or illnesses that required medical treatment beyond simple first aid treatment per 1,000,000 work hours*	5.75	7.50	7.95	6.80	6.20	**6.45**
Lost Work Day Rate—Employees *Number of lost work day injuries and illnesses per 1,000,000 work hours*	2.48	3.50	4.00	3.05	2.85	**1.4**
Lost Work Day Rate—Contractors *Number of lost work day injuries and illnesses per 1,000,000 work hours*	0.56	0.56	0.32	0.25	0.30	**.025**

PRODUCTS						
	2015	2016	2017	2018	2019	2020
Global Volume						
Total Sales *(millions of units)*	9,958	10,008	9,600	8,400	7,718	**6,829**
Sales by Region (millions of units)						
North America				3,490	3,367	**2,924**
South America				690	669	**470**
Asia Pacific, Middle East, Africa				4,202	3,678	**3,434**
Europe				4	4	**1**
U.S. Sales as a Percentage of Industry						
Trucks				32	30	**31**
Cars				11	8	**7.1**
Crossovers				13	14	**14**
Distribution						
Total Dealers (worldwide)					12,650	**12,358**
GM North America					4,743	**4,697**
GM International					7,907	**7,661**
Countries Where Products Sold					84	**83**
Fleet Sales as a Percentage of Global Sales				14.5	16	**12.4**
EV Portfolio						
Global Models with Some Form of Electrification	•	11	13	12	14	**10**
CO2 Emissions Avoided (*metric tons*)	•	•	191,624	289,216	526,698	**953,729**
Gasoline Miles Displaced by GM BEVs	•	•	470 million	707 million	1.29 billion	**2.3 billion**
Percent Sales Share of All-Electric Models	•	•	37%	53%	79%	**98.8%**
Percent Sales Share of Plug-In Hybrids and Hybrids	•	•	63%	47%	23%	**1.2%**
Global Electric Portfolio	•	•	•	•	•	**202,488**
U.S. Electric Vehicles on the Road	•	28,887	72,780	109,374	130,744	**151,579**
Global Sales Volume of Alternative Drive Train Vehicles						
Flexfuel Vehicles	•	•	•	•	1,378,710	**400,789**
EV Vehicles	•	•	•	•	111,950	**200,268**
Hybrid Vehicles	•	•	•	•	29,443	**2,219**
Advanced Powertrain Technologies *(Percent of Total U.S. Volume)*						
Stop-Start Technology	•	23%	43%	58%	70%	**84%**
Downsized-Turbo Engines	•	24%	38%	36%	43%	**35%**
Advanced Transmissions	•	20%	32%	47%	55%	**72%**

WORKFORCE

We continue to expand our disclosure of workforce data each year, so some data is not represented across all years.

	2016	2017	2018	2019	2020	
					Number	Percentage
Employees by Segment						
GM North America	124,000	124,000	124,000	117,000	**112,000**	**72.26%**
GM International	32,000	47,000	39,000	37,000	**34,000**	**21.94%**
GM Financial	9,000	9,000	10,000	10,000	**9,000**	**5.80%**
Total Worldwide	225,000	180,000	173,000	164,000	**155,000**	**100%**
2020 Global Workforce by Region						
North America					**109,496**	**76.2%**
South America					**16,728**	**11.6%**
International					**17,461**	**12.2%**
Total					**143,685**	**100%**
Global Workforce by Type and Gender						
Total Regular Employees						
Male	81.8%	79.3%	78.6%	78.2%	**107,622**	**77.7%**
Female	18.2%	20.7%	21.4%	21.8%	**30,847**	**22.3%**
Temporary						
Male	67.4%	67.5%	64.7%	62.4%	**3,031**	**58.1%**
Female	32.6%	32.5%	35.3%	37.6%	**2,184**	**41.9%**
Managers						
Male	81.4%	80.1%	79.6%	79.5%	**7,464**	**79.2%**
Female	18.6%	19.9%	20.4%	20.5%	**1,961**	**20.8%**
Nonmanagers						
Male	81.3%	78.9%	77.9%	77.5%	**103,189**	**76.9%**
Female	18.7%	21.1%	22.1%	22.5%	**31,070**	**23.1%**
Global Employees by Employment Type						
Full-Time						
Male	81.6%	79.1%	78.2%	77.7%	**109,780**	**77.4%**
Female	18.4%	20.9%	21.8%	22.3%	**32,128**	**22.6%**
Part-Time						
Male	18.0%	87.0%	85.9%	10.2%	**873**	**49.2%**
Female	82.0%	13.0%	14.1%	89.8%	**903**	**50.8%**
2020 U.S. Workforce by Hourly/Salary Employees						
Hourly					**45,803**	**54%**
Salary					**36,048**	**46%**
Total					**84,851**	•
2020 U.S. Hourly by Gender						
Male					**32,456**	**70.9%**
Female					**13,347**	**29.1%**
Total					**45,803**	•
Global Technology Positions						
Male	•	82.0%	82.0%	81.8%	**27,333**	**81.5%**
Female	•	8.0%	18.0%	18.2%	**6,220**	**18.5%**

Note: Temporary is primarily U.S. hourly represented, non-seniority employees. Does not include seasonal.
Note: Managers by level in the organization, not indicating people leaders.
Note: Technology positions include these functions: Engineering Product Development, Research and Development, Information Technology, Manufacturing Engineering, Electric Vehicle and Autonomous.

WORKFORCE (CONTINUED)

	2016	2017	2018	2019	2020 Number	2020 Percentage
2020 Global Promotions by Gender						
Male					**4,922**	**72.7%**
Female					**1,847**	**27.3%**
Total					**6,769**	
2020 Global Open Positions Filled Internally						
Internal Hires					**2,592**	**57.6%**
Global Hires by Region						
Male						
North America	•	83.7%	82.6%	81.5%	**7,057**	**85.3%**
South America	•	11.0%	•	14.2%	**957**	**11.6%**
International	•	5.3%	17.4%	4.3%	**255**	**3.1%**
Female						
North America	•	89.5%	89.7%	88.5%	**3,208**	**89.8%**
South America	•	7.0%	•	8.2%	**297**	**8.3%**
International	•	3.5%	10.3%	3.3%	**69**	**1.9%**
Global Hires by Gender						
Male	•	66.8%	66.7%	63.1%	**8,269**	**69.8%**
Female	•	33.2%	33.3%	36.9%	**3,574**	**30.2%**
Global Hires by Age						
Male						
Under 30	•	61.0%	61.3%	59.8%	**4,384**	**53.0%**
30-49	•	33.3%	33.1%	35.0%	**3,291**	**39.8%**
50 and over	•	5.1%	5.6%	5.2%	**594**	**7.2%**
Female						
Under 30	•	57.7%	53.8%	53.6%	**1,798**	**50.3%**
30-49	•	37.2%	40.8%	41.0%	**1,540**	**43.1%**
50 and over	•	5.1%	5.5%	5.4%	**236**	**6.6%**
Global Attrition by Gender						
Male	•	74.5%	74.8%	71.3%	**12,934**	**78.1%**
Female	•	25.5%	25.2%	28.7%	**3,632**	**21.9%**
Global Attrition by Region						
Male						
North America	•	60.2%	62.3%	77.0%	**9,668**	**74.7%**
South America	•	23.5%	•	11.2%	**2,279**	**17.6%**
International	•	16.3%	37.3%	11.8%	**987**	**7.6%**
Female						
North America	•	86.0%	84.2%	89.4%	**3,094**	**85.2%**
South America	•	7.3%	•	4.6%	**350**	**9.6%**
International	•	6.7%	15.8%	6.0%	**188**	**5.2%**

Note: Global Attrition by Gender is salary only; includes any grade or level change.
Note: All hire data excludes temporary and student population (interns, co-ops).
Note: Attrition data excludes temporary and student population (interns, co-ops) and excludes divestitures in Italy and Thailand.

WORKFORCE (CONTINUED)

	2016	2017	2018	2019	2020	
					Number	Percentage
Global Attrition by Age						
Male						
Under 30	•	31.3%	39.2%	29.9%	**2,754**	**21.3%**
30-49	•	45.9%	33.8%	37.9%	**3,524**	**27.2%**
50 and over	•	22.8%	27.0%	32.2%	**6,656**	**51.5%**
Female						
Under 30	•	28.3%	44.2%	36.6%	**1,265**	**34.8%**
30-49	•	46.5%	18.0%	40.5%	**1,159**	**31.9%**
50 and over	•	25.2%	37.8%	22.9%	**1,208**	**33.3%**
U.S. Turnover Rate						
						Attrition Rate
Involuntary Turnover Rate					**5,793**	**1.2%**
Voluntary Turnover Rate	•	•	4.8%	4.7%	**988**	**7.0%**
Total Turnover Rate	4.9%	4.7%	6.2%	10.7%	**6,781**	**8.1%**
Global Workforce by Gender and Region						
Female						
North America	76.1%	86.5%	87.7%	87.6%	**29,211**	**88.4%**
South America	5.6%	6.2%	•	5.7%	**2,262**	**6.8%**
International	6.9%	7.3%	12.3%	6.7%	**1,558**	**4.7%**
Male						
North America	52.6%	68.7%	71.7%	71.4%	**80,285**	**72.6%**
South America	11.7%	13.1%	•	13.5%	**14,466**	**13.0%**
International	15.7%	18.2%	28.3%	15.1%	**15,902**	**14.4%**
2020 U.S. Workforce by Gender						
Male					**61,810**	**72.8%**
Female					**23,041**	**27.2%**
Total					**84,851**	

Note: Attrition data excludes temporary and student population (interns, co-ops) and excludes divestitures in Italy and Thailand.
Note: U.S. Turnover Rate - Voluntary: 4,119 of 5,793, or 71%, of all voluntary turnover is attributable to retirements.
Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

WORKFORCE (CONTINUED)

	2016	2017	2018	2019	2020	
					Number	Percentage
U.S. Workforce by Race, Ethnicity and Gender						
Female						
White	60.7%	61.3%	60.8%	59.0%	**13,298**	**57.7%**
Black/African American	27.0%	25.3%	25.5%	27.6%	**6,447**	**28.0%**
Asian	6.6%	7.2%	7.4%	7.0%	**1,668**	**7.2%**
Hispanic/Latino	4.9%	5.1%	5.3%	5.4%	**1,309**	**5.7%**
American Indian or Alaskan Native					**103**	**0.4%**
Native Hawaiian or Pacific Islander					**19**	**0.1%**
Two or More Races					**165**	**0.7%**
Do not wish to identify					**32**	**0.1%**
Male						
White	72.9%	72.8%	72.2%	71.5%	**43,254**	**70.0%**
Black/African American	15.0%	14.3%	14.3%	15.1%	**9,648**	**15.6%**
Asian	6.3%	6.8%	7.1%	6.9%	**4,529**	**7.3%**
Hispanic/Latino	4.9%	5.1%	5.3%	5.5%	**3,550**	**5.7%**
American Indian or Alaskan Native					**303**	**0.5%**
Native Hawaiian or Pacific Islander					**40**	**0.1%**
Two or More Races					**392**	**0.6%**
Do not wish to identify					**94**	**0.2%**
Total U.S. Workforce by Reported Race and Ethnicity						
White	69.7%	69.9%	69.2%	68.3%	**56,552**	**66.6%**
Black/African American	18.1%	17.1%	17.2%	18.4%	**16,095**	**19.0%**
Asian	6.4%	6.9%	7.2%	6.8%	**6,197**	**7.3%**
Hispanic/Latino	4.9%	5.1%	5.3%	5.5%	**4,859**	**5.7%**
American Indian or Alaskan Native					**406**	**0.5%**
Native Hawaiian or Pacific Islander					**59**	**0.1%**
Two or More Races					**557**	**0.7%**
Do not wish to identify					**126**	**0.1%**
2020 Global Workforce by Gender and Age Group						
Female						
Under 30					**17,281**	**52.3%**
30-49					**9,297**	**28.1%**
50 and over					**6,453**	**19.5%**
Male						
Under 30					**56,134**	**50.7%**
30-49					**38,263**	**34.6%**
50 and over					**16,256**	**14.7%**
Total						
Under 30					**73,415**	**51.1%**
30-49					**47,560**	**33.1%**
50 and over					**22,709**	**15.8%**

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

WORKFORCE (CONTINUED)

	2016	2017	2018	2019	2020 Number	2020 Percentage
U.S. Workforce by Gender and Age Group						
Female						
Under 30	15.5%	13.5%	13.1%	12.9%	**3,058**	**13.3%**
30-49	34.6%	49.6%	49.4%	49.7%	**11,443**	**49.7%**
50 and over	49.8%	36.9%	37.5%	37.4%	**8,540**	**37.1%**
Male						
Under 30	13.7%	12.3%	12.1%	11.4%	**7,432**	**12.0%**
30-49	43.1%	42.9%	43.0%	43.3%	**27,381**	**44.3%**
50 and over	43.2%	44.9%	45.0%	45.3%	**26,997**	**43.7%**
Total U.S. Workforce by Age Group						
Under 30	14.2%	12.6%	12.3%	11.8%	**10,490**	**12.4%**
30-49	44.8%	42.8%	44.6%	45.0%	**38,824**	**45.8%**
50 and over	41.0%	44.6%	43.0%	43.2%	**35,537**	**41.9%**
2020 U.S. Hourly by Race and Ethnicity						
White					**28,940**	**63.2%**
Black/African American					**13,260**	**29.0%**
Asian					**355**	**0.8%**
Hispanic/Latino					**2,707**	**5.9%**
American Indian or Alaskan Native					**325**	**0.7%**
Native Hawaiian or Pacific Islander					**32**	**0.1%**
Two or More Races					**145**	**0.3%**
Do not wish to identify					**39**	**0.1%**
2020 U.S. Hires by Race and Ethnicity						
White					**2,640**	**56.0%**
Black/African American					**1,051**	**22.3%**
Asian					**552**	**11.7%**
Hispanic/Latino					**369**	**7.8%**
American Indian or Alaskan Native					**16**	**0.3%**
Native Hawaiian or Pacific Islander					**5**	**0.1%**
Two or More Races					**57**	**1.2%**
Do not wish to identify					**22**	**0.5%**
2020 U.S. Hires by Self-Identified Status						
Disability					**73**	**1.5%**
Veteran					**148**	**3.1%**
Disabled Veteran					**24**	**0.5%**

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.
Note: All hire data excludes temporary and student population (interns, co-ops).

WORKFORCE (CONTINUED)

	2016	2017	2018	2019	2020 Number	2020 Percentage
2020 U.S. Attrition by Race and Ethnicity						
White					4,871	71.9%
Black/African American					1,231	18.2%
Asian					282	4.2%
Hispanic/Latino					331	4.9%
American Indian or Alaskan Native					32	0.5%
Two or More Races					27	0.4%
Do not wish to identify					4	0.1%
2020 U.S. Promotions by Race and Ethnicity						
White					3,096	70.8%
Black/African American					316	7.2%
Asian					577	13.2%
Hispanic/Latino					309	7.1%
American Indian or Alaskan Native					5	0.1%
Native Hawaiian or Pacific Islander					2	0.0%
Two or More Races					67	1.5%
Do not wish to identify					4	0.1%
U.S. Workforce by Self-Identified as Having Disability (includes disabled veterans)						
Male	76.9%	76.3%	74.0%	73.6%	536	83.1%
Female	23.1%	23.7%	26.0%	26.4%	109	16.9%
U.S. Workforce Self-Identified Veteran Status						
Veteran (includes disabled veterans)						
Male	85.8%	88.1%	88.2%	88.5%	4,400	87.9%
Female	14.2%	11.9%	11.8%	11.5%	605	12.1%
Disabled Veteran						
Male	88.9%	94.3%	92.9%	92.9%	374	92.6%
Female	11.1%	5.7%	7.1%	7.1%	30	7.4%
2020 U.S. Workforce Self-Identified as LGBTQ						
Out of 6,568 self-reported responses					345	5.3%
2020 U.S. Technology Positions by Race and Ethnicity						
White					17,199	67.3%
Black/African American					1,459	5.7%
Asian					5,013	19.6%
Hispanic/Latino					1,496	5.8%
American Indian or Alaskan Native					54	0.2%
Native Hawaiian or Pacific Islander					19	0.1%
Two or More Races					271	1.1%
Do not wish to identify					63	0.2%

Note: Attrition data excludes temporary and student population (interns, co-ops) and excludes divestitures in Italy and Thailand.
Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

WORKFORCE (CONTINUED)

	2016	2017	2018	2019	2020	
					Number	Percentage
Global Females in Top Management Positions						
	31.6%	32.0%	43.0%	32.2%	**27**	**30.0%**
2020 U.S. Top Management Positions by Race and Ethnicity						
White					**71**	**84.5%**
Black/African American					**3**	**3.6%**
Asian					**5**	**6.0%**
Hispanic/Latino					**2**	**2.4%**
American Indian or Alaskan Native					**0**	**0.0%**
Native Hawaiian or Pacific Islander					**0**	**0.0%**
Two or More Races					**2**	**2.4%**
Do not wish to identify					**1**	**1.2%**
2020 U.S. Executive-Level Positions by Race and Ethnicity						
White					**744**	**82.7%**
Black/African American					**44**	**4.9%**
Asian					**55**	**6.1%**
Hispanic/Latino					**45**	**5.0%**
American Indian or Alaskan Native					**4**	**0.4%**
Native Hawaiian or Pacific Islander					**0**	**0.0%**
Two or More Races					**6**	**0.7%**
Do not wish to identify					**2**	**0.2%**
Global Executive-Level Positions by Gender						
Male	•	68.4%	80.1%	79.9%	**874**	**80.1%**
Female	•	31.6%	21.6%	20.1%	**217**	**19.9%**

Note: Top Management Positions defined as maximum two levels away from CEO as a percent of total top management positions. Does not include administrative assistants.
Note: Executive-Level Positions defined as employees in executive-level job classifications.
Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

GOVERNANCE & ETHICS

	2015	2016	2017	2018	2019	2020
Board Composition						
Director Gender						
Male		(6) 55%	(6) 55%	(5) 45%	(5) 45%	**(6) 46%**
Female		(5) 45%	(5) 45%	(6) 55%	(6) 55%	**(7) 54%**
Director Age						
50s		27.27%	36.50%	55%	27%	**(3) 23%**
60s		45.45%	36.50%	36%	64%	**(8) 62%**
70s		27.27%	27.00%	9%	9%	**(2) 15%**
Average Age		64 years	64 years	62 years	62 years	**63 years**
Director Tenure						
0-5 Years						**6**
>5-10 Years						**5**
>10 Years						**2**
Average Tenure						**5.8 years**
Director Ethnic Diversity						
White		(9) 82%	(9) 82%	(10) 91%	(10) 91%	**(10) 77%**
Diverse Race or Ethnicity		(2) 18%	(2) 18%	(1) 9%	(1) 9%	**(3) 23%**
Meeting Statistics						
Board Meetings Held		8	10	10	8	**11**
Committee Meetings Held		29	29	29	23	**23**
Board Attendance		94%	97%	96%	97%	**98%**
Executive Sessions		•	•	•	6	**6**
Remuneration						
Ratio of Base Salary and Remuneration of Women to Men						
Executive Level (base salary only)		98.8%	97.5%	99.2%	100.3%	104.0%
Executive Level (base salary + other cash incentives)		•	•	•	•	106.0%
Management Level (base salary only)		100.5%	100.5%	106.2%	100.3%	100.0%
Management Level (base salary + cash incentives)		•	•	•	•	100.0%
Nonmanagement Level		97.1%	97.7%	98.3%	97.0%	96.0%
Ethics						
Number of Employees, Contract Workers and Suppliers Completed Ethics Training		•	97,792	76,565	68,823	**~70,000**
Number of Required Ethics Training Courses		•	•	5	6	**5**
Total Online Ethics Training Courses Delivered		•	448,237	425,468	446,551	**354,990**
Other Online Ethics Compliance Courses Taken by GM Employees		•	•	43,818	33,615	**32,759**
Number of In-Person Compliance Training Modules Delivered Directly From the Compliance Group		•	13,277	13,872	9,235	**23,345**
Percentage of Eligible Salaried Employees Completed Code of Conduct Certification		100%	100%	100%	100%	**100%**
Reports to the Awareline						
Total		2,002	2,470	3,569	4,263	**3,654**
Allegations		•	•	•	3,483	**2,732**
Inquiries		•	•	•	234	**301**
Suggestions		•	•	•	15	**112**

GOVERNANCE & ETHICS (CONTINUED)

	2015	2016	2017	2018	2019	2020
Types of Allegations Received						
Category (Proportions of Allegations)						
Accounting, Auditing and Financial Reporting		•	•	•	0.25%	**0.3%**
Business Integrity		•	•	•	5%	**7.0%**
Human Resources, Diversity and Workplace Respect		•	•	•	38%	**39.4%**
Environment, Health and Safety		•	•	•	26%	
Misuse, Misappropriation of Corporate Assets		•	•	•	31%	**29.7%**
						23.6%

ENVIRONMENTAL

	Baseline (2010)	2016	2017	2018	2019	2020
Notices of Violations						
Number of Notices of Violation (NOV) in the U.S.	•	25	25	16	9	**12**
Number of Notices of Violation (NOV) outside of the U.S.	•	11	8	8	3	**4**
Energy & Emissions						
Energy Intensity (MWh/vehicle)	2.31	2.00	1.96	2.03	2.13	**2.06**
Energy Consumption Within the Organization (in GJ)						
Total Fuel Consumption from Nonrenewable Sources	•	34,444,439	30,313,931	30,069,475	27,112,428	**21,637,064**
Total Fuel Consumption from Renewable Sources	•	2,981,123	1,118,454	1,100,142	6,535,854	**860,141**
Total Electricity Consumption	•	33,364,403	29,778,155	29,721,928	21,029,706	**21,749,755**
Heating Consumption	•	•	•	•	•	**N/A**
Cooling Consumption	•	•	•	•	•	**N/A**
Steam Consumption	•	4,105,376	1,610,934	2,124,961	1,664,478	**1,113,784**
Electricity Sold	•	•	20,232	•	•	**N/A**
Heating Sold	•	•	•	•	•	**N/A**
Cooling Sold	•	•	•	•	•	**N/A**
Total Energy Consumption	•	74,895,341	62,801,243	63,016,506	56,342,466	**45,407,476**
Energy Consumption Outside of the Organization (in GJ)	•	2,526,364	1,283,882,121	0	3,183,499,282	**1,283,882,121**
Reduction of Energy Consumption (in GJ)					1,384,718	**1,996,002**
Renewable Energy (MW)	21.48	171.2	371.2	416	424	**1,061.6**
GHG Emissions Intensity (metric tons CO2e/vehicle)	0.88	0.74	0.68	0.67	0.72	**0.62**
Direct (Scope 1) GHG Emissions (gross direct) (metric tons CO2e)	•	2,003,265	1,848,804	1,763,555	1,589,700	**1,214,124**
Energy Indirect (Scope 2) GHG Emissions						
Gross Location-Based Indirect Emissions (metric tons CO2e)	•	•	•	4,322,761	4,381,970	**3,087,816**
Gross Market-Based Indirect Emissions	•	•	•	3,924,338	3,721,875	**2,599,822**
Other Indirect (Scope 3) GHG Emissions (gross other indirect) (metric tons CO2e)	•	320,911,918	286,310,319	264,563,698	249,384,317	**249,384,317***
Emissions of Ozone-Depleting Substances (ODS) (metric tons)	•	0.6	0.5	0.936	0.663	**13.28**
VOC Intensity (metric tons/vehicle)	0.0038	0.0028	0.0025	0.0024	0.00235	**0.00211**
NOX (metric tons)	•	1,590	1,388	1,385	11,528	**1,388**
SOX (metric tons)	•	32	26	26	30	**26.2**

** Scope 3 data reflects 2019 values. 2020 data will be available in late 2021.*

ENVIRONMENTAL (CONTINUED)

	Baseline (2010)	2016	2017	2018	2019	2020
Water						
Water Intensity (M3/vehicle)	4.77	4.13	4.21	4.23	4.26	**3.97**
Total Water Withdrawal by Source (megaliters)					31,255	**24,346**
Surface Water	•	•	•	0	0	**0**
Groundwater	•	•	•	3,265	3,186	**2,572**
Seawater	•	•	•	0	0	**0**
Produced Water	•	•	•	0	0	**0**
Third-Party Water	•	35,370,819	36,652,919	32,585	28,069	**22,982**
Total Water Withdrawal from All Areas with Water Stress, by Source (megaliters)						
Surface Water	•	•	•	0	0	**0**
Groundwater	•	•	•	0.86	1,515	**875**
Seawater	•	•	•	0	0	**0**
Produced Water	•	•	•	0	0	**0**
Third-Party Water	•	•	•	3,412	1,855	**1,083**
Total Water Withdrawal by Source						
Freshwater (≤1,000 mg/L Total Dissolved Solids)	•	•	•	3,412	3,370	**22,982**
Other Water (>1,000 mg/L Total Dissolved Solids)	•	•	•	0.86	0	**2,572**
Water Discharge by Destination (megaliters)						
Surface Water	•	•	•	11,451	12,016	**11,410**
Groundwater	•	•	•	119	139	**97**
Seawater	•	•	•	0	0	**0**
Third-Party Water	•	•	•	22,548	15,468	**13,550**
Total Water Discharge, by Category (megaliters)						
Freshwater (≤1,000 mg/L Total Dissolved Solids)	•	•	•	11,451	26,964	**24,960**
Other Water (>1,000 mg/L Total Dissolved Solids)	•	•	•	0	114	**97**
Total Water Discharge to All Areas with Water Stress, by Category						
Total						**1,377**
Water Discharge by Quality and Destination (million m3)						
Direct Discharge (to surface water body)	•	16.3	13.1	22.5	12.02	**11.41**
Indirect Discharge (to treatment facility)	•	27.4	24.2	11.5	15.47	**13.55**
Discharge to Groundwater	•	0.2	0.1	0.1	0.14	**0.097**
Total Water Consumption from All Areas (megaliters)	•	•	•	10,738	9,376	**7,666**
Total Water Consumption from All Areas with Water Stress (megaliters)	•	•	•	1,104	1,011	**588**

ENVIRONMENTAL (CONTINUED)

	Baseline (2010)	2016	2017	2018	2019	2020
Waste						
Waste Intensity (kg/vehicle)	307	222	229	225	222	**211**
Landfill-Free Sites	66	131	142	137	94	**85**
Waste by Type and Disposal Method (metric tons to nearest whole number)*						
Reuse	•	462,706	124,614	77,247	66,922	**51,907**
Recycling	•	1,718,168	1,697,414	1,581,380	1,355,345	**1,119,199**
Composting	•	3,468	3,065	6,362	5,779	**4,086**
Recovery, Including Energy Recovery	•	61,967	60,999	82,144	71,119	**46,440**
Incinerating (mass burn)	•	20,891	20,752	21,145	16,802	**16,621**
Deep Well Injection	•	•	minimal	0	0	**0**
Landfill	•	278,906	291,663	287,748	231,986	**159,818**
On-Site Storage	•	minimal	minimal	0	0	**0**
Other (includes microwaving, enclaves, plasma processing and other treatments)	•	6,952	11,799	22,030	22,838	**11,771**
Total	•	2,553,058	2,211,500	2,078,056	1,770,791	**1,409,841**
Transport of Hazardous Waste						
Metric Tons of Hazardous Waste Transported	•	•	4,409	3,995	3,077	**3,023**
Hazardous Waste Imported	•	•	0	0	0	**0**
Hazardous Waste Exported	•	•	0	0	0	**0**
Metric Tons Hazardous Waste Treated	•	•	112	58	274	**440**
Percent Hazardous Waste Shipped Internationally	•	•	0	0	0	**0**

COMMUNITY

	2015	2016	2017	2018	2019	2020
Corporate Giving						
2019 Focus Area Funding						
STEM	•	•	•	•	36%	**39%**
Detroit	•	•	•	•	32%	**34%**
Community Development	•	•	•	•	23%	**17%**
Vehicle and Road Safety	•	•	•	•	9%	**10%**
Individuals Impacted by Programming						
Vehicle and Road Safety	•	•	•	•	1.1 million	**2 million**
STEM	•	•	•	•	300,000	**1.4 million**
Detroit	•	•	•	•	339,000	**296,100**
Community Development	•	•	•	•	91,000	**65,000**
Community Impact Grants						
Amount of Funding Provided	•	•	•	•	$2 million+	**$2 million+**
Number of Nonprofits	•	•	•	•	150+	**150+**
teamGM Cares						
Repurposed Business Resources for Nonprofits	•	•	•	•	$4.5 million	**$1 million**
Employee Participation	•	12,167	15,445	17,648	18,880	**15,190**
Nonprofits	•	•	•	•	541	**300**
U.S. States	•	•	•	•	19	**21**
Countries	•	•	•	•	13	**10**

*Data updated July 2021

2020 VERIFICATION STATEMENT
GENERAL MOTORS COMPANY

Stantec

Statement of Verification

Introduction

Stantec Consulting Ltd. (Stantec) was contracted by General Motors Company (GM) to conduct an independent third-party verification of a selection of greenhouse gas (GHG) and sustainability data assertions (the Assertions) for their Global Facilities.

In this work, GM was responsible for the collection of activity data used in the calculations, data management, completion of the calculations, and preparation of the report that contains the Assertions.

Stantec was responsible for planning and executing the verification in order to reach a limited level of assurance opinion as to whether the Assertions are presented fairly and in accordance with the verification criteria. Stantec is accredited with the American National Standards Institute (ANSI), a member of the International Accreditation Forum (IAF), in accordance with ISO 14065 (Accreditation ID #0805 issued to Stantec Consulting Ltd. for greenhouse gas (GHG) verification and validation).

Intended User

The results of the verification will be used by GM for internal and external sustainability reporting, and for reporting to CDP. The users of this statement are GM, shareholders and the public.

Verification Objective

The objective of the verification was to assess whether the GHG and sustainability data assertions (as presented in Table 1) for GM's 2020 operations are accurately prepared in accordance with appropriate criteria.

Verification Boundaries

The boundaries of the verification include GM owned and operated facilities within General Motors North America (GMNA), General Motors South America (GMSA) and General Motors International Operations (GMIO). A subset of GM facilities has been excluded from the Assertions, and a list of these excluded facilities has been provided to Stantec and included in the detailed verification report for transparency.

Reporting Period

The verification was conducted for the period of January 1, 2020 to December 31, 2020.

GHG and Sustainability Data Assertions

The GHG and sustainability data assertions are provided in Table 1.

2020 VERIFICATION STATEMENT
GENERAL MOTORS COMPANY

Stantec

Table 1. General Motors Global Facilities - 2020 GHG and Sustainability Data Assertions

Parameter	Assertion	Units	Notes
Scope 1 GHG Emissions	1,214,124	Metric tonnes of carbon dioxide equivalent (tCO_2e)	
Scope 2 GHG Emissions (Location Based)	3,087,816	tCO_2e	
Scope 2 GHG Emissions (Market Based)	2,599,822	tCO_2e	
Total Energy Use	12,613,188	MWh	
Total Water Use	25,554,164	m^3	
Total Waste	1,409,841	metric tonnes	Does not include waste from construction, demolition and remediation
Waste per Vehicle Produced	211	kg per vehicle	
Number of Landfill-Free Facilities	85	# Facilities	
Year Over Year Performance Scope 1 & 2 GHG Emissions 2019 vs 2020 (negative value represents decrease)	-29.6	%	Location-Based
Year Over Year Performance Total Energy Use 2019 vs 2020 (negative value represents decrease)	-19.4	%	Scopes 1 & 2
Year Over Year Performance Scope 2 GHG Emissions 2019 vs 2020 (negative value represents decrease)	-30.1	%	Market-Based (Scope 2)
Year Over Year Performance Total Water Use 2019 vs 2020 (negative value represents decrease)	-18.2	%	
Year Over Year Performance Total Vehicles Produced 2019 vs 2020 (negative value represents decrease)	-15.0	%	
Year Over Year Performance Waste per Vehicle 2019 vs 2020 (negative value represents decrease)	-4.9	%	
Total renewable electricity use	1,398,047	MWh	
Total Electricity Use	6,041,604	MWh	Market Based
Total GHG Reductions Applied due to Renewable Energy Use	492,003	tCO_2e	
Renewable Electricity as a Percentage of Total Electricity Use	23	%	
GRI 302-1 Total Energy Use	12,613,188	MWh	
GRI 303-1 Total Water Use and Effluents	25,554,164	m^3	
GRI 305-1 Total Scope 1 GHG Emissions	1,214,124	tCO_2e	
GRI 305-1 Total Scope 2 GHG Emissions	3,087,816	tCO_2e	Location Based
GRI 305-7 Total Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and other significant air emissions	SOx (as SO2): 0.03 NOx: 14.93	thousand metric tonnes	Does not include combustion of mobile fuels
GRI 306-2 Total Waste	1,409,841	metric tonnes	Does not include waste from construction, demolition and remediation
Production	6,130,748	# Vehicles	M-schedule, saleable vehicles

2020 VERIFICATION STATEMENT
GENERAL MOTORS COMPANY

Stantec

Verification Criteria

Stantec has conducted sufficient and appropriate procedures to express a ***limited level of assurance*** opinion as to whether the GHG and sustainability data assertions for 2020 as quantified by GM satisfy the requirements of the following criteria:

- ISO 14064 Greenhouses Gases – Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals, 2006
- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD), *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard* (Revised Edition), March 2004
- WRI/WBCSD, GHG Protocol Scope 2 Guidance: An Amendment to the GHG Corporate Standard
- CDP Guidance for the 2020 reporting year (CDP Guidance)
- GRI Sustainability Reporting Guidelines (various guidelines, updated from time to time)

Verification Standards

The verification is being conducted in accordance with ISO14064:3, the AA1000 AccountAbility Principles Standard (2008) and Stantec's Standard Operating Procedures developed for accreditation to ISO 14065.

Verification Opinion

Based on the processes and procedures completed, there is no evidence that GM's stated GHG and sustainability data assertions for the 2020 calendar year are not, in all material respects, fairly stated in accordance with the criteria noted herein.

2020 VERIFICATION STATEMENT
GENERAL MOTORS COMPANY

Verifier's Independence, Impartiality, and Competence

Stantec provides this conclusion as an independent verifier. Prior to entering into an assurance agreement Stantec assesses for any real, potential, or perceived conflict. Stantec continues to monitor for compromised impartiality throughout the engagement. No real, potential or perceived conflicts of interest were identified throughout the course of this verification.

Stantec provides this report to GM in accordance with our terms of agreement. We consent to its public release. Because of the inherent limitations in any verification, Stantec accepts no responsibility by use of a third party. Stantec has undertaken all assignments in its role as an independent verification body using professional effort consistent with ISO 14064:3. Stantec has assessed the 2020 GHG and sustainability data assertions for GM Global Facilities using reasonably ascertainable information. The assessment represents the conditions in the subject area at the time of the assessment. Stantec did not conduct direct GHG emissions monitoring or other environmental sampling and analysis in conjunction with this verification report. Stantec will retain all verification documents for a minimum of seven (7) years.

STANTEC CONSULTING LTD.

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Issued April 23, 2021 in Waterloo, Ontario, Canada

2019 SELECT SCOPE 3 VERIFICATION STATEMENT
GENERAL MOTORS COMPANY

Stantec

Statement of Verification

Introduction

Stantec Consulting Ltd. (Stantec) was contracted by General Motors Company (GM) to conduct an independent third-party verification of a selection of Scope 3 greenhouse gas (GHG) assertions (the Assertions) for their Global Facilities.

In this work, GM was responsible for the collection of activity data used in the calculations, data management, completion of the calculations, and preparation of the report that contains the Assertions.

Stantec was responsible for planning and executing the verification in order to reach a limited level of assurance opinion as to whether the Assertions are presented fairly and in accordance with the verification criteria. Stantec is accredited with the American National Standards Institute (ANSI), a member of the International Accreditation Forum (IAF), in accordance with ISO 14065 (Accreditation ID #0805 issued to Stantec Consulting Ltd. for greenhouse gas (GHG) verification and validation).

Intended User

The results of the verification will be used by GM for internal and external sustainability reporting, and for reporting to CDP. The users of this statement are GM, shareholders and the public.

Verification Objective

The objective of the verification was to assess whether the select Scope 3 GHG assertions (as presented in Table 1) for GM's 2019 operations are accurately prepared in accordance with appropriate criteria.

Verification Boundaries

The boundaries of the verification include GM owned and operated facilities within General Motors North America (GMNA), General Motors South America (GMSA) and General Motors International Operations (GMIO). A subset of GM facilities has been excluded from the Assertions, and a list of these excluded facilities has been provided to Stantec and included in the detailed verification report for transparency.

Reporting Period

The verification was conducted for the period of January 1, 2019 to December 31, 2019.

GHG and Sustainability Data Assertions

The select Scope 3 GHG assertions are provided in Table 1.

2019 SELECT SCOPE 3 VERIFICATION STATEMENT
GENERAL MOTORS COMPANY

Stantec

Table 1. General Motors Global Facilities - 2019 Select Scope 3 GHG Assertions

Parameter	Assertion	Units	Notes
Scope 3 GHG Emissions Category 1 Purchased Goods & Services	50,848,346	tCO_2e	
Scope 3 GHG Emissions Category 2 Capital Goods	3,167,447	tCO_2e	
Scope 3 GHG Emissions Category 3 Fuel & Energy Related Activities	322,403	tCO_2e	
Scope 3 GHG Emissions Category 4 Upstream Transportation	4,965,042	tCO_2e	
Scope 3 GHG Emissions Category 6 Business Travel	40,051	tCO_2e	Air travel only
Scope 3 GHG Emissions Category 9 Downstream Transportation	1,532,188	tCO_2e	
Scope 3 GHG Emissions Category 11 Use of Sold Product	190,120,729	tCO_2e	Includes emissions from produced vehicle travel and air conditioning systems
GRI 305-1 Total Scope 3 GHG Emissions	Category 1: 50,848,346 Category 2: 3,167,447 Category 3: 322,403 Category 4: 4,965,042 Category 6: 40,051 Category 9: 1,532,188 Category 11: 190,120,729	tCO_2e	Category 6 is air travel only

Verification Criteria

Stantec has conducted sufficient and appropriate procedures to express a ***limited level of assurance*** opinion as to whether the select Scope 3 GHG assertions for 2019 as quantified by GM satisfy the requirements of the following criteria:

- ISO 14064 Greenhouses Gases – Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals, 2006
- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD), The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004
- WRI/WBCSD, Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard
- CDP Guidance for the 2019 reporting year (CDP Guidance)
- GRI Sustainability Reporting Guidelines (various guidelines, updated from time to time)

2019 SELECT SCOPE 3 VERIFICATION STATEMENT
GENERAL MOTORS COMPANY

Verification Standards

The verification is being conducted in accordance with ISO14064:3, the AA1000 AccountAbility Principles Standard (2008) and Stantec's Standard Operating Procedures developed for accreditation to ISO 14065.

Verification Opinion

Based on the processes and procedures completed, there is no evidence that GM's stated GHG and sustainability data assertions for the 2019 calendar year are not, in all material respects, fairly stated in accordance with the criteria noted herein.

Verifier's Independence, Impartiality, and Competence

Stantec provides this conclusion as an independent verifier. Prior to entering into an assurance agreement Stantec assesses for any real, potential, or perceived conflict. Stantec continues to monitor for compromised impartiality throughout the engagement. No real, potential or perceived conflicts of interest were identified throughout the course of this verification.

Stantec provides this report to GM in accordance with our terms of agreement. We consent to its public release. Because of the inherent limitations in any verification, Stantec accepts no responsibility by use of a third party. Stantec has undertaken all assignments in its role as an independent verification body using professional effort consistent with ISO 14064:3. Stantec has assessed the 2019 select Scope 3 GHG assertions for GM Global Facilities using reasonably ascertainable information. The assessment represents the conditions in the subject area at the time of the assessment. Stantec did not conduct direct GHG emissions monitoring or other environmental sampling and analysis in conjunction with this verification report. Stantec will retain all verification documents for a minimum of seven (7) years.

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Cautionary Note on Forward-Looking Statements: This report and related comments by management may include "forward-looking statements" within the meaning of the U.S. federal securities laws. Forward-looking statements are any statements other than statements of historical fact. Forward-looking statements represent our current judgement about possible future events and are often identified by words such as "anticipate," "appears," "approximately," "believe," "continue," "could," "designed," "effect," "estimate," "evaluate," "expect," "forecast," "goal," "initiative," "intend," "may," "objective," "outlook," "plan," "potential," "priorities," "project," "pursue," "seek," "should," "target," "when," "will," "would," or the negative of any of those words or similar expressions. In making these statements, we rely upon assumptions and analysis based on our experience and perception of historical trends, current conditions, and expected future developments, as well as other factors we consider appropriate under the circumstances. We believe these judgements are reasonable, but these statements are not guarantees of any future events or financial results, and our actual results may differ materially due to a variety of factors, many of which are described in our most recent Annual Report on Form 10-K and our other filings with the U.S. Securities and Exchange Commission. We caution readers not to place undue reliance on forward-looking statements. Forward-looking statements speak only as of the date they are made, and we undertake no obligation to update publicly or otherwise revise any forward-looking statements, whether as a result of new information, future events, or other factors that affect the subject of these statements, except where we are expressly required to do so by law.