



Data Center

The Data Center is limited to GM's automotive operations conducted through certain of its consolidated subsidiaries. Global data includes data related to our automotive China joint ventures. In some instances, certain data from an earlier period that was previously published in other locations has been updated, where appropriate. Certain amounts may not add due to rounding.

| Environmental | 2020 | 2021 | 2022 |
|--|-------------|-------------|-------------|
| Global Emissions | | | |
| Direct (Scope 1) GHG Emissions | | | |
| Direct (Scope 1) GHG Emissions (gross direct) (metric tons CO ₂ e) ^{1,2} | 1,214,124 | 1,252,906 | 1,466,452 |
| Indirect (Scope 2) GHG Emissions | | | |
| Gross Location-Based Indirect Emissions (metric tons CO ₂ e) ^{1,3} | 3,087,816 | 2,881,767 | 2,996,074 |
| Gross Market-Based Indirect Emissions (metric tons CO ₂ e) ^{1,3} | 2,599,822 | 2,150,694 | 2,078,738 |
| Other Indirect (Scope 3) GHG Emissions⁴ | | | |
| Other Indirect (Scope 3) GHG Emissions (gross indirect) (metric tons CO ₂ e) | 296,411,327 | 286,427,945 | 272,722,604 |
| Other Indirect (Scope 3) GHG Emissions (gross indirect) Purchased Goods and Services (metric tons CO ₂ e) | ● | 38,440,493 | 49,388,347 |
| Other Indirect (Scope 3) GHG Emissions (gross indirect) Use of Sold Products (metric tons CO ₂ e) | 247,432,799 | 233,167,875 | 208,553,229 |
| Other Indirect (Scope 3) GHG Emissions (gross indirect) Other (metric tons CO ₂ e) | ● | 14,819,577 | 14,781,028 |
| Other | | | |
| NOX (metric tons) (nitrogen oxides emissions) ⁵ | 14,930 | 966 | 1,099 |
| SOX (metric tons) (sulfur oxides emissions) ⁵ | 26 | 43 | 34 |
| VOC (metric tons) (VOC emissions) ⁶ | ● | 12,443 | 13,128 |

1 Baseline year 2018, and includes all facilities under GM operational control. Calculation includes CO₂, CH₄ and N₂O. Reporting is based on GHG Protocol, and the source of emission factors is regulatory or IPCC Good Practice Guidelines.

2 GM's scope 1 emissions are generated from use of fossil fuels, mostly natural gas for process and building heat.

3 GM's scope 2 emissions are mostly from electricity used in our operations for process and building with some purchased steam and delivered heat by third parties.

4 GM's scope 3 emissions are calculated in reference to the GHG Protocol (<https://ghgprotocol.org/>) for all 15 categories. Category 11, use of sold products, is calculated using the Well to Wheels (WTW) method, consistent with the Science Based Targets Initiative's requirements.

5 Emissions from on-site stationary sources within reporting footprint boundaries, based on AP 42 Factors or site-specific measured emission factors.

6 VOC emissions from Elpo, Primer, Topcoat, Final Repair and Cleaning Solvents at our Assembly plants within our footprint boundaries, which are considered the major sources of VOC emissions.

● Not Reported



| Environmental | | | |
|--|---------|---------|---------|
| | 2020 | 2021 | 2022 |
| Global Volume (thousands of units) | | | |
| Total Number of Vehicles Manufactured | 6,156 | 5,596 | 6,094 |
| Total Number of Vehicles Sold | 6,826 | 6,296 | 5,939 |
| Sales by Region (thousands of units) | | | |
| Sales by Region (North America) | 2,924 | 2,574 | 2,680 |
| Sales by Region (South America) | 470 | 394 | 452 |
| Sales by Region (Asia Pacific, Middle East, Africa) | 3,431 | 3,326 | 2,805 |
| U.S. Sales as a Percentage of Industry | | | |
| U.S. Sales as a Percentage of Industry—Trucks | 49% | 55% | 55% |
| U.S. Sales as a Percentage of Industry—Cars | 9% | 6% | 9% |
| U.S. Sales as a Percentage of Industry—Crossovers | 41% | 39% | 36% |
| Global EV Portfolio | | | |
| Global Models with Some Form of Electrification ⁷ | 21 | 18 | 21 |
| Percent Sales Share of All-Electric Models | 99% | 97% | 98% |
| Percent Share of Plug-In Hybrids and Hybrids | 1% | 3% | 2% |
| Global Electric Portfolio ⁸ | 202,623 | 493,343 | 554,694 |
| Global Sales Volume of Alternative Drive Train Vehicles | | | |
| ZEV | 200,268 | 479,963 | 542,332 |
| Plug-in Hybrid | 2,220 | 13,365 | 12,361 |
| Advanced Powertrain Technologies (Percent of Total U.S. Volume) | | | |
| Stop-Start Technology | 84% | 74% | 76% |
| Aero-Shutter | ● | 83% | 93% |
| Engine/Transmission Management | ● | 56% | 65% |
| High Efficiency Alternators (72%+) | ● | 88% | 85% |
| Downsized-Turbo Engines | 35% | 32% | 45% |
| Advanced Transmissions | 72% | 82% | 81% |

⁷ Excluding discontinued models.

⁸ Global sales volume for total EVs and hybrids.

● Not Reported



| Environmental | | | |
|---|------------|------------|------------|
| | 2020 | 2021 | 2022 |
| Sales-Weighted Average Passenger Fleet Fuel Economy by Region (gCO₂/km)⁹ | | | |
| USA | 280 | 301 | 290 |
| China | 206 | 206 | 194 |
| Brazil | 195 | 201 | 200 |
| Total | 240 | 246 | 233 |
| Global Energy | | | |
| Global Energy Consumption Within the Organization (in GJ) | | | |
| Total Fuel Consumption from Nonrenewable Sources (including heating) | 21,637,064 | 21,048,701 | 24,991,559 |
| Total Electricity Consumption (including cooling) | 21,749,775 | 21,489,324 | 23,438,387 |
| Steam Consumption | 1,113,784 | 938,548 | 988,443 |
| Total Fuel Consumption from Renewable Sources | 860,141 | 1,713,704 | 1,233,302 |
| Total Energy Consumption | 45,407,476 | 45,190,276 | 50,652,702 |
| Energy Intensity (MWh/vehicle) ¹⁰ | 2.06 | 2.25 | 2.27 |
| Global Reduction (Increase) of Energy Consumption (in GJ) | ● | 1,970,953 | 976,990 |
| Renewable Energy as a % of Global Electricity Use ¹¹ | 23% | 25% | 30% |
| Global Renewable Energy (MWh) | 1,398,047 | 1,499,494 | 1,977,727 |
| Renewable Energy as a % of U.S. Electricity Use ¹¹ | ● | 47% | 55% |
| Global Water¹² | | | |
| Total Water Withdrawal by Source (megaliters) | 25,554 | 25,340 | 27,325 |
| Groundwater | 2,572 | 2,649 | 3,193 |
| Third-Party Water | 22,982 | 22,691 | 24,131 |
| Total Water Withdrawal from All Areas with Water Stress, by Source (megaliters) | | | |
| Groundwater | 875 | 1,334 | 1,479 |
| Third-Party Water | 1,083 | 1,317 | 622 |

9 Data aligns with 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 (gCO₂e/km) calculations.

10 This is based on the production of 6,075,449 light-duty vehicles and includes all of our energy sources. The boundary for this is within the scope of our organization.

11 2035 goal of 100%; We are making significant progress toward our goal through physical and virtual power purchase agreements and on-site renewable energy projects, such as solar arrays and landfill gas projects. We have secured the renewable energy we need to power our U.S. operations with renewable energy by 2025.

12 Water data, other than municipal and well water, is collected from global facilities.

● Not Reported



| Environmental | | | |
|---|--------|--------|--------|
| | 2020 | 2021 | 2022 |
| Global Water (cont.)¹³ | | | |
| Total Water Withdrawal by Source | | | |
| Freshwater (<1,000 mg/L total dissolved solids) | 22,982 | 22,691 | 24,131 |
| Other Water (>1,000 mg/L total dissolved solids) | 2,572 | 2,649 | 3,193 |
| Water Discharge by Destination (megaliters) | | | |
| Surface Water | 11,410 | 2,682 | 3,130 |
| Groundwater | 97 | 317 | 1,076 |
| Third-Party Water | 13,550 | 13,047 | 13,215 |
| Total Water Discharge by Category (megaliters) | | | |
| Freshwater (>1,000 mg/L total dissolved solids) | 24,960 | 16,046 | 17,420 |
| Other Water (>1,000 mg/L total dissolved solids) | 97 | ● | ● |
| Total Water Discharge to All Areas with Water Stress, by Category¹⁴ | | | |
| Total | 1,377 | 1,178 | 1,992 |
| Water Discharge by Quality and Destination (million m³) | | | |
| Direct Discharge (to surface water body) | 11.41 | 2.68 | 3.13 |
| Indirect Discharge (to treatment facility) | 13.55 | 13.05 | 13.21 |
| Discharge to Groundwater | 0.10 | 0.32 | 1.08 |
| Total Water Consumption from All Areas (megaliters) ¹⁵ | 7,666 | 7,602 | 8,197 |
| Total Water Consumption from All Areas with Water Stress (megaliters) ¹³ | 588 | 795 | 958 |
| Municipal | ● | 90% | 88% |
| Well Water | ● | 10% | 12% |
| Water Intensity (M ³ /vehicle) ¹⁶ | 4.17 | 4.54 | 4.50 |

13 Water data, other than municipal and well water, is collected from global facilities.

14 Represents metered wastewater discharge from all manufacturing facilities and some nonmanufacturing facilities.

15 Engineering estimate from site water balance for evaporation in Assembly plants = 30%. Using standard calculation: Withdrawal–Discharge is inaccurate due to ground water infiltration at plant discharge.

16 GM measures and monitors 100% of our major facilities water withdrawals by source using either invoices or meter data on a monthly basis. It is tracked in a global utility database by source and the data is verified by an independent third party annually. Some small facilities (offices) have water service included in their lease rate and we do not track the water withdrawal. Our estimate is that this represents less than 1% of our water withdrawal by source, so we measure and monitor 99% of water withdrawal by source. Intensity is calculated by Withdrawal / vehicle production (M-Schedule where we monitor water use).

● Not Reported



| Environmental | | | |
|--|------|-----------|-----------|
| | 2020 | 2021 | 2022 |
| Global Waste¹⁷ | | | |
| Total Waste Generated (metric tons to nearest whole number) | ● | 1,464,097 | 1,486,646 |
| Metals & Metal Scrap | ● | 914,932 | 954,684 |
| Foundry | ● | 198,382 | 157,369 |
| Corrugated & Cardboard | ● | 67,360 | 77,570 |
| Wood | ● | 70,481 | 72,177 |
| Trash, Nonhazardous from Plant | ● | 47,690 | 52,756 |
| Grinding Swarf | ● | 28,401 | 24,584 |
| Oils & Greases, Lubricating | ● | 22,129 | 29,958 |
| Sludges, Other | ● | 19,870 | 21,166 |
| Sludges, Paint | ● | 9,780 | 8,941 |
| Painting & Coating Wastes | ● | 14,747 | 14,698 |
| Other | ● | 70,326 | 72,742 |
| Total Waste Diverted from Disposal (metric tons to nearest whole number) | ● | 1,211,064 | 1,334,041 |
| Metals & Metal Scrap | ● | 914,864 | 954,575 |
| Foundry | ● | 49,510 | 116,428 |
| Corrugated & Cardboard | ● | 67,260 | 77,570 |
| Wood | ● | 64,442 | 66,318 |
| Trash, Nonhazardous from Plant | ● | 654 | 486 |
| Grinding Swarf | ● | 28,290 | 24,417 |
| Oils & Greases, Lubricating | ● | 21,002 | 27,157 |
| Sludges, Other | ● | 3,796 | 4,779 |
| Sludges, Paint | ● | 93 | 122 |
| Painting & Coating Wastes | ● | 10,184 | 10,126 |
| Other | ● | 50,967 | 52,064 |

¹⁷ Waste generated from global facilities within the Zero Waste Program. This does not include construction, demolition or remediation waste.

● Not Reported



| Environmental | | | |
|---|-----------|-----------|-----------|
| | 2020 | 2021 | 2022 |
| Global Waste (cont.)¹⁸ | | | |
| Total Waste Directed to Disposal (metric tons to nearest whole number) | ● | 253,033 | 152,605 |
| Metals & Metal Scrap | ● | 67 | 109 |
| Foundry | ● | 148,872 | 40,941 |
| Wood | ● | 6,039 | 5,859 |
| Trash, Nonhazardous from Plant | ● | 47,035 | 52,269 |
| Grinding Swarf | ● | 111 | 168 |
| Oils & Greases, Lubricating | ● | 1,127 | 2,802 |
| Sludges, Other | ● | 16,074 | 16,387 |
| Sludges, Paint | ● | 9,687 | 8,819 |
| Painting & Coating Wastes | ● | 4,563 | 4,573 |
| Other | ● | 19,358 | 20,678 |
| Hazardous Waste by Type and Disposal Method (metric tons to nearest whole number) | | | |
| Hazardous Total | 45,131 | 42,080 | 45,571 |
| Reuse | 912 | 716 | 459 |
| Recycling | 9,853 | 8,391 | 9,934 |
| Composting | 22 | ● | - |
| Recovery, Including Energy Recovery | 17,401 | 17,116 | 19,072 |
| Incinerating (mass burn) | 10,894 | 10,534 | 11,366 |
| Landfill | 1,909 | 1,606 | 1,447 |
| Other | 4,140 | 3,718 | 3,292 |
| Nonhazardous Waste by Type and Disposal Method (metric tons to nearest whole number) | | | |
| Nonhazardous Total | 1,364,710 | 1,422,017 | 1,441,075 |
| Reuse | 50,995 | 55,699 | 131,191 |
| Recycling | 1,109,345 | 1,123,928 | 1,173,151 |
| Composting | 4,064 | 4,281 | 3,702 |
| Recovery, Including Energy Recovery | 29,039 | 32,265 | 35,828 |
| Incinerating (mass burn) | 5,727 | 4,445 | 1,272 |

¹⁸ Waste generated from global facilities within the Zero Waste Program. This does not include construction, demolition or remediation waste.

● Not Reported



| Environmental | | | |
|--|-----------|------------|------------|
| | 2020 | 2021 | 2022 |
| Global Waste (cont.)¹⁹ | | | |
| Landfill | 157,909 | 187,069 | 83,620 |
| Other | 7,631 | 14,330 | 12,311 |
| Total Waste by Type and Disposal Method (metric tons to nearest whole number) | | | |
| Total Waste Generated | 1,409,841 | 1,464,097 | 1,486,646 |
| Reuse | 51,907 | 56,415 | 131,651 |
| Recycling | 1,119,199 | 1,132,319 | 1,183,085 |
| Composting | 4,086 | 4,281 | 3,702 |
| Recovery, Including Energy Recovery | 46,440 | 49,380 | 54,901 |
| Incinerating (mass burn) | 16,621 | 14,978 | 12,638 |
| Landfill | 159,818 | 188,674 | 85,067 |
| Other (includes microwaving, enclaves, plasma processing and other treatments) | 11,771 | 18,048 | 15,603 |
| Waste Diversion Rate ²⁰ | ● | 86% | 91.8% |
| Average Recyclability of Vehicles ²¹ | 85% | 85% | 85% |
| Recycled Plastics in GM Vehicles (pounds) | | | |
| Wheelhouse Liners (recycled PET plastic made into fiber) ²² | ● | 11,000,000 | 12,600,000 |
| HVAC Ducts | ● | 2,000,000 | 4,500,000 |
| Center Console | ● | 1,800,000 | 1,800,000 |
| Interior Door Skin | ● | ● | 1,500,000 |
| Window Support Brackets (nylon) | ● | 1,300,000 | 1,300,000 |
| Door Trim | ● | ● | 900,000 |
| Underbody Shields | ● | 644,341 | 632,000 |
| Active Grill Shutters | ● | ● | 250,000 |
| Hubcaps | ● | ● | 245,000 |
| Horn Housings | ● | ● | 210,000 |
| Fans and Fan Shrouds (pounds of water bottles recycled) | ● | 165,375 | 165,000 |
| Significant Spills ²³ | ● | 1 | 1 |

19 Waste generated from global facilities within the Zero Waste Program. This does not include construction, demolition or remediation waste.

20 GM Zero Waste represents the percentage of waste diverted from landfill, incinerators and energy recovery compared to a three-year average (2017–2019) baseline of total operational waste generated.

21 We enable, by mass, more than 85% reuse or recycling of our current vehicles at the end of their life. Uses ISO 22628 (Road Vehicles–Recyclability and Recoverability–Calculation Method).

22 Pounds of water bottles recycled.

23 GM defines significant spill as a spill that impacts environmental reserves.

● Not Reported



| Safety | | | |
|--|--------|--------|--------|
| | 2020 | 2021 | 2022 |
| Global Workplace Safety | | | |
| Lost Workday Case Rate (GM employees) ²⁴ | 1.40 | 2.28 | 1.96 |
| Lost Workday Case Rate (Contractors) ²⁴ | 0.25 | 0.33 | 0.37 |
| Number of Work-Related Incidents Resulting in Death (GM Employees, Contracted Workers and Contractors) | 1 | 2 | – |
| Recordable Incident Rate (GM Employees, Contracted Workers and Contractors) ²⁵ | 6.45 | 6.84 | 6.67 |
| Occupational Illness Frequency Rate | | | |
| Employees (number/million work hours) | 1.87 | 2.15 | 1.29 |
| Data coverage (% of employees) | 98% | 98% | 100% |
| Global Vehicle Safety | | | |
| Vehicle Volume for GM Safety & Noncompliance Recalls: Global (vehicle volume in millions) | 1.85 | 9.67 | 4.57 |
| Vehicle volume for GM Safety & Noncompliance Recalls: North America (vehicle volume in millions) | 1.65 | 9.34 | 3.98 |
| Number of Recalls (with fewer than 10,000 vehicles) | 30 | 34 | 30 |
| Number of GM Safety & Noncompliance Recalls: Global | 57 | 60 | 44 |
| Number of GM Safety & Noncompliance Recalls: North America | 43 | 47 | 36 |
| Number of Speak Up For Safety Submissions Since Program Inception | 32,917 | 35,842 | 38,937 |
| Vehicle Models Rated by NCAP Programs With an Overall 5-Star Safety Rating, by Region (%) | | | |
| U.S. | 56% | 54% | 53% |
| China | 88% | 100% | 100% |
| South Korea | 71% | 83% | 83% |
| Latin America | 31% | 36% | 38% |
| Australasia | 100% | ● | ● |
| ASEAN | 50% | ● | ● |

24 Number of lost workday cases due to injuries and illnesses per 1,000,000 work hours. Lost workday case rate is defined as an incident that resulted in an injury or illness that required a worker to be away from work for one full work day or more after the date of injury.

25 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 identify and assess areas for improvement.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|---|---------|------------|---------|------------|---------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| Global Employees by Region | | | | | | |
| Total | 143,684 | ● | 146,059 | ● | 154,113 | ● |
| North America | 109,496 | 76.2% | 112,717 | 77.2% | 119,925 | 77.8% |
| South America | 16,728 | 11.6% | 17,451 | 11.9% | 17,986 | 11.7% |
| International | 17,460 | 12.2% | 15,891 | 10.9% | 16,202 | 10.5% |
| Global Employees by Type and Region²⁸ | | | | | | |
| Regular | | | | | | |
| Total | ● | ● | ● | ● | 148,722 | ● |
| North America | ● | ● | ● | ● | 114,934 | 77.3% |
| South America | ● | ● | ● | ● | 17,721 | 11.9% |
| International | ● | ● | ● | ● | 16,067 | 10.8% |
| Temporary ²⁹ | | | | | | |
| Total | ● | | ● | | 5,391 | ● |
| North America | ● | ● | ● | ● | 4,991 | 92.6% |
| South America | ● | ● | ● | ● | 265 | 4.9% |
| International | ● | ● | ● | ● | 135 | 2.5% |

26 All data presented in the workforce section excludes employees of DMAX Ltd, which was founded in 1999 as a joint venture and became a wholly owned subsidiary of GM in May 2022.

27 All gender, race and ethnicity information is self-reported and may not fully reflect the actual number of employees within each category, therefore totals may not equal to the sums of the categories.

28 Beginning 2023 for 2022YE, there was a change in methodology for capturing Regular/Permanent and Temporary employees. Regular/Permanent includes "Employee Type" of Apprentice, Fixed Term, PIMS and Regular. Temporary includes "Employee Type"—Temporary, Casual, Seasonal, Intern and Co-op.

29 Temporary is primarily U.S. hourly represented, nonsejourning employees.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|---|--------|------------|--------|------------|---------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| Global Employees by Employment Type and Region | | | | | | |
| Full-time | | | | | | |
| Total | ● | ● | ● | ● | 151,385 | ● |
| North America | ● | ● | ● | ● | 117,453 | 77.6% |
| South America | ● | ● | ● | ● | 17,783 | 11.7% |
| International | ● | ● | ● | ● | 16,149 | 10.7% |
| Part-time | | | | | | |
| Total | ● | ● | ● | ● | 2,728 | ● |
| North America | ● | ● | ● | ● | 2,472 | 90.6% |
| South America | ● | ● | ● | ● | 203 | 7.4% |
| International | ● | ● | ● | ● | 53 | 1.9% |
| Global Employees Non-Guaranteed Hours by Region³⁰ | | | | | | |
| Total | ● | ● | ● | ● | 603 | ● |
| North America | ● | ● | ● | ● | 602 | 99.8% |
| South America | ● | ● | ● | ● | 1 | 0.2% |
| International | ● | ● | ● | ● | 0 | —% |

30 Non-guaranteed hours includes casual and seasonal employees.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|---|---------|------------|---------|------------|---------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| Global Workforce by Type and Gender³¹ | | | | | | |
| Regular Employees | | | | | | |
| Total | 138,469 | ● | 142,580 | ● | 148,722 | ● |
| Male | 107,622 | 77.7% | 109,327 | 76.7% | 112,897 | 75.9% |
| Female | 30,847 | 22.3% | 33,253 | 23.3% | 35,825 | 24.1% |
| Temporary Employees ³² | | | | | | |
| Total | 5,215 | ● | 3,477 | ● | 5,391 | ● |
| Male | 3,031 | 58.1% | 2,093 | 60.2% | 3,264 | 60.5% |
| Female | 2,184 | 41.9% | 1,384 | 39.8% | 2,127 | 39.5% |
| Managers ³³ | | | | | | |
| Total | 9,425 | ● | 12,696 | ● | 13,945 | ● |
| Male | 7,464 | 79.2% | 9,818 | 77.3% | 10,622 | 76.2% |
| Female | 1,961 | 20.8% | 2,878 | 22.7% | 3,323 | 23.8% |
| Non-Managers ³⁴ | | | | | | |
| Total | 134,259 | ● | 133,361 | ● | 140,168 | ● |
| Male | 103,189 | 76.9% | 101,602 | 76.2% | 105,539 | 75.3% |
| Female | 31,070 | 23.1% | 31,759 | 23.8% | 34,629 | 24.7% |

31 Beginning 2023 for 2022YE, there was a change in methodology for capturing Regular/Permanent and Temporary employees. Regular/Permanent includes "Employee Type" of Apprentice, Fixed Term, PIMS and Regular. Temporary includes "Employee Type"—Temporary, Casual, Seasonal, Intern and Co-op.

32 Temporary is primarily U.S. hourly represented, nonseniority employees.

33 The definition of manager changed between 2020 and 2021. In 2020, manager is defined to be salaried employees that are level 8 and above. Starting in 2022 for 2021YE, manager is defined as salaried employees with either salaried for hourly direct reports.

34 Non-managers includes salaried employees without salary or hourly direct reports plus total hourly population.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|---|---------|------------|---------|------------|---------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| Global Employees by Employment Type and Gender | | | | | | |
| Full-time | | | | | | |
| Total | 141,908 | ● | 143,914 | ● | 151,385 | ● |
| Male | 109,780 | 77.4% | 110,260 | 76.6% | 114,586 | 75.7% |
| Female | 32,128 | 22.6% | 33,654 | 23.4% | 36,799 | 24.3% |
| Part-time | | | | | | |
| Total | 1,776 | ● | 2,143 | ● | 2,728 | ● |
| Male | 873 | 49.2% | 1,160 | 54.1% | 1,575 | 57.7% |
| Female | 903 | 50.8% | 983 | 45.9% | 1,153 | 42.3% |
| U.S. Workforce by Hourly/Salaried Employees | | | | | | |
| Total | 84,851 | ● | 88,435 | ● | 93,234 | ● |
| Hourly | 45,803 | 54.0% | 44,405 | 50.2% | 45,441 | 48.7% |
| Salary | 39,048 | 46.0% | 44,030 | 49.8% | 47,793 | 51.3% |
| U.S. Hourly Employees by Gender | | | | | | |
| Total | 45,803 | ● | 44,405 | ● | 45,441 | ● |
| Male | 32,456 | 70.9% | 31,517 | 71.0% | 32,204 | 70.9% |
| Female | 13,347 | 29.1% | 12,888 | 29.0% | 13,237 | 29.1% |
| Global Technology Positions by Gender³⁵ | | | | | | |
| Total | 33,553 | ● | 37,793 | ● | 40,880 | ● |
| Male | 27,333 | 81.5% | 30,486 | 80.7% | 32,614 | 79.8% |
| Female | 6,220 | 18.5% | 7,307 | 19.3% | 8,266 | 20.2% |
| Global Promotions by Gender³⁶ | | | | | | |
| Total | 6,769 | ● | 10,229 | ● | 11,079 | ● |
| Male | 4,922 | 72.7% | 7,195 | 70.3% | 7,949 | 71.7% |
| Female | 1,847 | 27.3% | 3,034 | 29.7% | 3,130 | 28.3% |

35 Includes Engineering Product Development (EPD), Research and Development (RSD), Information Technology (INF), Manufacturing Engineering (MFE), Electric Vehicle and Autonomous (EVA) and Digital Business Team Technology (DTT) (added in 2022) functions.

36 Global promotions include any grade or level change of salaried employees only.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|--|--------|------------|--------|------------|---------------------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| Global Open Positions Filled Internally^{37,38} | | | | | | |
| Total | 4,503 | ● | 29,755 | ● | 38,111 | ● |
| Internally | 2,592 | 57.6% | 7,919 | 26.6% | 7,351 ³⁹ | 19.3% |
| Global Hires by Region and Gender^{37,40} | | | | | | |
| Female | | | | | | |
| Total | 3,574 | ● | 5,709 | ● | 7,072 | ● |
| North America | 3,208 | 89.8% | 4,770 | 83.6% | 5,965 | 84.3% |
| South America | 297 | 8.3% | 741 | 13.0% | 795 | 11.2% |
| International | 69 | 1.9% | 198 | 3.5% | 312 | 4.4% |
| Male | | | | | | |
| Total | 8,269 | ● | 11,800 | ● | 14,086 | ● |
| North America | 7,057 | 85.3% | 10,003 | 84.8% | 11,660 | 82.8% |
| South America | 957 | 11.6% | 1,337 | 11.3% | 1,473 | 10.5% |
| International | 255 | 3.1% | 460 | 3.9% | 953 | 6.8% |
| Global Hires by Gender^{37,40} | | | | | | |
| Total | 11,843 | ● | 17,509 | ● | 21,158 | ● |
| Male | 8,269 | 69.8% | 11,800 | 67.4% | 14,086 | 66.6% |
| Female | 3,574 | 30.2% | 5,709 | 32.6% | 7,072 | 33.4% |

37 For 2020 and 2021, all hire data excludes temporary and student population (interns, co-ops). For 2022, all hire data excludes temporary, student (interns, co-ops), casual and seasonal populations.

38 The 2021 values have been updated compared to the values previously reported in the 2021 Sustainability Report.

39 Global Open Positions Filled Internally—out of 38,111 positions filled.

40 Excludes 2 new hires with blank gender and birthdate.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|---|--------|------------|--------|------------|--------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| Global Hires by Age and Gender^{41,42} | | | | | | |
| Female | | | | | | |
| Total | 3,574 | ● | 5,709 | ● | 7,072 | ● |
| Under 30 | 1,798 | 50.3% | 2,475 | 43.4% | 3,764 | 53.2% |
| 30-49 | 1,540 | 43.1% | 2,641 | 46.3% | 2,848 | 40.3% |
| 50 and Over | 236 | 6.6% | 593 | 10.4% | 460 | 6.5% |
| Male | | | | | | |
| Total | 8,269 | ● | 11,800 | ● | 14,086 | ● |
| Under 30 | 4,384 | 53.0% | 5,432 | 46.0% | 7,325 | 52.0% |
| 30-49 | 3,291 | 39.8% | 5,146 | 43.6% | 5,568 | 39.5% |
| 50 and Over | 594 | 7.2% | 1,222 | 10.4% | 1,193 | 8.5% |
| Global Attrition by Gender⁴³ | | | | | | |
| Total | 16,566 | ● | 12,452 | ● | 13,627 | ● |
| Male | 12,934 | 78.1% | 9,521 | 76.5% | 9,595 | 70.4% |
| Female | 3,632 | 21.9% | 2,931 | 23.5% | 4,032 | 29.6% |
| Global Attrition by Region and Gender⁴³ | | | | | | |
| Female | | | | | | |
| Total | 3,632 | ● | 2,931 | ● | 4,032 | ● |
| North America | 3,094 | 85.2% | 2,413 | 82.3% | 3,498 | 86.8% |
| South America | 350 | 9.6% | 378 | 12.9% | 397 | 9.8% |
| International | 188 | 5.2% | 140 | 4.8% | 137 | 3.4% |
| Male | | | | | | |
| Total | 12,934 | ● | 9,521 | ● | 9,595 | ● |
| North America | 9,668 | 74.7% | 6,461 | 67.9% | 7,760 | 80.9% |
| South America | 2,279 | 17.6% | 992 | 10.4% | 1,284 | 13.4% |
| International | 987 | 7.6% | 2,068 | 21.7% | 551 | 5.7% |

41 For 2020 and 2021, all hire data excludes temporary and student population (interns, co-ops). For 2022, all hire data excludes temporary, student (interns, co-ops), casual and seasonal populations.

● Not Reported

42 Excludes 2 new hires with blank gender and birthdate.

43 Attrition is defined as count of employees separated from the company. For 2020 and 2021, all attrition data excludes temporary and student population (interns, co-ops). For 2022, all attrition data excluded temporary, student (intern, co-ops), casual and seasonal populations.



| Workforce ^{26,27} | | | | | | |
|--|--------|------------|--------|------------|--------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| Global Attrition by Age and Gender⁴⁴ | | | | | | |
| Female | | | | | | |
| Total | 3,632 | ● | 2,931 | ● | 4,032 | ● |
| Under 30 | 1,265 | 34.8% | 1,032 | 35.2% | 1,542 | 38.2% |
| 30-49 | 1,159 | 31.9% | 1,178 | 40.2% | 1,634 | 40.5% |
| 50 and Over | 1,208 | 33.3% | 721 | 24.6% | 856 | 21.2% |
| Male | | | | | | |
| Total | 12,934 | ● | 9,521 | ● | 9,595 | ● |
| Under 30 | 2,754 | 21.3% | 2,503 | 26.3% | 3,108 | 32.4% |
| 30-49 | 3,524 | 27.2% | 4,152 | 43.6% | 3,391 | 35.3% |
| 50 and Over | 6,656 | 51.5% | 2,866 | 30.1% | 3,096 | 32.3% |
| Global Turnover Rate by Age⁴⁵ | | | | | | |
| Total | ● | ● | ● | ● | 13,627 | ● |
| Under 30 | ● | ● | ● | ● | 4,650 | 22.4% |
| 30-49 | ● | ● | ● | ● | 5,025 | 7.0% |
| 50 and Over | ● | ● | ● | ● | 3,952 | 8.0% |
| Global Turnover Rate by Gender⁴⁵ | | | | | | |
| Total | ● | ● | ● | ● | 13,627 | ● |
| Female | ● | ● | ● | ● | 4,032 | 12.2% |
| Male | ● | ● | ● | ● | 9,595 | 8.8% |

44 Attrition is defined as count of employees separated from the company. For 2020 and 2021, all attrition data excludes temporary and student population (interns, co-ops). For 2022, all attrition data excluded temporary, student (intern, co-ops), casual and seasonal populations.

45 Turnover rate is defined as attrition divided by count of employees as of the 12/31 of the previous year. (Attrition = Count of employees separated from the company during the year. For 2020 and 2021, all attrition data excludes temporary and student population (interns, co-ops). For 2022, all attrition data excluded temporary, student (intern, co-ops), casual and seasonal populations).

● Not Reported



| Workforce ^{26,27} | | | | | | |
|--|---------|------------|---------|------------|---------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| Global Turnover Rate by Region⁴⁶ | | | | | | |
| Total | ● | ● | ● | ● | 13,627 | ● |
| North America | ● | ● | ● | ● | 11,258 | 10.3% |
| South America | ● | ● | ● | ● | 1,681 | 9.8% |
| International | ● | ● | ● | ● | 688 | 4.4% |
| U.S. Turnover Rate^{46,47} | | | | | | |
| Total ⁴⁸ | 6,781 | 8.1% | 5,697 | 7.2% | 6,793 | 8.0% |
| Voluntary ⁴⁹ | 5,793 | 7.0% | 4,439 | 5.6% | 5,301 | 6.2% |
| Involuntary | 988 | 1.2% | 1,258 | 1.6% | 1,492 | 1.8% |
| Retirements (out of Voluntary) | 4,119 | N/A | 1,865 | N/A | 1,797 | 2.1% |
| Global Workforce by Gender and Region | | | | | | |
| Female | | | | | | |
| Total | 33,031 | ● | 34,637 | ● | 37,952 | ● |
| North America | 29,211 | 88.4% | 30,352 | 87.6% | 33,041 | 87.1% |
| South America | 2,262 | 6.8% | 2,632 | 7.6% | 3,055 | 8.0% |
| International | 1,558 | 4.7% | 1,653 | 4.8% | 1,856 | 4.9% |
| Male | | | | | | |
| Total | 110,653 | ● | 111,420 | ● | 116,161 | ● |
| North America | 80,285 | 72.6% | 82,365 | 73.9% | 86,884 | 74.8% |
| South America | 14,466 | 13.1% | 14,819 | 13.3% | 14,931 | 12.9% |
| International | 15,902 | 14.4% | 14,236 | 12.8% | 14,346 | 12.4% |
| U.S. Workforce by Gender | | | | | | |
| Total | 84,851 | ● | 88,435 | ● | 93,234 | ● |
| Male | 61,810 | 72.8% | 64,366 | 72.8% | 67,542 | 72.4% |
| Female | 23,041 | 27.2% | 24,069 | 27.2% | 25,692 | 27.6% |

46 Turnover rate is defined as attrition divided by count of employees as of the 12/31 of the previous year. (Attrition = Count of employees separated from the company during the year. For 2020 and 2021, all attrition data excludes temporary and student population (interns, co-ops). For 2022, all attrition data excluded temporary, student (intern, co-ops), casual, and seasonal populations).

47 Attrition is defined as count of employees separated from the company. For 2020 and 2021, all attrition data excludes temporary and student population (interns, co-ops). For 2022, all attrition data excludes temporary, student (interns, co-ops), casual and seasonal populations.

48 Total = voluntary and involuntary-distinguish-retirements.

49 U.S. Turnover Rate—Voluntary: 1,797 of 5,301, or 34%, of all voluntary turnover is attributable to retirements.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|---|--------|------------|--------|------------|--------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| U.S. Workforce by Race, Ethnicity and Gender | | | | | | |
| Total | | | | | | |
| Total | 84,851 | ● | 88,435 | ● | 93,234 | ● |
| White | 56,552 | 66.6% | 57,636 | 65.2% | 59,226 | 63.5% |
| Black/African American | 16,095 | 19.0% | 16,249 | 18.4% | 17,702 | 19.0% |
| Asian | 6,197 | 7.3% | 7,510 | 8.5% | 8,565 | 9.2% |
| Hispanic/Latino | 4,859 | 5.7% | 5,406 | 6.1% | 6,118 | 6.6% |
| American Indian or Alaskan Native | 406 | 0.5% | 393 | 0.4% | 381 | 0.4% |
| Native Hawaiian or Pacific Islander | 59 | 0.1% | 55 | 0.1% | 64 | 0.1% |
| Two or More Races | 557 | 0.7% | 738 | 0.8% | 958 | 1.0% |
| Do Not Wish to Identify | 126 | 0.1% | 448 | 0.5% | 220 | 0.2% |
| Female | | | | | | |
| Total | 23,041 | ● | 24,069 | ● | 25,692 | ● |
| White | 13,298 | 57.7% | 13,626 | 56.6% | 14,100 | 54.9% |
| Black/African American | 6,447 | 28.0% | 6,456 | 26.8% | 7,048 | 27.4% |
| Asian | 1,668 | 7.2% | 2,096 | 8.7% | 2,463 | 9.6% |
| Hispanic/Latino | 1,309 | 5.7% | 1,440 | 6.0% | 1,614 | 6.3% |
| American Indian or Alaskan Native | 103 | 0.4% | 101 | 0.4% | 94 | 0.4% |
| Native Hawaiian or Pacific Islander | 19 | 0.1% | 18 | 0.1% | 25 | 0.1% |
| Two or More Races | 165 | 0.7% | 220 | 0.9% | 299 | 1.2% |
| Do Not Wish to Identify | 32 | 0.1% | 112 | 0.5% | 49 | 0.2% |
| Male | | | | | | |
| Total | 61,810 | ● | 64,366 | ● | 67,542 | ● |
| White | 43,254 | 70.0% | 44,010 | 68.4% | 45,126 | 66.8% |
| Black/African American | 9,648 | 15.6% | 9,793 | 15.2% | 10,654 | 15.8% |

● Not Reported



| Workforce ^{26,27} | | | | | | |
|---|---------|------------|-----------------------|------------|---------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| U.S. Workforce by Race, Ethnicity and Gender (cont.) | | | | | | |
| Asian | 4,529 | 7.3% | 5,414 | 8.4% | 6,102 | 9.0% |
| Hispanic/Latino | 3,550 | 5.7% | 3,966 | 6.2% | 4,504 | 6.7% |
| American Indian or Alaskan Native | 303 | 0.5% | 292 | 0.5% | 287 | 0.4% |
| Native Hawaiian or Pacific Islander | 40 | 0.1% | 37 | 0.1% | 39 | 0.1% |
| Two or More Races | 392 | 0.6% | 518 | 0.8% | 659 | 1.0% |
| Do Not Wish to Identify | 94 | 0.2% | 336 | 0.5% | 171 | 0.3% |
| Global Workforce by Gender and Age Group | | | | | | |
| Total | | | | | | |
| Total | 143,684 | ● | 146,059 ⁵⁰ | ● | 154,113 | ● |
| Under 30 | 22,709 | 15.8% | 22,728 | 15.6% | 26,080 | 16.9% |
| 30–49 | 73,415 | 51.1% | 73,425 | 50.3% | 76,456 | 49.6% |
| 50 and over | 47,560 | 33.1% | 49,904 | 34.2% | 51,577 | 33.5% |
| Female | | | | | | |
| Total | 33,031 | ● | 34,637 | ● | 37,952 | ● |
| Under 30 | 6,453 | 19.5% | 6,618 | 19.1% | 7,955 | 21.0% |
| 30–49 | 17,281 | 52.3% | 18,057 | 52.1% | 19,461 | 51.3% |
| 50 and over | 9,297 | 28.1% | 9,962 | 28.8% | 10,536 | 27.8% |
| Male | | | | | | |
| Total | 110,653 | ● | 111,420 | ● | 116,161 | ● |
| Under 30 | 16,256 | 14.7% | 16,110 | 14.5% | 18,125 | 15.6% |
| 30–49 | 56,134 | 50.7% | 55,368 | 49.7% | 56,995 | 49.1% |
| 50 and over | 38,263 | 34.6% | 39,942 | 35.8% | 41,041 | 35.3% |

50 Includes 2 new hires with blank gender and birthdate.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|--|--------|------------|--------|------------|--------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| U.S. Workforce by Gender and Age Group | | | | | | |
| Total | | | | | | |
| Total | 84,851 | ● | 88,435 | ● | 93,234 | ● |
| Under 30 | 10,490 | 12.4% | 11,872 | 13.4% | 13,486 | 14.5% |
| 30-49 | 38,824 | 45.8% | 40,218 | 45.5% | 42,565 | 45.7% |
| 50 and Over | 35,537 | 41.9% | 36,345 | 41.1% | 37,183 | 39.9% |
| Female | | | | | | |
| Total | 23,041 | ● | 24,069 | ● | 25,692 | ● |
| Under 30 | 3,058 | 13.3% | 3,320 | 13.8% | 3,833 | 14.9% |
| 30-49 | 11,443 | 49.7% | 11,777 | 48.9% | 12,502 | 48.7% |
| 50 and Over | 8,540 | 37.1% | 8,972 | 37.3% | 9,357 | 36.4% |
| Male | | | | | | |
| Total | 61,810 | ● | 64,366 | ● | 67,542 | ● |
| Under 30 | 7,432 | 12.0% | 8,552 | 13.3% | 9,653 | 14.3% |
| 30-49 | 27,381 | 44.3% | 28,441 | 44.2% | 30,063 | 44.5% |
| 50 and Over | 26,997 | 43.7% | 27,373 | 42.5% | 27,826 | 41.2% |
| U.S. Hourly Employees by Race and Ethnicity | | | | | | |
| Total | 45,803 | ● | 44,405 | ● | 45,441 | ● |
| White | 28,940 | 63.2% | 27,726 | 62.4% | 27,596 | 60.7% |
| Black/African American | 13,260 | 29.0% | 12,950 | 29.2% | 13,910 | 30.6% |
| Asian | 355 | 0.8% | 366 | 0.8% | 379 | 0.8% |
| Hispanic/Latino | 2,707 | 5.9% | 2,726 | 6.1% | 2,879 | 6.3% |
| American Indian or Alaskan Native | 325 | 0.7% | 305 | 0.7% | 292 | 0.6% |
| Native Hawaiian or Pacific Islander | 32 | 0.1% | 28 | 0.1% | 34 | 0.1% |
| Two or More Races | 145 | 0.3% | 203 | 0.5% | 304 | 0.7% |
| Do Not Wish to Identify | 39 | 0.1% | 101 | 0.2% | 47 | 0.1% |

● Not Reported



| Workforce ^{26,27} | | | | | | |
|--|--------|------------|--------|------------|--------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| U.S. Salaried Employees by Gender | | | | | | |
| Total | 39,048 | ● | 44,030 | ● | 47,793 | ● |
| Male | 29,354 | 75.2% | 32,849 | 74.6% | 35,338 | 73.9% |
| Female | 9,694 | 24.8% | 11,181 | 25.4% | 12,455 | 26.1% |
| U.S. Salaried Employees by Race and Ethnicity | | | | | | |
| Total | 39,048 | ● | 44,030 | ● | 47,793 | ● |
| White | 27,612 | 70.7% | 29,910 | 67.9% | 31,630 | 66.2% |
| Black/African American | 2,835 | 7.3% | 3,299 | 7.5% | 3,792 | 7.9% |
| Asian | 5,842 | 15.0% | 7,144 | 16.2% | 8,186 | 17.1% |
| Hispanic/Latino | 2,152 | 5.5% | 2,680 | 6.1% | 3,239 | 6.8% |
| American Indian or Alaskan Native | 81 | 0.2% | 88 | 0.2% | 89 | 0.2% |
| Native Hawaiian or Pacific Islander | 27 | 0.1% | 27 | 0.1% | 30 | 0.1% |
| Two or More Races | 412 | 1.1% | 535 | 1.2% | 654 | 1.4% |
| Do Not Wish to Identify | 87 | 0.2% | 347 | 0.8% | 173 | 0.4% |
| U.S. Hires by Race and Ethnicity⁵¹ | | | | | | |
| Total | 4,712 | ● | 10,698 | ● | 10,723 | ● |
| White | 2,640 | 56.0% | 5,468 | 51.1% | 5,228 | 48.8% |
| Black/African American | 1,051 | 22.3% | 2,009 | 18.8% | 2,464 | 23.0% |
| Asian | 552 | 11.7% | 1,747 | 16.3% | 1,554 | 14.5% |
| Hispanic/Latino | 369 | 7.8% | 883 | 8.3% | 952 | 8.9% |
| American Indian or Alaskan Native | 16 | 0.3% | 26 | 0.2% | 24 | 0.2% |
| Native Hawaiian or Pacific Islander | 5 | 0.1% | 9 | 0.1% | 10 | 0.1% |
| Two or More Races | 57 | 1.2% | 200 | 1.9% | 276 | 2.6% |
| Do Not Wish to Identify | 22 | 0.5% | 356 | 3.3% | 215 | 2.0% |

51 For 2020 and 2021, all hire data excludes temporary and student population (interns, co-ops). For 2022, all hire data excludes temporary, student (interns, co-ops), casual and seasonal populations.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|---|--------|------------|--------|------------|--------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| U.S. Hires by Self-Identified Status^{52,53} | | | | | | |
| Disability | 73 | 1.5% | 521 | 4.9% | 747 | 7.0% |
| Veteran | 148 | 3.1% | 399 | 3.7% | 476 | 4.4% |
| Disabled Veteran | 24 | 0.5% | 107 | 1.0% | 123 | 1.1% |
| U.S. Attrition by Race and Ethnicity⁵⁴ | | | | | | |
| Total | 6,778 | ● | 5,697 | ● | 6,793 | ● |
| White | 4,871 | 71.9% | 3,705 | 65.0% | 4,005 | 59.0% |
| Black/African American | 1,231 | 18.2% | 1,061 | 18.6% | 1,583 | 23.3% |
| Asian | 282 | 4.2% | 478 | 8.4% | 613 | 9.0% |
| Hispanic/Latino | 331 | 4.9% | 330 | 5.8% | 414 | 6.1% |
| American Indian and Alaskan Native | 32 | 0.5% | 27 | 0.5% | 35 | 0.5% |
| Native Hawaiian and Pacific Islander | – | –% | 7 | 0.1% | 8 | 0.1% |
| Two or More Races | 27 | 0.4% | 60 | 1.1% | 99 | 1.5% |
| Do Not Wish to Identify | 4 | 0.1% | 29 | 0.5% | 36 | 0.5% |
| U.S. Workforce Self-Identified as Having a Disability⁵⁵ | | | | | | |
| Total | 645 | ● | 1,314 | ● | 2,187 | ● |
| Male | 536 | 83.1% | 962 | 73.2% | 1,487 | 68.0% |
| Female | 109 | 16.9% | 352 | 26.8% | 700 | 32.0% |

52 Disability, Veteran and Disabled Veteran statuses are self-identified.

53 For 2020 and 2021, all hire data excludes temporary and student population (interns, co-ops). For 2022, all hire data excludes temporary, student (interns, co-ops), casual and seasonal populations.

54 Attrition is defined as count of employees separated from the company. For 2020 and 2021, all attrition data excludes temporary and student population (interns, co-ops). For 2022, all attrition data excludes temporary, student (interns, co-ops), casual and seasonal populations.

55 Includes disabled veterans that have also self-identified as disabled. Disabled employee counts include disabled veterans.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|--|--------|------------|--------|------------|--------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| U.S. Workforce Self-Identified Veteran Status and Gender⁵⁶ | | | | | | |
| Veteran | | | | | | |
| Total | 5,005 | ● | 5,021 | ● | 5,075 | ● |
| Male | 4,400 | 87.9% | 4,427 | 88.2% | 4,494 | 88.6% |
| Female | 605 | 12.1% | 594 | 11.8% | 581 | 11.4% |
| Disabled Veteran | | | | | | |
| Total | 404 | ● | 490 | ● | 578 | ● |
| Male | 374 | 92.6% | 456 | 93.1% | 532 | 92.0% |
| Female | 30 | 7.4% | 34 | 6.9% | 46 | 8.0% |
| U.S. Workforce Self-Identified as LGBTQ | | | | | | |
| Total Self-Reported Responses | 6,568 | ● | 12,787 | ● | 18,367 | ● |
| LGBTQ ⁵⁷ | 345 | 5.3% | 521 | 4.1% | 766 | 4.2% |
| U.S. Technology Positions by Race and Ethnicity⁵⁸ | | | | | | |
| Total | 25,574 | ● | 29,098 | ● | 31,382 | ● |
| White | 17,199 | 67.3% | 18,713 | 64.3% | 19,484 | 62.1% |
| Black/African American | 1,459 | 5.7% | 1,686 | 5.8% | 1,937 | 6.2% |
| Asian | 5,013 | 19.6% | 6,145 | 21.1% | 7,025 | 22.4% |
| Hispanic/Latino | 1,496 | 5.8% | 1,882 | 6.5% | 2,320 | 7.4% |
| American Indian and Alaskan Native | 54 | 0.2% | 55 | 0.2% | 50 | 0.2% |
| Native Hawaiian and Pacific Islander | 19 | 0.1% | 17 | 0.1% | 22 | 0.1% |
| Two or More Races | 271 | 1.1% | 359 | 1.2% | 430 | 1.4% |
| Do Not Wish to Identify | 63 | 0.2% | 241 | 0.8% | 114 | 0.4% |

56 Includes disabled veterans that have also self-identified as disabled. Disabled employee counts include disabled veterans.

57 Self-identified as LGBTQ out of total responses from employees.

58 Includes Engineering Product Development (EPD), Research and Development (RSD), Information Technology (INF), Manufacturing Engineering (MFE), Electric Vehicle and Autonomous (EVA) and Digital Business Team Technology (DTT) (added in 2022) functions.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|--|--------|------------|--------|------------|--------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| Global Females in Top Management Positions⁵⁹ | | | | | | |
| Total ⁶⁰ | 90 | ● | 94 | ● | 96 | ● |
| Female | 27 | 30.0% | 30 | 31.9% | 29 | 30.2% |
| U.S. Top Management Positions by Race and Ethnicity⁵⁹ | | | | | | |
| Total | 84 | ● | 89 | ● | 90 | ● |
| White | 71 | 84.5% | 74 | 83.1% | 75 | 83.3% |
| Black/African American | 3 | 3.6% | 4 | 4.5% | 6 | 6.7% |
| Asian | 5 | 6.0% | 5 | 5.6% | 5 | 5.6% |
| Hispanic/Latino | 2 | 2.4% | 1 | 1.1% | 1 | 1.1% |
| American Indian and Alaskan Native | – | –% | – | –% | – | –% |
| Native Hawaiian and Pacific Islander | – | –% | – | –% | – | –% |
| Two or More Races | 2 | 2.4% | 4 | 4.5% | 3 | 3.3% |
| Do Not Wish to Identify | 1 | 1.2% | 1 | 1.1% | – | –% |
| U.S. Executive-Level Positions by Race and Ethnicity⁶¹ | | | | | | |
| Total | 900 | ● | 985 | ● | 1,058 | ● |
| White | 744 | 82.7% | 780 | 79.2% | 829 | 78.4% |
| Black/African American | 44 | 4.9% | 62 | 6.3% | 65 | 6.1% |
| Asian | 55 | 6.1% | 75 | 7.6% | 88 | 8.3% |
| Hispanic/Latino | 45 | 5.0% | 53 | 5.4% | 60 | 5.7% |
| American Indian and Alaskan Native | 4 | 0.4% | 4 | 0.4% | 5 | 0.5% |
| Native Hawaiian and Pacific Islander | 0 | –% | 0 | –% | 1 | 0.1% |
| Two or More Races | 6 | 0.7% | 8 | 0.8% | 8 | 0.8% |
| Do Not Wish to Identify | 2 | 0.2% | 3 | 0.3% | 2 | 0.2% |

59 Maximum two levels away from CEO as a percent of total top management positions. Does not include administrative assistants.

60 Represents total number of top management positions as a comparison to derive percentage of females in those roles.

61 Level Group = GM Executive or GM Senior Executive.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|--|--------|------------|---------|------------|--------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| Global Executive-Level Positions by Gender⁶² | | | | | | |
| Total | 1,091 | ● | 1,169 | ● | 1,260 | ● |
| Male | 874 | 80.1% | 909 | 77.8% | 953 | 75.6% |
| Female | 217 | 19.9% | 260 | 22.2% | 307 | 24.4% |
| Talent Attraction | | | | | | |
| Number of U.S. Colleges and Universities From Which GM Recruited College Graduates ⁶³ | ● | ● | 500 | ● | 500 | ● |
| Number of Summer Intern and Co-op Program Opportunities for Students Provided ⁶³ | ● | ● | 600 | ● | 750 | ● |
| Talent Engagement | | | | | | |
| Number of Mentors in Workday ⁶³ | ● | ● | 2,000 | ● | 2,500 | ● |
| Global Training | | | | | | |
| Average Number of Training Hours Each Employee Invested per Year | 9.49 | ● | 20.12 | ● | 22.00 | ● |
| Active Employees Receiving Regular Performance and Career Development Reviews (%) | 100% | ● | 100% | ● | 100% | ● |
| Number of Dealer Team Members with Access to DEI Resources ^{63,64} | ● | ● | 100,000 | ● | 92,000 | ● |
| Global Training Average Hours | | | | | | |
| Regular Employees | ● | ● | ● | ● | 20.77 | ● |
| Gender | | | | | | |
| Female | ● | ● | ● | ● | 21.07 | ● |
| Male | ● | ● | ● | ● | 22.31 | ● |
| Position | | | | | | |
| Managers | ● | ● | ● | ● | 23.29 | ● |
| Nonmanagers | ● | ● | ● | ● | 21.87 | ● |

62 Level Group = GM Executive or GM Senior Executive.

63 Data is an approximation.

64 Dealer Employees (non-GM employees).

● Not Reported



| Workforce ^{26,27} | | | | | | |
|---|--------|------------|-----------------|------------|--------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| Percentage of Women to Men Remuneration⁶⁵ | | | | | | |
| Executive Level (base salary only) | 104% | ● | 100% | ● | 102% | ● |
| Executive Level (base salary + other cash incentives) | 106% | ● | 100% | ● | 102% | ● |
| Management Level (base salary only) | 100% | ● | 100% | ● | 99% | ● |
| Management Level (base salary + cash incentives) | 100% | ● | 100% | ● | 99% | ● |
| Nonmanagement Level | 96% | ● | 96% | ● | 95% | ● |
| Labor Relations | | | | | | |
| Union Representation of Total Global Workforce ⁶⁶ | 61% | ● | 61% | ● | 60% | ● |
| Total Number of Represented Workforce (Union) ⁶⁶ | ● | ● | 95,000 | ● | 95,000 | ● |
| Union Representation of Hourly Workforce | ● | ● | 99% | ● | 99% | ● |
| Unions GM Works With Globally | 33 | ● | 28 | ● | 28 | ● |
| Number of Work Stoppages | ● | ● | 2 ⁶⁷ | ● | – | ● |
| Total Days Idle | ● | ● | 9 | ● | – | ● |
| Wellness and Benefits | | | | | | |
| Participation rate in the Retirement Savings Plan (RSP (%)) ⁶⁸ | ● | ● | NR | ● | 98% | ● |
| Employees Who Took Paid Family Leave | ● | ● | 1,919 | ● | 2,186 | ● |
| Average Number of Days of Paid Family Leave | ● | ● | 37 | ● | 35 | ● |
| Employees Who Took Short-Term Disability Leave | ● | ● | 12,587 | ● | 13,196 | ● |
| Employees Who Took Short-Term Disability Leave (%) | ● | ● | 14% | ● | 14% | ● |

65 Remuneration is the ratio of weighted average basic salary of women to men from our significant locations of operations, defined as countries representing 95% of our total salaried headcount. Definitions of management and nonmanagement used for these calculations may differ from definitions of these terms used elsewhere in the report and this Data Center.

66 Data is an approximation.

67 There were two work stoppages in 2021 in South America that resulted in a total of nine days idle. There were zero work stoppages and lockouts in all other regions.

68 Employees contribute to a defined contribution plan only. All defined benefit plans are closed.

● Not Reported



| Workforce ^{26,27} | | | | | | |
|---|--------|------------|--------|------------|--------|------------|
| | 2020 | | 2021 | | 2022 | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| Paid Family Leave by Gender | | | | | | |
| Female | | | | | | |
| Total entitled to Paid Family Leave | ● | ● | ● | ● | 10,643 | ● |
| Total That Took Paid Family Leave | ● | ● | ● | ● | 549 | ● |
| Total That Returned to Work After Paid Family Leave During Reporting Period | ● | ● | ● | ● | 273 | ● |
| Male | | | | | | |
| Total Entitled to Paid Family Leave | ● | ● | ● | ● | 30,915 | ● |
| Total That Took Paid Family Leave | ● | ● | ● | ● | 1,637 | ● |
| Total That Returned to Work After Paid Family Leave During Reporting Period | ● | ● | ● | ● | 524 | ● |
| Incidents of Discrimination and Harassment | | | | | | |
| Types of Allegations Received, Diversity and Workplace Respect | 1,076 | ● | 2,036 | ● | 3,276 | ● |
| Human Rights | | | | | | |
| Human Rights Policy—Number of Languages Available (excluding English) | ● | ● | 8 | ● | 8 | ● |



| Supply Chain | | | |
|---|---------|---------|---------|
| | 2020 | 2021 | 2022 |
| Approximate Annual Supply Chain Spend—USD (\$) billions | 72.0 | 76.0 | 88.2 |
| Approximate Spend with North America Diverse Tier I Suppliers—USD (\$) billions ⁶⁹ | 3.0 | 3.8 | 4.4 |
| Approximate Spend with North America Diverse Tier II Suppliers—USD (\$) billions ^{69,70} | 2.0 | 2.2 | 2.5 |
| Approximate Supplier Count | 13,500 | 19,000 | 16,000 |
| Approximate Materials and Services Purchased | 277,000 | 329,000 | 384,000 |
| Local Sourcing Out of Regional Spend: North America (%) ⁷¹ | 90% | 92% | 93% |
| Local Sourcing Out of Regional Spend: China (%) ⁷¹ | 95% | 96% | 97% |
| Local Sourcing Out of Regional Spend: International and South America (%) ⁷¹ | 80% | 73% | 74% |

69 United States and Canada spend only.

70 Tier II spend is self-reported by supplier.

71 Percentages are approximate. Local spend tracks local sourcing at a regional level (direct supply chain spend only).

● Not Reported



| Governance | | | |
|--|--------------|--------------|--------------|
| | 2020 | 2021 | 2022 |
| Governance | | | |
| Number of Board Members | 13 | 13 | 13 |
| Independence of X out of X Directors—Ratio | 12 out of 13 | 12 out of 13 | 12 out of 13 |
| Average Years of Tenure—Years | 6 | 6 | 6 |
| Board Members With 0–5 Years of Tenure | 6 | 6 | 6 |
| Board Members With 5–10 Years of Tenure | 4 | 4 | 4 |
| Board Members With 10+ Years of Tenure | 10 | 3 | 3 |
| Board Members, Male | 5 | 6 | 7 |
| Board Members, Female | 7 | 7 | 6 |
| Directors Who are Women (%) | ● | 54% | 46% |
| Board Members, White Individuals | 9 | 9 | 9 |
| Board Members, Diverse Race or Ethnicity Individuals | 3 | 4 | 4 |
| Board Members Who are Female that Identify Themselves as Racially/Ethnically Diverse (%) | ● | ● | 17% |
| Directors Who Identify Themselves as Racially/Ethnically Diverse (%) | ● | 31% | 31% |
| Average Age of Board Members—Years | 62 | 63 | 63 |
| Board Members in 50s | 3 | 3 | 5 |
| Board Members in 60s | 8 | 9 | 4 |
| Board Members in 70s | 1 | 1 | 4 |
| Standing Committees | ● | 6 | 6 |
| Board Committees Chaired by Women (%) | ● | 67% | 50% |
| New Directors Over Past 3 Years | ● | 4 | 4 |



| Governance | | | |
|--|---------|----------|----------|
| | 2020 | 2021 | 2022 |
| Global Ethics | | | |
| Total Number of Reports to Awareline | 3,654 | 4,170 | 5,715 |
| Total Number of Allegations | 2,732 | 3,048 | 4,039 |
| Number of Corporate Required Training (CRT) Languages Available | ● | 8 | 7 |
| CRT Completion Rate (%) | 100% | 100% | 100% |
| Code of Conduct Certification Program Completion Rate (%) | 100% | 100% | 100% |
| Total Number of Languages the Code of Conduct Training is Available in | ● | 9 | 9 |
| Total Approximate Number of Employees and Contract Workers Who Completed Compliance Training | 70,000 | 64,000 | 70,000 |
| Total Online Courses Delivered | 354,990 | ~364,000 | ~360,000 |
| Total In-Person Advanced Compliance Training Modules Delivered With Assistance from the Compliance Group | 23,345 | ~6,000 | ~23,000 |
| Environmental Governance | | | |
| Number of Notices of Violation (NOV) in the U.S. | 12 | 12 | 22 |
| Number of Notices of Violation (NOV) Outside of the U.S. | 4 | 3 | 4 |
| Penalties or Fines Over \$10,000 | - | 1 | 2 |
| % of Global Manufacturing Operations ISO Third-Party Certified | 100% | 100% | 100% |