Zero Crashes.

Zero Emissions.

Zero Congestion.
We Envision a World with Zero Crashes, Zero Emissions and Zero Congestion.

MORE TIME. MORE FREEDOM. MORE OPPORTUNITY.

IT WILL CHANGE THE WORLD.

THE TRANSFORMATION IS NO LONGER ON A DRAWING BOARD, A GENERATION AWAY.

IT’S HAPPENING NOW.

THE FUTURE OF PERSONAL MOBILITY IS ACCELERATING.
NEW TECHNOLOGIES ARE CONVERGING IN MEANINGFUL WAYS.
THE INTERNET OF THINGS HAS TAKEN TO THE STREET. AND AN AUTONOMOUS FLEET OF ELECTRIC VEHICLES IS WITHIN OUR GRASP.

GENERAL MOTORS’ 2017 SUSTAINABILITY REPORT CHRONICLES HOW WE ARE MOVING HUMANITY FORWARD ON THIS TRANSFORMATIVE JOURNEY.

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We Envision a World with Zero Crashes, Zero Emissions and Zero Congestion.
For more than a century, automobiles have driven our society and economy, giving us unprecedented mobility and transforming the way we work and live.

Today, we are in the midst of another revolution as groundbreaking technologies and evolving customer lifestyles transform our vehicles and how we use them.

At General Motors, our vision of a future with zero crashes, zero emissions and zero congestion addresses the challenges associated with the freedom of mobility. This bold, ambitious vision has the potential each year to save 1.25 million lives by eliminating human error, the root of more than 90 percent of crashes; eliminate over 2 billion tons of carbon dioxide; and give commuters back the week of time they spend in traffic.

Autonomous, electric, shared and connected vehicles will fuel this transformation. Each is leading-edge on its own. Combined, they will provide customers with safer, better and more sustainable vehicles.

Our journey to this future is underway. We have the right team, the right technology, the right partners and the global manufacturing scale to bring these innovative solutions to more customers, more quickly. And our strategy to transform GM into the world’s most valued automotive company includes several major initiatives to lead this revolution.

**Vehicles That Drive Themselves**

Self-driving vehicles will reinvent our society, not only by reducing crashes and saving lives, but also by unlocking the power of mobility for those unable to drive.

General Motors is the only company with a fully integrated solution to produce self-driving vehicles at scale. With our 2017 acquisition of LiDAR developer Strobe, we now have every capability—from simulation and mapping software to safety validation and autonomous vehicle (AV)-specific vehicle design—under one roof. And we’ve moved quickly, developing three generations of self-driving vehicle technology in just 14 months.

After more than a year of building test vehicles, we are shifting to build production versions at our Orion Assembly plant in Michigan. The Cruise AV, which is part of our plans to commercialize in a dense urban area in 2019, will be the first production-ready vehicle built from the ground up to operate safely without a driver, steering wheel, pedals or manual controls. It represents a significant milestone on our path to deploying self-driving vehicles next year.

In preparation, we filed a Safety Report and Safety Petition with the U.S. Department of Transportation in January 2018 to enable us to safely deploy our Cruise AV zero-emission, self-driving vehicle.

Last month, we further strengthened our plans to commercialize AV technology at large scale through a landmark deal with the SoftBank Vision Fund, the world’s largest tech and ridesharing investor. SoftBank is investing $2.25 billion and General Motors is investing $1.1 billion in GM Cruise, a new, majority-owned subsidiary. With SoftBank as a partner, we gain a tech leader that shares our vision, believes in our long-term business model and appreciates our integrated approach to AV development. It also strengthens our ability to attract high-tech talent, which is vital to our success.
In the interim, we continue to rigorously push our test vehicles to their limits to get the safest, smartest AVs on the road as soon as possible. The majority of our testing is taking place in San Francisco, a highly complex urban driving environment with unpredictable situations that arise nearly 50 times more often than in suburban settings.

To give customers a glimpse into a self-driving future, we are introducing driver-assist technologies. Last fall, Cadillac introduced Super Cruise technology in the 2018 CT6 sedan. Using cameras and radar, Super Cruise can safely pilot the vehicle on the highway without driver input, tracking facial expressions to ensure the driver’s eyes are on the road.

Why Our AVs Are Also EVs
We believe autonomous vehicles must also be electric vehicles. AV systems integrate more seamlessly with EVs than vehicles with conventional internal combustion engines. All-electric AVs also will help accelerate more widespread adoption of electric propulsion technologies, allowing us to move faster to achieve our goal of eliminating crashes, emissions and congestion.

In 2017, our own groundbreaking Chevrolet Bolt EV, Chevrolet Volt plug-in hybrid and Cadillac CT6 Plug-in accounted for nearly a quarter of industry EV and plug-in sales in the U.S. Furthermore, we have seen a dramatic increase in customer miles traveled in our electric vehicles since we introduced the Volt in 2010.

As of December 2017, drivers of five GM electrified models, including the Bolt EV, have racked up more than 2.6 billion EV miles. We are encouraged by this momentum and plan to increase Bolt EV production in response to global demand during 2018.

And this is just the beginning of our path to an all-electric future, to which we remain committed, regardless of fuel economy standards. We have seen the cost of developing, owning and operating an EV decrease as battery technology advances and as we drive cost efficiencies. In fact, we are well on our way to bringing at least 20 new, all-electric models to market globally by 2023—our next step toward a zero-emissions world.

China is an important part of our strategy and is currently the world’s largest market for electric vehicles. A new battery plant in Shanghai, through our SAIC-General Motors joint venture, will help position us to lead in that market. By 2020, we will introduce at least 10 plug-in hybrids or EVs in China, and we have already launched the Buick Velite 5 extended-range EV, Cadillac CT6 Plug-in and Baojun E100 battery electric vehicle and introduced the Buick Velite 6 plug-in hybrid and Velite 6 EV.

A successful transition to EVs also depends on a robust charging network, assuring consumers they can drive their EVs anywhere, anytime. In the U.S., EVs from all manufacturers can access about 17,000 public charging stations—including about 2,000 DC fast chargers—but more will be needed as more consumers discover the benefits of EVs. We’re committed to working with utilities and other partners to accelerate the availability of chargers.

Sharing: Mobility on Demand
One source of insights on EV charging comes from Maven, General Motors’ shared mobility platform, where the Bolt EV is among customers’ most popular choices.

Maven is helping us capitalize on the growing popularity of car-sharing, ridesharing and the freelance—or “gig”—economy, especially among millennials. Each shared vehicle can take approximately 10 others off the road, significantly reducing congestion in cities.
With a fleet of General Motors vehicles available on demand through a mobile app, Maven operates in 17 North American cities, and its customers have driven more than 290 million miles. We’ve also partnered with EVgo to provide access to hundreds of chargers in major markets for our Maven Gig Bolt EV drivers.

Underlying these innovations—self-driving cars, electrification and shared mobility—is a powerful technological infrastructure. Our 20-plus years of OnStar leadership gives us an industry advantage, with nearly 14 million members on the road, and up to 245,000 member calls every day.

A Sustainable Business
We’ve integrated sustainability into our business strategy and core operations. A sustainable mindset and focus on environmental, social and governance issues drives long-term value.

Today, our vehicle manufacturing process has the lowest environmental footprint in our history, thanks to steady progress toward achieving our 2020 operational commitments to reduce energy, carbon, water and waste intensity. In fact, we surpassed our carbon intensity commitment three years early, with a 22 percent reduction in operational carbon emissions since 2010.

Our footprint will continue to decrease as we get closer toward our goal of using 100 percent renewable energy to power all our global operations by 2050. By the end of 2018 we expect to be 20 percent of the way there.

In early 2018, our Flint Metal Center and Flint Engine Operations began drawing electricity from a wind farm in nearby Tuscola County—about 110,000 total megawatt hours per year. A dedicated energy procurement team continues to seek opportunities in wind, sun and landfill gas as they become available.
Our Position on Climate Change and Fuel Economy Standards

At General Motors, we take the challenge of climate change seriously. We recognize that the transportation sector is a leading contributor to global greenhouse gas emissions. We acknowledged long ago that climate change is real and we have consistently and publicly advocated for climate action and awareness, and policies putting a value on carbon. It is a driving force behind our vision of a future of zero crashes, zero emissions and zero congestion.

Our global commitment to improving fuel economy, reducing emissions and an all-electric, zero-emissions future is unwavering, and regardless of any modifications to existing emissions standards as is currently under review in the United States. In the U.S., we support modernizing the standards and creating one national program that includes California. We intend to continue working with the California Air Resources Board, Environmental Protection Agency and the National Highway Traffic Safety Administration on standards to improve fuel economy and our environment.

We are committed to transparent disclosure of our greenhouse gas emissions and actions we are taking to reduce them globally. We have consistently reaffirmed these points with our global employees and other stakeholders, including policymakers, regulators and shareholders.

Also, with the recent addition of 27 newly certified facilities, General Motors has 142 landfill-free facilities globally—more than any other automaker. All our manufacturing operations in Canada, Mexico and South America are officially landfill free. General Motors has committed to reach 150 landfill-free operations globally by 2020, with the long-term aspiration of becoming a zero-waste company.

Third parties recognize our commitment. General Motors is the only automaker on the 2017 Dow Jones Sustainability Index for North America, and is also on the World Index. We have also been named to CDP’s Global Climate A List for disclosure and performance on climate change impacts, and its Supplier Climate A List for driving down emissions across our supply chain, and the first time that GM was named to the DJSI World Index.

Powered by Top Talent
Innovating for the future requires new skillsets and new ways of thinking. Our diverse and inclusive team brings wide-ranging perspectives and experiences to solving the complex transportation challenges of today and tomorrow.

Forty percent of our salaried employees have been with General Motors five years or less. These men and women, drawn from many of the same sources that feed the global tech economy, bring skills that complement the engineering and manufacturing expertise of our long-time General Motors employees. We recruit and train new employees with a focus on our values and on winning with integrity.
As a company committed to reinventing transportation for all, we want and need everyone to participate. So, we are working to close the gender gap in engineering by investing in partnerships with national STEM advocates like Girls Who Code and Code.org. We have also increased our focus on vehicle and road safety and community empowerment, so we can enable more people to participate in the global economy and someday engage with General Motors as employees, suppliers or customers.

We are ready. We are leading. And we are working hard as one team, with integrity, to create a world that is safer, better and more sustainable for all.

Mary T. Barra
Chairman and Chief Executive Officer

Changing Transportation, Changing the World
We are General Motors. We transformed how the world moved in the last century. And we’re determined to do it again as we redefine mobility to serve our customers and shareholders, solve societal challenges and create new social value.
2017 HIGHLIGHTS

**JUST 100**
GM is the only automaker in the JUST 100, a ranking of the most just companies where business behaviors align with priorities of the American public in environment, social and ethical factors. GM also ranked #1 in the auto sector.

2.6 billion
EV miles have been driven by drivers of five GM electrified models, including the Chevrolet Bolt EV, Motor Trend’s 2017 Car of the Year.

20
Electric vehicles we committed to bring to market by 2023 as part of GM’s vision of zero emissions.

180+
Autonomous vehicles are now in our test fleets in San Francisco, Phoenix and Metro Detroit.

1st
GM introduces first true hands-free driving technology for the highway, called Super Cruise, on the 2018 Cadillac CT6. The system provides lane-centering and automatic control of speed and steering during highway driving with a unique driver attention system for safe vehicle operation.

40,000
U.S. secondary students will be reached through GM’s support for Code.org, which trains 1,400 computer science teachers—just one of our broad set of STEM initiatives.

1st
Automaker to set sustainable natural rubber commitment in collaboration with suppliers, NGOs and rubber industry that addresses deforestation, human rights and ethical business practices.

32%
of top leadership positions are held by women. GM is investing in leader skill development for women with its Women in Action initiative. More than 6,700 employees participate.

142
Landfill-free facilities around the world—more than any other automaker.

290 million+
Miles have been driven through Maven, GM’s car-sharing platform now available in 17 cities to consumers for whom vehicle ownership is not always affordable or practical.

3
Consecutive years that GM has been named to the Dow Jones Sustainability Index for North America and the first time that GM was named to the DJSI World Index.
More than 100 years ago, General Motors was part of a mobility revolution. We gave the world the automobile, and with it, changed how people moved, how businesses operated and how cities grew. Now, we’re driving a second revolution, one that involves the convergence of vehicles that are autonomous, connected, shared and electric.
People are thinking about transportation in new ways that go beyond standard vehicle ownership. Maven, General Motors’ personal mobility brand, is a response to these changing behaviors. Its mobile platform allows both individuals and businesses to access a fully connected fleet of GM vehicles on demand across the United States and Canada.

Maven makes living car-free or car-light simple and convenient. Members can access vehicles with the capacity and features that meet their needs in the moment—whether for a few hours, a day, a week or a month. The platform consists of four key services:

- **Maven City** – Cars available for rental on demand.
- **Maven Home** – Car sharing for residential communities.
- **Maven Gig** – Vehicle access for drivers in the sharing economy.
- **Maven Reserve** – Greater flexibility through month-long rentals.

Maven is collaborating with cities and municipalities to expand smart transportation options that aim to enhance mobility, create jobs, and ease parking and congestion.

Maven’s first all-electric fleet of shared vehicles for freelance driving launched in Austin, Texas. Maven Gig vehicles are available for flat weekly rates that include the car, unlimited miles, insurance (minus deductibles) and maintenance.
Scale Production of Autonomous Vehicles

GM is making fast progress toward our goal of putting autonomous, electric vehicles within reach of rideshare customers. In 2017, we became the first company to assemble self-driving test vehicles in a mass-production facility.

The vehicles draw upon technology from across GM’s vehicle portfolio. As an example, our test AVs use the same kind of long-range radar that our 2018 Cadillac CT6 Super Cruise technology uses. In addition, radiators, fans and other cooling systems from the Chevrolet Volt and Bolt EV control the temperatures of all AV electronics. At the same time, the test vehicles contain new designs that optimize them for sharing. Interior design changes, such as the design of the center console, make it easier for rear passengers to get in and out of the back seat—vital for a ride-sharing environment in urban areas.

With the 2017 acquisition of light detection and ranging (LiDAR) developer Strobe, Inc., we’re innovating even further. LiDAR uses light to create high-resolution images that provide a more accurate view of the world than cameras or radar alone. As self-driving technology continues to evolve, LiDAR’s accuracy will play a critical role in its deployment, significantly improving autonomous vehicles’ cost and capabilities.

Based on our current rate of development, we expect to have an autonomous ride-sharing fleet on the road by 2019. As this fleet is deployed, its driving capabilities should accelerate quickly. Safety will remain our top priority and guide our actions as we work toward a mission of deploying driverless vehicles at scale.
The automotive industry is speeding toward the introduction of vehicles that are more intelligent and connected, and the 2018 Cadillac CT6 is leading the way with Super Cruise, the world’s first true hands-free driving system for the freeway. Super Cruise is available on over 130,000 miles of limited-access freeways across the United States.

When a vehicle enters one of these freeways and meets other conditions, the driver may activate Super Cruise and remove their hands from the steering wheel. Provided drivers remain attentive, Super Cruise acts like an enhanced version of Adaptive Cruise Control, allowing the driver to travel for hours without touching the wheel or pedals and making long drives and commutes more comfortable and convenient. It doesn’t just pay attention to drivers; Super Cruise is also highly attuned to freeway conditions, including toll plazas and lane splits. Cadillac partnered with mapping company Ushr to chart 130,000 miles of freeways. This map data, combined with cameras and vehicle sensors, allows vehicles to both respond to real-time road conditions and anticipate what’s ahead.

Cadillac demonstrated the power of Super Cruise with the first official hands-free drive across the United States when 12 Super Cruise-equipped vehicles crossed 16 states, traveling from New York City to Los Angeles.

How We Are Ensuring a Cyber Secure Future

General Motors has reengineered its vehicle development process to include cybersecurity considerations from the earliest stages of vehicle design. This means we are designing cybersecurity into our vehicles from the start, rather than working solutions into our cars and trucks once they’re built. GM will not introduce any technology into its vehicles until it meets our rigorous cybersecurity standards. We are taking a multi-layered approach to in-vehicle cybersecurity and are designing many vehicle systems so that they can be updated with enhanced security measures as potential threats evolve.
The CO2 emissions of our global vehicle fleet represent 77 percent of our carbon footprint today. We aim to take that percentage to zero. Our journey to zero emissions entails a commitment to develop and deploy advanced technologies and to significantly enhance traditional ones.
Global EV Portfolio

2017 Global Sales of Electrified Vehicles

- Chevrolet Bolt EV
- Chevrolet Volt
- Cadillac XTS with eAssist
- Baojun E100
- Chevrolet Malibu Hybrid
- Other:
  - Buick Velite 5
  - GMC Sierra with eAssist
  - Buick LaCrosse with eAssist
  - Buick LaCrosse HEV
  - Chevrolet Silverado with eAssist
  - Cadillac CT6 Plug-In
  - Buick Regal HEV
  - Chevrolet Spark EV

Total: 109,666

Lightweighting Initiatives: Potential Savings

- 35 million gallons fuel saved
- 357 average pounds lost per vehicle
- 312,000 metric tons CO2 avoided

Lead Next-Gen Lightweighting

Advanced software design technology is ushering in the next generation of vehicle lightweighting that will lead to more efficient alternative propulsion and zero-emission vehicles. GM is the first automaker in North America to use a new, generative design software that employs cloud computing and AI-based algorithms to rapidly explore multiple permutations of a part design. The software allows a user to set various goals and parameters based on weight, strength, material choice, fabrication method and other factors to determine the best design option for a given vehicle part. GM engineers will be able to explore hundreds of ready-to-be manufactured, high-performance design options faster than they were able to validate a single design the old way.

When this technology is paired with manufacturing advancements, such as 3D printing, it will be possible to co-create vehicle parts with a computer in a way that completely transforms the vehicle development process. The result will be significant vehicle mass reduction and greater parts consolidation opportunities than could be achieved through traditional design optimization methods.
How does GM approach the mainstreaming of electric vehicles?

Since the earliest days of the Volt program, we have been focused on putting in place all the foundational elements needed to ensure the EV market grows and thrives for decades and beyond. At its core, this means driving toward hardy industry standards that will grow with technology, enabling sustained investment in EV charging infrastructure that includes expert utilities, utility regulators and charge station service providers, and partnering with the broadest possible array of national, state and local stakeholders to drive EV awareness programs and supportive policies for consumers. We have built a strong reputation with all of the above, as well as with our industry peers, and these relationships are allowing us to generate support for legislation, infrastructure programs and awareness campaigns.

What strategies has GM found to be most effective in promoting EV commercialization?

Consumers are looking for supportive policies that make the EV purchasing decision a no-brainer. Vehicle incentives for consumers in states like New York, Massachusetts, Connecticut and California can be just the thing needed to tip the balance in favor of purchasing an EV. And HOV-lane access for EVs has proven to be equally effective in regions with high traffic congestion, such as in Los Angeles, Atlanta and on Long Island.

What are some current initiatives that GM is involved with?

We know it’s critical to increase consumer awareness of EVs. Consumers still don’t broadly understand the cost-savings potential of driving on electricity, or the convenience of waking up every morning to a full tank of “fuel”, or the sheer joy of driving an EV. To that end, we’re leveraging the Bolt EV in our expanding Maven ride-sharing programs in San Francisco and six other cities to increase exposure to EVs—and after just one year, nearly 1 million Maven passengers have taken a ride in a Bolt EV, addressing our goal of “butts-in-seats” as the single best way to grow EV adoption! In addition, we have board steering positions on both the Northeast multi-state “Drive Change. Drive Electric.” EV Awareness Campaign and a similar EV awareness campaign being developed in California. We believe these collaborative outreach efforts among automakers, states and other key stakeholders are important.
What is GM’s vision for EV infrastructure development over the next several years?

Given our focus on long-lasting (i.e. sustainable) EV charging infrastructure solutions, we are deeply engaged with the electric utility industry, utility regulators, the states, EV charging service providers and numerous EV-related state and local infrastructure stakeholder efforts, to pave the way for sustained EV charging infrastructure investments. In the past year, GM has supported over 20 utilities in program filings, testified at more than 10 state/federal legislative and regulatory hearings and reviewed state plans, filing over 50 official comments with states to help shape investments in EV infrastructure. We’ve initiated a national collaborative stakeholder effort to drive available state funding towards EV infrastructure, and funded another collaborative industry effort to educate state utility regulators on the benefits of EVs and the need for utilities to prepare for this “smart” load. Through all these efforts, it is now expected that over the next several years, we will see major EV infrastructure investments in the majority of states, including a combined $260 million or more in state-directed funds, an additional $500 million investment in a national infrastructure program and at least $300 million in utility investments, based in part on precedent-setting approvals by utility regulators in Oregon, Ohio, Massachusetts and other states. Furthermore, we’ve partnered with an EV service provider to help build a market for shared mobility services based on urban DC fast-charging. Consumers want to know there is enough EV charging infrastructure to ensure they can drive anywhere they need to go—and we are seeing the critical building blocks for a scalable and sustainable infrastructure solution coming together.

Drive EV Demand Through Marketing

Chevrolet Bolt EV

#1
MEDIA SPEND AMONG CHEVY VEHICLES

#3
AMONG ALL GM VEHICLES

Marketing Investments

> Full multimedia campaign
> Exposure programs for dealers
> Customer relationship management program
> Ride and drive opportunities for influencers and customers
> Chevy EV Life website
> Partnerships with GM Fleet
To win and keep talent, we must provide a workplace culture that encourages the development of our employees’ full potential, fulfills their long-term individual aspirations and achieves full engagement. We are also mindful that our global customer base is diverse, and our global workforce must possess an equally diverse set of insights, skills and experiences that meet our customers’ needs.
Empower Women to Lead

GM champions women’s success in the workplace and has recently launched Women in Action (WIA), a new global web-based learning program. WIA targets all GM women but is open to both men and women who are looking to enhance their leadership skills. The initiative was developed to address the loss of female representation higher in the leader pipeline. The online course provides access to content that builds leadership competencies at any career stage and addresses some of the unique challenges faced by women in business.

The program began in 2017 with 12 modules (expanded to 36 in 2018) covering everything from developing communication skills to taking career risks. The self-paced learning is delivered through readings, videos, self-assessments and on-the-job application activities. In its first year, 6,700 employees registered—roughly a third of the global female population invited to participate. Of those, 600 were men who anecdotally acknowledged that a better understanding of issues impacting women’s leadership development makes them better leaders themselves. More than 70 groups of 10 to 30 employees informally gathered to discuss the modules in mini-workshops or as part of department or work group meetings, furthering the program’s impact.

Help Professionals Relaunch Their Careers

GM’s Take 2 program, which provides training and development opportunities for experienced professionals returning to the workforce after taking a career break of two or more years, had a second successful year. The 12-week paid program serves as an “audition” that prepares experienced interns for a full-time career in one of several fields at GM through training, professional development and networking opportunities. “Relancers” receive a customized employee onboarding experience, including a specialized online portal and orientation, a cross-functional cohort immersion day and mentors who support them throughout their internships.

In all, 6,200 applicants applied for positions during 2017. Of these applicants, 51 were selected to relaunch their careers through Take 2. Ultimately, 44 professionals were hired, including two males, though the program primarily targets women, veterans and minorities looking for a return to full-time careers. The career gap for those participating ranged from as little as two years to as many as 25 years.
A CONVERSATION WITH ONE OF OUR NEWEST

Q: What sort of work are you involved in?
A: Currently, I’m working in Vehicle Engineering as a computer-aided engineer in the area of exterior and trim, analyzing such things as stress and impact.

Q: What attracted you to the automotive sector?
A: My Dad was a mechanic, so I grew up around grease and rags. I’ve always been interested in product design and have enjoyed working on optimization problems. Being an engineer at GM gives me the opportunity to tackle unique opportunities in design, cost, manufacturing, sustainability, etc. every day.

Q: What attributes were most important to you when considering a company to join?
A: Certainly, benefits—pay, location, vacation, etc.—were important. I was more interested in joining a company with a strong design direction. When I was interviewing, GM was rolling out an extremely well-balanced portfolio of cars that I was excited about. The Buick Avista concept car has an amazing design theme that captivated my attention and got me excited about the future of Buick; the C7 Corvette is a jaw-dropper, and, of course, I am a huge fan of the Camaro.

Q: Now that you have some experience with GM, what makes you want to develop a career here?
A: GM has everything I want from a career perspective—the opportunity to experience multiple segments of the company, a diverse workplace, good benefits and a healthy work-life balance.

Q: How would you describe GM’s culture?
A: Today, it’s relatively conventional, but it’s rapidly transitioning to one that pushes the envelope and expects its employees to lead in daring and innovative ways—the type of company that can change the world.

Q: What programs and tools are you finding helpful to your professional development?
A: Networking through JumpStart and GM’s new recognition platform have been very helpful. GM is supportive if you decide to pursue further education, which is something I see myself taking advantage of soon.

Q: What has surprised you most about working for GM?
A: It’s easy to talk with leadership, and they are interested in your feedback, be it positive or negative. I’m also impressed with the efforts and investments we are putting into autonomous and electrified vehicles. It makes me very proud to be at GM.

Attract and Keep Top Talent

70% ACCEPTANCE RATE FOR CAMPUS OFFERS
19 UNIVERSITY PARTNERSHIPS
56% POSITIONS FILLED COME FROM WITHIN GM
6,673 GLOBAL SALARIED CANDIDATES HIRED
There are very few companies that operate at GM’s level globally. That scale gives us enormous influence to innovate in the areas of environmental and social excellence. Moreover, when we reduce our operational impact, we operate more efficiently. Efficient operations translate into lower cost structures and higher levels of quality, both of which contribute to our zero-emissions goal.
Make Progress Toward Our Renewable Energy Commitment

As GM works toward advancing zero-emissions vehicles, it makes business sense to create a cleaner grid on which to power them. That’s why we have pledged to become 100 percent renewable by 2050.

By the end of 2018, renewable energy will power 20 percent of GM’s global electricity use. That milestone is due in part to two power purchase agreements to supply all of the electricity for our Ohio and Indiana manufacturing facilities—including those that build the Chevrolet Cruze and Silverado and GMC Sierra light-duty pickup trucks—with wind energy. The agreements, totaling 200 megawatts, double GM’s existing 199.8 megawatts of sourced renewable energy capacity.

Reaching our renewable goal depends on a thriving renewable energy sector, which we are actively promoting. In early 2018, we became one of the first participants in a new renewable energy program for large businesses established by Consumers Energy, the state of Michigan’s largest energy provider. Through this program, 100 percent of the electricity used at Flint Metal Center and Flint Engine operations is matched with wind power, which helps defray the cost of renewable energy for other consumers.

We are also 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 percent 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.

Energy Savings by the Numbers

- **15%**
  Energy Intensity Reduction
  SINCE 2010

- **$135 million**
  in Cost Savings in 2017
  EQUIVALENT TO SALE OF 143,000 VEHICLES

- **4.03 MMBTU**
  Energy Required per Vehicle Assembled
  AN ALL-TIME LOW

Set Benchmarks for Global Vehicle Manufacturing

The newly opened Cadillac plant in Shanghai, China, not only has the capacity to produce 160,000 vehicles per year, but also serves as a green benchmark for vehicle manufacturing globally. The plant’s body shop, paint shop and general assembly shop make use of advanced manufacturing technologies, such as fully automated production lines, and new techniques, including resistance spot welding and laser brazing of aluminum.

The paint shop is the only facility of its kind in China without a concrete chimney. The environmentally friendly spray booth exhaust treatment system and dry venturi scrubbers make the shop nearly 300 percent cleaner than conventional paint shops, with significantly reduced volatile organic compound (VOC) emissions and power consumption. The general assembly shop likewise introduced an industry-leading automatic exhaust collection and pumping system that substantially increases exhaust collection. The plant supports production of the Cadillac CT6 luxury sedan, which was introduced in China in 2017.

A bird’s-eye view of the site of Shanghai GM’s new Cadillac plant and PATAC’s new R&D facility.
Offset Emissions While Protecting Biodiversity

Protecting the rainforest might seem like an unlikely way for GM to offset its operational emissions—but at our plant in Quito, Ecuador, located in the heart of the Amazon region, it makes perfect sense. GM Ecuador and the World Wildlife Fund (WWF) have joined forces on a three-year conservation project that will symbolically offset emissions, create jobs and protect wildlife.

The first part of the project includes technical assistance for an agroforestry system for organic cocoa production. Cocoa is planted under the shade of existing native trees to optimize growth conditions. Through a partnership with a chocolate manufacturer, the cocoa also provides a sustainable source of income for the participating communities and reduces the exploitation of native forests for lumber. The program will support a total of 90 families in four indigenous communities and offset 8,500 tons of CO2 equivalent per year.

GM and WWF are also working together to train community park rangers on conservation topics. We are educating rangers on the use of camera traps to record and follow up on endangered species found in the communities’ extensive territory. The hidden cameras allow researchers to record the frequency at which species are spotted in a given area to determine places of risk. Rangers also learn to protect ecosystems by monitoring their territories for any illegal lumbering, fishing or gaming activities.

Reduce Ocean Plastic Pollution

GM, the Lonely Whale Foundation and other partners have joined forces to address ocean plastics and improve vital ocean ecosystems. Together they form NextWave, an open-source initiative working to develop the first commercial-scale, ocean-bound-plastics supply chain. NextWave will develop a model that reduces plastic pollution at scale and ensures the resulting supply chain has the infrastructure and support to meet demand in a socially and environmentally responsible way. The group hopes to divert more than 3 million pounds of plastics from entering the ocean within five years, the equivalent of keeping 66 million water bottles from washing out to sea.
**Operational Commitments**

**Reduce Energy Intensity by 20 Percent***
(MWh/vehicle)

Energy conservation programs combined with increased use of renewable energy sources have helped drive a 15 percent reduction in energy intensity against our 2010 baseline.

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**Increase Renewable Energy to 125MW***
(MW)

Renewable energy generation is increasing at an aggressive pace as we work toward a new goal to meet 100 percent of the electrical needs of our global operations through renewable energy by 2050.

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<tr>
<td></td>
<td>21.48</td>
<td>42.72</td>
<td>79.72</td>
<td>81.11</td>
<td>171.2</td>
<td>371.2</td>
<td>125MW</td>
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**Reduce Carbon Intensity by 20 Percent***
(metric tons CO2e/vehicle)

Reductions in carbon intensity, which are close to 22 percent since 2010, have closely tracked with improved energy efficiency. We have met our target three years before our goal year.

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<tr>
<td></td>
<td>0.88</td>
<td>0.81</td>
<td>0.81</td>
<td>0.76</td>
<td>0.74</td>
<td>0.68</td>
<td>0.71</td>
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**Reduce Water Intensity by 15 Percent***
(M3/vehicle)

By the end of 2017, we had reduced our overall water intensity by 12 percent since 2010 and are well within reach of achieving our 2020 goal early.

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<td></td>
<td>4.77</td>
<td>4.18</td>
<td>4.02</td>
<td>4.04</td>
<td>4.13</td>
<td>4.21</td>
<td>3.82</td>
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*Upon our divestiture of Opel and Vauxhall, 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.

**Green Dealerships**

- **528** Participating Dealers
- **13%** of U.S. Dealers
- **91** Green Dealer Program Certifications*

*These dealers met specific criteria for environmental performance. Visit [www.gmgreendealer.com](http://www.gmgreendealer.com) for details of the program.
Operational Commitments

Reduce Waste Intensity by 40 Percent*

By the end of 2017 we had reduced our waste intensity by 25 percent and have a plan to meet it by 2020.

Reduce VOC Emissions by 10 Percent

Though we achieved our commitment in 2013, we continue to lower VOC emissions annually.

Reach 150 Landfill-Free Sites*

The addition of 27 new landfill-free sites positions us well within reach of our 2020 goal and marks steady progress toward our aspiration to become a zero-waste company. We have increased our goal for the third time.

Establish a Wildlife Habitat Certification (or Equivalent) at Each GM Manufacturing Site Where Feasible by 2020.*

We were gratified to add 11 new certified wildlife habitats during 2017, thanks to the commitment and enthusiasm of our manufacturing employees and leadership. We are currently at 81 percent of our goal.

*Upon our divestiture of Opel and Vauxhall, 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.

100%

Promote and engage community outreach on environmental and energy issues by completing an outreach activity at all plants on an annual basis.
CUSTOMERS

Transforming Transportation
BY EARNING CUSTOMERS FOR LIFE

Our purpose is to earn customers for life. That’s why we put customers at the center of everything we do. It’s a commitment that is the right thing to do for our customers and our business: a single percentage point improvement in U.S. sales retention is equivalent to selling about 25,000 vehicles.
Dealerships are the face of GM to our customers. We depend on dealers to build personal connections, represent our brands and give customers the information they need to choose and properly maintain their vehicles. It’s a tall order, which is why GM recognizes dealers who go the distance each year to serve our customers. The Mark of Excellence program annually recognizes high-achieving dealers, sales consultants, sales managers, service managers, service consultants, service technicians and parts teams.

Go Above and Beyond for Customers

The customer-centric culture that GM has been building in recent years is often crystalized in an exemplary story. Keith Battle is a GM Aftersales Manager who saw a car stopped on the side of the highway with its hazard lights on. Keith didn’t hesitate before calling OnStar from his own vehicle to summon help. He pulled over to ensure that the driver, Josip Dunat, was okay, waited with him until a tow truck arrived and then drove Dunat more than 25 miles home. Once Dunat arrived home safely, he wrote an email to GM CEO Mary Barra, letting her know how Battle had gone far above and beyond to help him. “He is a true advocate for your brand,” Dunat wrote. “When you have actions like Keith’s, it makes you change your opinion of any brand.” Battle won a 2017 Mark of Customer Excellence award for his actions, and Dunat is now a loyal GM customer, with a newly purchased 2017 Chevrolet Malibu and a 2017 Chevrolet Tahoe for his wife.
Strive for Zero Defects

Our Global Product Development division has translated GM’s vision of zero defects into values and behaviors that are meaningful for employees. These behaviors include a renewed focus on product safety, which we are strengthening with continuous improvement in our Global Product Integrity organization, the Speak Up For Safety system and a restructured safety field investigation process. 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 to building a defect-free vision. But our efforts wouldn’t be complete without the Launch Excellence initiative. Launch Excellence uses an Affinity Diagram to help teams focus on what must be true in terms of process and discipline to successfully navigate vehicle development.

Enlist Students to Accelerate Innovation

Bluetooth connectivity issues account for 4 percent of GM vehicle complaints. To find solutions, we hosted our first BlacktopBuild at the Massachusetts Institute of Technology. BlacktopBuild is an on-campus innovation challenge that provides college students with the opportunity to solve real-life business issues while working alongside GM engineers. The inaugural BlacktopBuild focused on developing test automation strategies centered around Bluetooth connectivity. Students who participated were tasked with finding as many potential issues as possible with GM’s infotainment system over the course of three days. When the competition ended, four MIT freshmen landed two-week internships at GM where they had the chance to implement their ideas with guidance from GM engineers in Detroit.
SAFETY

Transforming Transportation WITH UNCOMPROMISING SAFETY

Safety and quality form the foundation on which our business is built. We envision a world with zero traffic accidents and zero injuries among employees, contractors, suppliers and other individuals in our facilities around the world. By producing smart, connected vehicles and holding each other accountable, we believe this ambition is within reach.
Expand Deployment of New Technologies

A priority for newly developed safety technologies is to make them rapidly available throughout our product portfolio. In 2017, we expanded availability of Rear Seat Reminder to 21 Buick, Cadillac, Chevrolet and GMC models. Rear Seat Reminder monitors rear door usage to remind drivers to check their rear seats before walking away from their vehicles. The feature is intended to activate when either rear door is opened and closed up to 10 minutes before the vehicle is started or while the vehicle is running. The intent is to decrease incidents of children suffering heatstroke after being forgotten in vehicles.

Similarly, Surround Vision aims to help shrink the estimated 15,000 injuries caused every year by backover crashes. This technology, now available in select Chevrolet, GMC, Buick and Cadillac vehicles, gives drivers greater visibility of their vehicle’s perimeter when backing up and parking. The technology uses four cameras: the standard Rear Vision Camera, a forward-looking camera in the front grille and two side-looking cameras under each side mirror. When drivers shift into reverse, the bird’s-eye view is displayed on the center stack instrument panel, alongside an image from the forward- or rear-looking camera, providing the driver with multiple views of the immediate area.

Design and Test Safe Infotainment Systems

To afford our customers the benefits of connectivity in the safest possible manner, we design and test GM infotainment systems according to the Alliance of Automotive Manufacturers Guidelines, which were developed to help drivers keep their eyes on the road.

We use the Driver Workload Lab at the Milford Proving Ground to test and measure the behaviors of test subjects as they interact with our vehicles’ infotainment systems and ensure they meet industry guidelines. These test subjects use a simulator designed to replicate certain tasks drivers can perform in our vehicles. For example, the engineers in the lab may have the subjects make a phone call using their phone book, or interact with the new Marketplace platform, all while simulating normal driving tasks such as maintaining their speed and monitoring other drivers on the road. During these sessions, engineers, statisticians and human factors experts observe and collect data that is used to refine these systems.
Help Teens Hit the Road Safely

We understand the potential elevated risks facing new drivers, many of whom are in their teens, due to inexperience. Chevrolet has partnered with DoSomething.org, one of the largest organizations for young people and social change, to spread the word about the importance of seatbelt use. The Ride & Seek campaign combines provocative posters and an engaging text-message experience to rally young people to protect themselves and their friends. Chevrolet published additional messaging to promote safe driving and safety technologies during the “100 Deadliest Days” for teen drivers. According to AAA, crashes involving teen drivers climb between Memorial Day and Labor Day, providing an opportunity for Chevrolet to connect with teens and their parents and potentially save lives.

This educational campaign comes on the heels of Chevrolet’s pioneering Teen Driver platform, which provides an industry-first, in-vehicle driving report card that parents and teens can review together to help start conversations about safe driving skills. Teen Driver includes features that provide a limit on maximum radio volume, alerts when a vehicle exceeds a selectable speed threshold, muting of the radio or audio until all front seat occupants are buckled in and automatic enabling of certain active safety features.

Family Link enables relatives to stay connected no matter where they roam. Vehicle owners can view their vehicle’s location—offering additional peace of mind to parents with driving-age children or people concerned about loved ones delayed by traffic or inclement weather. Users can set up email or text alerts to know when a vehicle has arrived and departed a selected destination or has traveled outside a specific area.
One of our corporate purposes is to serve and improve the communities in which we live and work around the world. Business sustainability is directly linked to the health of the communities in which GM and our customers reside. We make strategic investments that create lasting economic growth in three key areas: science, technology, engineering and math (STEM) education; vehicle and road safety; and sustainable communities.

Transforming Transportation
WHILE SUPPORTING OUR COMMUNITIES
GM Community Support

266 Nonprofits/Groups Impacted
161,508 Volunteer Hours
18,501 Volunteers

$2.0 million COMMUNITY IMPACT GRANTS
$40.3 million TOTAL CORPORATE GIVING

Introduce New STEM Partnerships

GM recently announced funding for four innovative programs designed to encourage young people to go into technology and engineering professions and improve teacher training in STEM-related subjects:

- **Code.org** has been used by one in ten K-12 students across the world. Today, 9 million girls are learning to code on the site, and 48 percent of online course participants are underrepresented minorities. GM’s support is helping Code.org train 1,400 computer science teachers who teach over 40,000 secondary students across the U.S.

- **Black Girls Code** is dedicated to increasing the number of women of color in technology careers. GM is helping Black Girls Code expand exposure to coding and technology to underrepresented girls in the Detroit area.

- **Institute of Play** uses principles of game design to pioneer new models of learning and engagement. With GM’s support, the Institute is developing an eight-month professional development fellowship for middle and high school STEM educators.

- **Digital Promise** was created to accelerate innovation in education and improve opportunities to learn. GM is supporting a research study and development of an online curriculum for teachers that combines in-person and online training on computational thinking.

We extended our support throughout the year by partnering with DonorsChoose, surprising five teachers who posted their hands-on ideas to teach STEM topics ranging from alternative energy to bacterial growth. In addition to fully funding the teachers’ projects, each teacher was awarded a $5,000 DonorsChoose.org gift card to bring their most creative STEM ideas to life in the classroom. With these gifts, GM helped DonorsChoose reach over 40,000 students in 330 schools.

“There are now more job openings in Detroit for computer programmers than there are in manufacturing. GM needs skilled STEM talent—and that’s why we’re on a mission to help build the next generation of STEM leaders, including women.”

Mary Barra, GM Chairman and CEO
Celebrate Five Years of Enhancing Communities and Changing Lives

In 2017, GM Student Corps celebrated its fifth and largest year of helping young people in underserved school districts transform their communities and jump-start their futures through paid internships, life skills training and career and college preparation. An extension of GM’s commitment to education, Student Corps matches teams of high school interns with retired GM executives and college interns to plan and execute community service projects, usually at schools and parks. The students manage all aspects of their projects, from budgeting, planning and troubleshooting to meeting deadlines.

Five years in, members of the original Student Corps cohort have graduated, entered college and are making a return to the program as mentors for new classes of students. In 2017, five school groups had a college intern who participated in the program as a high schooler.

Among them is Brittany Agee, a graduate of the Academy of Public Leadership at Detroit’s Cody Campus. Agee is now a junior at Alabama State University and credits GM Student Corps for her ability to persevere through personal losses in her childhood, finish high school and enroll in college—where she’s working toward a goal of becoming a social worker. To understand the power of the GM Student Corps program, watch Brittany’s story.

Use Surplus Materials to Build a New Kind of Neighborhood

The Michigan Urban Farming Initiative (MUFI) recently unveiled America’s first sustainable urban “agrihood,” an alternative neighborhood growth model in Detroit’s lower North End that positions agriculture as the centerpiece of a mixed-use urban development. Totaling about three acres, the volunteer-run space features a bustling two-acre urban garden, a 200-tree fruit orchard, a children’s sensory garden and more. The urban garden provides fresh, free produce to about 2,000 nearby households.

GM helped make this innovative neighborhood concept possible through our relationship with Green Standards, a firm that connects companies with surplus resources to local nonprofits. We donated excess office furniture, as well as vehicle insulation scrap that will be repurposed for wall and ceiling insulation. This reuse of materials will help make MUFI’s headquarters one of the most sustainable buildings in Detroit. It is also expected to bring millions in investment to the area, strengthening the community that GM calls home.
We Are General Motors

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

What We Do

DELIVER SAFER, SIMPLER AND SUSTAINABLE SOLUTIONS

How We Do This

BY PUTTING THE CUSTOMER AT THE CENTER OF EVERYTHING WE DO

Why We Exist

TO MOVE HUMANITY FORWARD

What We Value

CUSTOMERS
We put the customer at the center of everything we do. We listen intently to our customers’ needs. Each interaction matters. Safety and quality are foundational commitments, never compromised.

EXCELLENCE
We act with integrity. We are driven by ingenuity and innovation. We have the courage to do and say what’s difficult. Each of us takes accountability for results, drives for continued efficiencies and has the tenacity to win.

RELATIONSHIPS
Our success depends on our relationships inside and outside the company. We encourage diverse thinking and collaboration from the world to create great customer experiences.

How We Behave

THINK CUSTOMER
I consider the customer’s 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.
To read the complete General Motors 2017 Sustainability Report, please visit www.gmsustainability.com.