2021 Sustainability Report
EXECUTIVE SUMMARY
everybody in.
I am excited about the progress we are making toward reimagining how our customers and communities will move through the world, just as we did more than a century ago.”

Earlier this year, I took a driverless ride through San Francisco in a fully electric Cruise autonomous vehicle (AV). It was one of the most inspiring moments of my career, and it reinforced my belief that our opportunity to change the world has never been clearer or closer.

During a challenging 2021, a resilient and focused GM team continued to make significant progress toward our vision of a world with zero crashes, zero emissions and zero congestion.

Our culture of innovation, which begins with our employees, is unlocking once-in-a-lifetime opportunities to create a better and safer future for all.

We delivered to customers the GMC HUMMER EV supertruck and BrightDrop Zevo 600 van, the first-ever electric vehicles (EVs) featuring our Ultium platform, and we have since announced the Chevrolet Silverado EV and Chevrolet Equinox crossover EV—with many more to follow. Production of the sold-out Debut Edition of the Cadillac LYRIQ SUV is underway in Tennessee, and next month we will begin accepting orders for the next editions. Cruise is now at the cusp of commercializing accessible and zero-emissions ride-hailing services.

Our transition to EVs and AVs is at the heart of our technology- and software-driven growth strategy. We will continue to increase our investments in these vehicles and new services as we progress toward decarbonizing our business. In fact, we are accelerating our work this year to meet increasing demand for our EVs. We are expanding our global EV manufacturing capacity to over 2 million vehicles by the end of 2025. Half of that will be in North America, where we have set a target to produce 400,000 EVs over the next 24 months—with the ultimate goal of becoming the EV market leader.

Our commitments and investments reflect our sense of urgency to get everybody in an EV, and transform our vision into a reality. It’s also imperative that this future be inclusive, including our diverse Board, our workforce and our business partners. Industry-leading innovations like Ultium and Cruise are possible because of a culture at GM that encourages and values diverse ideas and perspectives. As part of our aspiration to be the world’s most inclusive company, we have also launched an internal Inclusivity Index to measure our progress, and we use the results to inform future actions.

The brighter and more inclusive future we envision also extends to the communities where we live, work and play. Last year, to meet unique community needs, we provided more than $85 million in cash and in-kind donations to hundreds of local nonprofit partners, with a focus on education, skills and literacy training, climate equity programs and road safety.

I am excited about the progress we are making toward reimagining how our customers and communities will move through the world, just as we did more than a century ago. I invite you to learn more in this report, and see why I am so optimistic about the road ahead.

Mary T. Barra
Chair and CEO
As climate transition strategies continue to make headlines, the focus on social issues is also on the rise. How is GM working to address an equitable transition?

We know that, across the globe, no two communities are impacted by climate change in the same way. Last year, we announced our Equitable Climate Action initiative to ensure that our transition to an all-electric, carbon neutral future is an inclusive one for our current and future workforce, customers and communities that may be more likely to disproportionately experience the effects of climate change. This initiative is rooted in four key areas: the future of work, EV access, infrastructure equity and climate equity.

What have been your priorities in your first year as CSO? Where do you intend to focus your efforts?

In my first year as CSO, my priority has been to ensure our sustainability strategy connects to our overall corporate vision. Our commitment to a vision of a world with zero crashes, zero emissions and zero congestion positions us to become a leader in the industry. As we implement our growth strategy, we have an opportunity—and an obligation—to create a better future for everyone.

The pursuit of a safe and sustainable world is a passionate movement within GM; one that’s gaining momentum as our technologies reveal their increasingly profound potential. As a leader, an engineer and a mom, I am here to help break down barriers and advance our plans toward creating a world with zero emissions for generations to come.

What are the most critical challenges we are facing as an industry as we transition to all-electric vehicles, and how are we working toward achieving our carbon neutral ambition?

Announcing our vision of a world with zero crashes, zero emissions and zero congestion has led to important business growth and innovation—primarily in our AVs and EVs. We have put in place a cohesive strategy and set science-based targets aligned with the Paris Agreement.

One of the most critical challenges we face is that we cannot reach the future we envision alone—we must continue to pursue opportunities for collaboration with stakeholders across the globe, including suppliers, dealers, policymakers, climate thought leaders and others. A shift this massive requires everybody in, working together toward a single goal—an inclusive, all-electric future.

Because talent and recruitment have never been more important, how is GM fostering a culture of inclusion and integrating sustainability across the enterprise?

Our path to innovation starts and ends with our employees, who are fundamental to the vibrancy and success of our company. That is why we have established employee development programs that address both individual and business needs, as well as effective recruitment programs that reach out to diverse populations. In addition, we are continuing to evolve our hiring and employee engagement practices to attract, engage and develop critical skills and best-in-class talent with diverse backgrounds and experiences.
2021 Sustainability Highlights

2040
Carbon neutral goal by 2040 and Science Based Target initiative (SBTi) approved targets for operations and products

$7B
Announced investment in four Michigan manufacturing sites for a significant expansion of battery cell and EV assembly capacity in the United States

50%
Manufacturing footprint in North America and China to be capable of EV production by 2030

5K
Expected to create 4,000 new jobs and retain 1,000 jobs in four Michigan manufacturing sites

Zevo 600
Delivered first all-electric delivery vans, with the Zevo 600 being the fastest vehicle to market in GM history

1M+
Planned units of EV capacity in each of North America and China by 2025

2035
Announced plan to eliminate tailpipe emissions from all new light-duty vehicles by 2035

$50M
In early 2022 we doubled our Climate Equity Fund pledge to help ensure the people and communities most affected by climate change are not left behind

100%
Plan to source 100% renewable electricity at sites in the United States by 2025 and globally by 2035

3
Deployed three strategic pillars—Diversity, Equity and Inclusion (DEI) Maturity, Transparency and Talent Innovation—to drive DEI integration throughout the enterprise

$35B+
Planned investment from 2020 to 2025 in EVs and AVs

$750M
Planned investment of nearly $750 million through 2025 to expand access to EV charging in the United States and Canada

EEO-1
Published consolidated EEO-1 data for the first time

Ultium Charge 360
Enables access, using GM mobile apps1, to more than 100,000 charging plugs throughout the United States and Canada

2021 Recognitions

Diversity Inc Top 50 Companies for Diversity
6 years in a row

Diversity Inc Top 50
6th year for the World Index and 7th consecutive year as the only automaker on the North American index and a first-in-our-industry Gold Award

Bloomberg Gender Equality Index
Placed on the Bloomberg Gender Equality Index (GEI) 4th year in a row.

Member of Dow Jones Sustainability Indices
Powered by the S&P-Global CSA
5th year for the World Index and 7th consecutive year as the only automaker

JUST Capital
Ranked 2nd among top U.S. auto companies in 2022

CDP Climate Change and Water Security A List
3rd year in a row and the only automotive original equipment manufacturer to be recognized on the list

1 Available on select Apple and Android devices. Service availability, features and functionality vary by vehicle, device and the plan you are enrolled in. User terms apply.
Accelerating an All-Electric Future

Ultium: A Revolutionary EV Platform

Our EV strategy leverages a highly flexible global EV platform powered by our proprietary Ultium propulsion system.

300+ miles
GM-estimated range of up to 300+ miles.

10 minutes
Level 2 and direct current (DC) fast charging with the capability to charge nearly 100 miles of range in 10 minutes.

50 to 200 kWh
Battery energy storage ranging from 50 to 200 kWh.

Ultium Drive
Ultium Drive units to support front-wheel, rear-wheel, all-wheel and performance all-wheel drive applications.

~3 seconds
GM-estimated acceleration of 0 to 60 mph in as little as approximately 3 seconds available on the GMC Hummer EV.

A Purpose-Built EV Portfolio

The EV portfolio that we are building today is designed to meet the needs of a broad range of customers.

2024 Chevrolet Equinox EV SUV
and 2024 Chevrolet Blazer EV SUV

2022 Wuling Hong Guang MINIEV

2022 BrightDrop Zevo 600

2023 Cadillac LYRIQ

2022 GMC HUMMER EV Pickup

2024 Chevrolet Silverado EV
and 2024 Chevrolet Blazer EV SUV

1 Actual range will vary based on several factors, including temperature, terrain, battery age, loading, use and maintenance.
2 GM-estimated. Actual charge times will vary based on battery condition, output of charger, vehicle settings and outside temperature.
4 2023 Cadillac LYRIQ Debut Edition available Summer 2022, by reservation only. Additional LYRIQ models available starting Fall 2022. See dealer for details.
5 Silverado EV RST GM-estimated range on a full charge based on current capability of analytical projection consistent with SAE J1634 revision 2017—MCT. Model year 2024 Silverado EV available Fall 2023.
6 Both models will be available in 2023.
The Journey to Zero Emissions

Our vision is a future with zero emissions to help create a more sustainable planet.

GM plans to:

- Become carbon neutral in global products and operations by 2040.
- Achieve approved SBTi targets for operations and products.
- Meet our commitments under the Business Ambition Pledge for 1.5°C.
- Collaborate with suppliers to set ambitious targets for the supply chain to reduce emissions, increase transparency and source more sustainable materials.

SCOPE 3—Use of Sold Products

- Strategic Plans
  - Plan to eliminate tailpipe emissions from new light-duty vehicles by 2035.

SCOPE 3—Purchased Services and Supply Chain

- Strategic Plans
  - Inviting our Tier I suppliers to sign the GM Environmental, Social & Governance (ESG) Partnership Pledge to show their commitment to the principles of sustainability and human rights.

SCOPE 1 & 2

- Strategic Plans
  - Plan to source 100% renewable electricity at sites in the United States by 2025 and globally by 2035.

Everybody in

As we transition to an all-electric future, we will apply our climate equity framework to help ensure an equitable transition.

2% 14% 84%

Learn more about our efforts to reduce carbon emissions

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1 Aligned with the SBTi for Scope 3, use of sold products. The SBTi standards require well-to-wheel (from fuel production to vehicle driving) for vehicle CO2 intensity (gCO2/km) calculations. We have revised our numbers for 2018 through 2020 for this requirement. Going forward, GM will use the SBTi standards in calculating vehicle CO2 intensity.

2 Includes other Scope 3 categories.
Renewable Energy
The accelerated U.S. goal will position us to continue working toward our goal of sourcing 100% renewable energy to power global operations by 2035.

Quantifying Our Renewable Impact

- **5** the number of years we have accelerated our goal to source 100% renewable energy to supply electricity for our U.S. sites.
- **1M** metric tons of potential carbon emissions avoided if we meet our goal by 2025 instead of 2030.
- The GHG emissions equivalent of **125,963** homes’ energy use annually.

Zero Waste
We aim to divert 90% of GM’s operational waste generation from landfills and incineration by 2025.

Integrating Sustainability Into Our Supply Chain
In 2021, we began inviting Tier I suppliers to sign General Motors’ ESG Partnership Pledge.

2021 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.

**>17M** pounds of recycled plastic was used in GM vehicles

- **89,000** pounds Wiper Shields
- **1.8M** pounds Center Console
- **1.3M** pounds POSTCONSUMER NYLON
- **28,500** pounds Tow Hook Covers
- **165,375** pounds Fans and Fan Shrouds
- **7,000** pounds Generator Covers
- **6,000** pounds Hood Seals
- **1.8M** pounds HVAC Ducts
- **644,341** pounds Underbody Shields
- **2M** pounds Wheelhouse Liners
- **>11M** pounds water bottles recycled

Learn more about the GM ESG Partnership Pledge

2023 Cadillac LYRIQ Debut Edition available Summer 2022, by reservation only. Additional LYRIQ models available starting Fall 2022. See dealer for details.
Climate Innovation Goes the Extra Mile

As we move toward an all-electric future, it is on us to lead positive change and implement inclusive solutions. In 2021, we committed to several capital and philanthropic ventures to support our zero-emissions future. It is imperative that we bring everyone along and go beyond our more than $35 billion investment in EV and AV development.

Climate Action Framework for an Equitable Transition

Focus Areas

Future of Work
Current and future employees will have a role to play in GM's transition to an EV portfolio, and we will invest in necessary training and reskilling to make that transition.

EV Access
Achieve through a wide range of EVs across most segments and price points.

Infrastructure Equity
Committing to accessible charging solutions that can help meet customers where they are and understanding the need to help address charging deserts and other scenarios that can hinder EV ownership.

Climate Equity
Funding organizations that are helping to close the climate equity gap at the community level.

Learn more about our Climate Action Framework

Transforming a World-Class Manufacturing Footprint

We are building our electric future by leveraging our existing manufacturing footprint as well as building new plants for battery cell production.

GM announced a $7B investment in four Michigan manufacturing sites, expected to create 4,000 new jobs and retain 1,000 jobs.

Factory ZERO: How Our Future Looks

GM's Factory ZERO Detroit-Hamtramck Assembly Center has been retooled, upgraded and expanded to serve as a launchpad for GM's multi-brand all-EV strategy.

SUSTAINABLE
Reused or recycled a wide range of materials that came out of the facility during conversion.

COMPETITIVE
The retooled facility is a model for future GM facility renovations.

ELECTRIC
All Factory ZERO EVs will be built on the Ultium Platform, the heart of our EV product strategy.

INCLUSIVE
Our target to bring everyone along on our EV journey has started here.
Keeping People Safe

Creating Safe Workplaces for Employees

Our workplace safety vision is to “Live values that return people home safely. Every person. Every site. Every day.”

We aspire to do business with companies and contractors that share the same commitment to returning people home safely.

We strive for a culture where each person decides to keep themselves and their team members safe.

Accessible, easy-to-analyze global safety data promotes data-driven decisions.

Our global safety management system is aligned with our continuous improvement philosophy and with internationally recognized standards such as ISO 45001.

We aim for every person, at every site, to be able to recognize hazards, understand risk levels and feel empowered to address safety concerns.

Our safety brand, Periscope, helps customers see how GM looks at vehicle safety, holistically. Periscope is how we engineer for safety through a human lens—focusing on driver behaviors and the driving environment, and developing features and technologies that can assist the driver and help keep customers safe. Periscope embodies safety from three perspectives:

Zero Crashes, Zero Emissions, Zero Congestion

The Vehicle

Engineering advanced technologies and features.

The Driver

Education and advocacy to help reduce driver error and risky driving behaviors.

The Environment

Leveraging renowned research partnerships to help influence vehicle and driving policies to make city and community infrastructures safer.
Building the World's Most Inclusive Company

Innovation is at the heart of transforming GM technologies, and we are bringing that same innovative mindset to our human resource processes and systems to improve equity. A skills-based approach to hiring and a focus on new pathways to enter our workforce are key. Some examples include:

- **~146,000** Global employees
- **$3.8B** Approximate spend with North America diverse Tier I suppliers for direct materials
- **20** Average employee training hours
- **500+** Number of different U.S. colleges and universities where GM recruited recent college graduates

### Key Figures

- **36.4%** Global open positions filled internally
- **31.9%** Women in top management positions within two levels of the CEO
- **3.8B** GM Justice & Inclusion Fund
- **22M** Committed
- **1M** Black Americans over a 10-year period
- **2.6M** People expected to be impacted
- **3** Strategic pillars deployed—DEI Maturity, Transparency & Talent Innovation—to drive DEI integration
- **100,000+** In 2021, we extended DEI training to dealer team members
- **2021 Recognitions**

### GM is proud to be a signatory to the following:

- CEO Action for Diversity & Inclusion Pledge
- Coalition for the American Dream
- Business Coalition for the Equality Act
- The Dialogue Project
- Gender and Diversity KPI Alliance
- OneTen coalition

### 2021 Recognitions

- Bloomberg 2021 Top 50 Gender Equality Index
- DiversityInc Top 50 Diversity Mustang Index
- Disability Equality Index
- Best for Vets
- Million Dollar Grant
- GM Justice & Inclusion Fund
- GM Diversity & Inclusion Fund

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Employee Resource Groups

- GMAAN
- Able
- Women
- GM Latino Network
- Jumpstart
- EC
- GM Asian Connections
- European Connections
- GM Indigenous Peoples Network
- GM Plus
- LGBTQ+ and Allies
- General Motors
2021 GM Giving At-a-Glance

FUNDING BY UNDERREPRESENTED POPULATION
- 39% Black/African American
- 19% Hispanic/Latino
- 8% Other underrepresented populations

GM COMMUNITY IMPACT GRANTS DISBURSED
- $3M in grants
- 148 nonprofits
- 112,000 estimated people impacted

COMMUNITY DEVELOPMENT IMPACT
- 76,230 total individuals
- 74 nonprofits engaged
- 12 BIPOC-owned small businesses received a grant and technical assistance
- 11,827 free rides to alleviate transportation barriers
- 2,000 women of color to receive entrepreneurship education

VEHICLE & ROAD SAFETY IMPACT
- 36,000 individuals committed to the Safe Driving Pledge
- 483,000 individuals to receive education on seat belt use
- 153 high schools provided road safety programming

STEM IMPACT
- Total 1.7M individuals

COMMUNITY IMPACT
- GM CARES
- Time valued at $3M for 364 nonprofits
- 15,284 employee volunteers
- 95,648 volunteer hours
- 17 states and 9 countries

Employee Participation
- 900,000 individuals
- 12,167
- 15,445
- 17,648
- 18,880
- 15,190
- 15,284

GM CARES
- Our employee volunteer force
- 11,600 students, educators and mentors to receive education
- 94,287 individuals impacted

CLIMATE EQUITY FUND: YEAR 1 HIGHLIGHTS
- 605 individuals better qualified for clean energy jobs
- 11,600 nonprofits
- 82,367 individuals to be impacted by climate change mitigation programs
- 1,160 employees
- 9,4287 individuals
- 17,648 employees
- 18,880 employees
- 15,190 employees
- 15,284 employees

1 Subject to change annually based on investment portfolio priorities.
2 General Motors awards grants for a one-year term. Therefore, grants awarded throughout 2021 may still be in progress in 2022, and some impact numbers may be estimates.
Forward-Looking Statements

Cautionary Note on Forward-Looking Statements:

This report 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. 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 judgments 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.

About This Executive Summary

This executive summary covers certain sustainability metrics and data for GM as of and during the year ended December 31, 2021, as applicable, unless otherwise stated. This document is an executive summary of GM’s 2021 Sustainability Report, which can be found at gmsustainability.com. For further information about the scope of information contained herein, as well as use of estimates and approximations, please refer to page 2 of GM’s 2021 Sustainability Report.

Products Disclosure

In this executive summary, depicted vehicles and features may be simulated or preproduction and are subject to change. Additionally, certain products are not currently available or are subject to limited availability. For vehicle availability and feature use and limitations, including details relating to advanced safety and driver assistance features, consult the vehicle’s Owner’s Manual and brand’s website.