2023 Sustainability Report

Journey to Zero

Our vision is a world with zero crashes, zero emissions and zero congestion.

At General Motors Company (GM), we are driven by our innovative spirit and a commitment to action. Our investments in research and development (R&D), design, engineering, manufacturing and supply chain, along with our focus on delivering a new electric vehicle (EV) customer experience, propel us toward a safer, more inclusive and sustainable future.

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Sustainability Supplement

This supplement contains our GRI, SASB and UN SDGs indices, our Data Center and additional information.

gmsustainability.com

About This Report

Scope and Boundaries

GM is committed to publicly reporting on sustainability-related topics on an annual basis, discussing the opportunities and challenges that we encounter as we work to enhance our performance and conduct business responsibly.

This report has been prepared in reference to the Global Reporting Initiative (GRI) 2021 Standards and includes responses to the Sustainability Accounting Standards Board (SASB) framework. Responses to sustainability-related frameworks and standards can be found in the 2023 Sustainability Supplement, which is available for download at gmsustainability.com.

This report covers certain sustainability metrics and data for GM as of and during the year ended December 31, 2023, unless otherwise stated. In instances where select information is provided from an earlier period or early 2024, that is noted in the report. In some instances, certain data from an earlier period that was previously published in other locations has been updated in this report. This report is limited to GM's automotive operations conducted through certain of its consolidated subsidiaries. Unless otherwise stated, data related to GM Financial, our automotive financing services provider, and GM Cruise Holdings LLC, our majority-owned subsidiary responsible for the development and commercialization of autonomous vehicle technology, is not included in the report. In some instances, data has been included for operations in which GM's interest is through joint ventures (JVs), including our automotive China JVs. In these instances, the inclusion of that data is noted. Dollar amounts presented within this report are stated in U.S. dollars. Certain amounts may not add due to rounding. The information included in this report is current at the time of publication (April 30, 2024).

We have engaged an independent third party to verify a selection of the greenhouse gas (GHG) and certain sustainability data for our global automotive operations presented in this report. The verification statements and applicable data assertions can be found in the 2023 Sustainability Supplement.

This report provides an overview of some of GM's long-term goals and aspirations, and efforts in support of them. Some of the statements and data in this report are derived from other GM publications and links are provided to those documents. With respect to goals, commitments and aspirational or otherwise forward-looking statements in this report, actual results may differ, possibly materially. This report also includes certain numbers that are estimates or approximations and that may be based on assumptions. We believe that the estimates employed are appropriate and reasonable; however, due to inherent uncertainties in making estimates and assumptions, actual results could differ from the original estimates.

Solely for convenience, trademarks and trade names referred to in this report may appear without the ® or ™ symbols. Such references are not intended to indicate, in any way, that we will not assert, to the fullest extent under applicable law, our rights or the right of the applicable licensor to these trademarks and trade names.

Products Disclosure

In this report, depicted products and features may be simulated, preproduction or concepts and are subject to change. 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 brand's website and product Owner's Manual.

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 judgment 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. 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 Us

Why We Exist

Our diverse global team of employees is working hard to turn our purpose and vision into reality.

Our Purpose
We pioneer the innovations that move and connect people to what matters.

Our Vision
Zero crashes, zero emissions and zero congestion.

Who We Are

Headquartered in Detroit, Michigan, GM is a company with global scale and capabilities.

Operations in **31** countries

151K global employees[1]

Customers on **six** continents

general motors

Where We Focus

We have a passion for delivering world-class products and unrivalled customer experiences.

Electrification
Our Ultium platform can help put everyone in an EV, driving the world closer to an all-electric future.

Vehicle Safety
Research, technology and advocacy inform our holistic approach to engineering safety through a human lens.

Path to Autonomous
We believe that autonomous vehicles (AVs) have enormous potential to benefit society through increased safety and access to transportation.

Sustainability
We aim to achieve an all-electric, zero emissions world while advancing an equitable and inclusive transition to our carbon neutral future.

[1] 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.

A Message From Mary Barra, Chair and Chief Executive Officer

As you learn more about what we accomplished in 2023, keep in mind that 2024 will bring more action and more progress from General Motors on our sustainability goals and our vision of a world with zero crashes, zero emissions and zero congestion.

Our investments in electric and autonomous technology are helping us realize that vision. We've made tremendous strides, and this year we're aiming to expand our reach, especially with many important EV launches across a wide range of price points and segments.

We're taking what we've learned with our EV programs to date and charging full speed into 2024. We're striving to assemble the best and broadest EV portfolio that prioritizes quality, safety and design.

We also remain committed to delivering AV technology. We have reorganized Cruise to optimize safety, protocol and process as it continues to advance its autonomous technology. We believe AVs have the potential to rewrite the rules of personal mobility and save millions of lives.

Sustainability is not just good policy. It's good business—good for the company, for employees, and for recruiting and retaining the best people, people who will help us achieve our vision. And it's essential to our ambition of leaving a better planet for future generations. I invite you to read more about the progress we made last year.

Mary T. Barra
Chair and Chief Executive Officer

A Message From Kristen Siemen, Chief Sustainability Officer

At GM, we are taking important steps toward supporting the transition to a more sustainable, zero emissions future for everyone. We continue to make progress on our plan to become carbon neutral in our global products and operations by 2040, but we know we can't do it alone. With innovation and technology at the heart of our strategy, we've been able to successfully secure 100% of the renewable electricity needed to power our sites and facilities in the United States by 2025, and we continue to work toward our plan to secure enough renewable electricity to do so globally by 2035. Additionally, we have surpassed our waste diversion target for the second year in a row. These successes are a testament to the work we've done to prioritize sustainability and efficiency in our operations.

Our focus is on getting to a zero emissions future together, with our customers and suppliers—that's why our sustainability strategy prioritizes working with a strong and resilient supply chain to share lessons learned and collaborating on decarbonization solutions. We continue to make progress integrating sustainability into our business from the initial design and selection of materials, through product development and manufacturing, to innovative solutions for end of life.

While there's more work to do, we are proud of our progress and are moving with purpose—but we aren't stopping there. We are excited by our continued efforts on this transition toward EVs and especially by our dynamic portfolio of products. We won't stop looking for innovative collaborations and solutions across industries, and with our proven dedication, we aim to lead the charge on the road to a better future for generations to come.

Kristen Siemen
Vice President Sustainable Workplaces and Chief Sustainability Officer

Chevrolet Blazer EV RS

2023 Report Highlights

Joined the **ZEROgrid Initiative**[1] with other leading companies and RMI to expand corporate aspirations to help drive toward a more reliable and affordable grid.

Spent approximately **$5.6B** with North American diverse Tier I suppliers.

Provided **$64M in grants** to nearly 400 U.S.-based nonprofits to help create inclusive solutions to social issues.

Working toward positively impacting over **140K people** through our expanded international giving programming.

Member of the **First Movers Coalition** demonstrating commitments to low-carbon steel, aluminum, concrete and cement, signaling a firm market demand for near-zero materials.

Announced upcoming expansion of **Vehicle-to-Home** (V2H) bidirectional charging technology across our retail portfolio of Ultium-based EVs in the United States.

Announced our plan to integrate the **North American Charging Standard** (NACS) into future GM EVs, while also enabling access to over 15,000 Superchargers in 2024.

[1] Zero Emissions, Reliability Optimized Grid or ZEROgrid Initiative (ZGI).

Awards and Recognition

Received the ENERGY STAR Sustained Excellence Award for the

12th

straight year

Listed in the Fair360

Top 50

Companies for Diversity for the eighth straight year, ranking #33—three places up from 2022

Received the top score for

ISS QualityScore

in the Environmental and Social categories for the entirety of 2023

Ranked

#17

in the Environmental Protection Agency (EPA) Green Power Partnership list, making us the top automaker

Achieved

1st

in the 2024 JUST 100 rankings for the Automobiles & Parts industry sector

Received an A- on the

CDP

Climate Change and Water Security questionnaires

Received the top score for

Equality 100

in the Human Rights Campaign Foundation's Corporate Equality Index

Named on Fast Company's 2023

Brands That Matter

list, which recognizes organizations leading on social action, sustainability and inclusivity—additionally recognized among 12 other brands working to build a better future

Named as the only original equipment manufacturer (OEM) automaker on Ethisphere's

World's Most Ethical Companies®

list for the fifth straight year

Our Sustainability Strategy

Our sustainability strategy supports our vision of an all-electric future, our carbon neutral goal and our growth strategy, which we believe can lead to greater revenue and margins.

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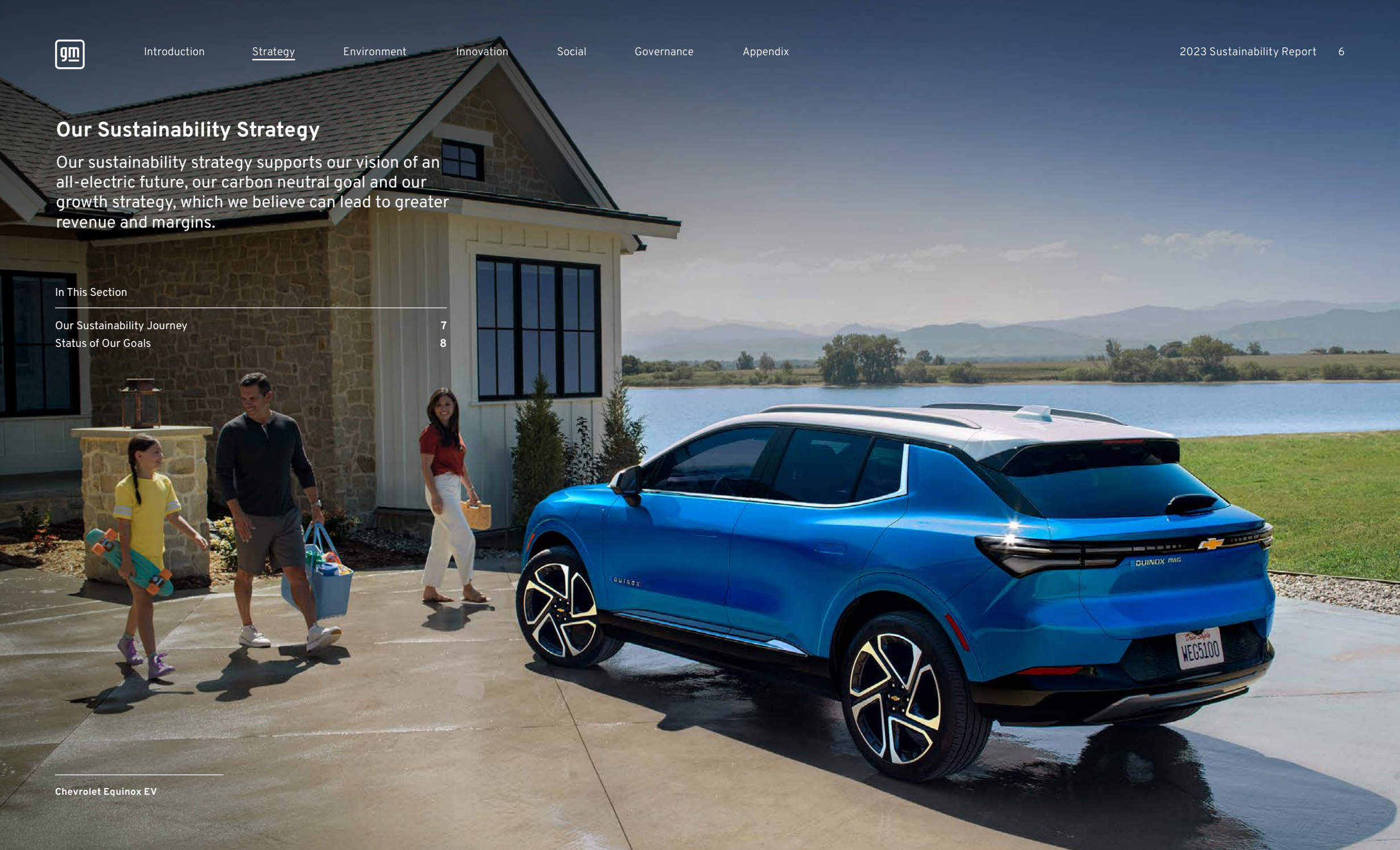


Chevrolet Equinox EV

Our Sustainability Journey

At GM, we are transforming our processes, materials and products to achieve our sustainability goals.

In change, we see opportunity. It is our chance to lead; to provide the vehicles of tomorrow that we believe our customers are looking for today; to use our expertise, scale and experience to help solve some of society's greatest challenges.

Taking Environmental Action

We have ambitious climate goals and we are committed to achieving them. To reach our goal of achieving carbon neutrality in global products and operations by 2040, we plan to continue creating a broad portfolio of electric vehicles (EVs) and enhancing the sustainability of our supply chain. We cannot do it alone, but we will lead based on our strengths.

Biodiversity & Ecosystem Health
Circular Economy
Climate Risk & Resilience
Operational GHG Emissions & Efficiency
Product GHG Emissions
Supply Chain Environmental Impacts
Supply Chain Labor Conditions
Waste Management
Water Management

Growing Through Innovation

At GM, we are always innovating. From pioneering the first electric starter to assisting drivers in emergencies with OnStar through our advanced software technologies, GM has always pushed the limits of engineering. Today, with Ultium as a driving force, we are enabling our EV strategy and our vision of zero emissions.

Autonomous Technology & Ethics
Climate Risk & Resilience
EV Infrastructure

Moving Together

Our role at GM is not just to direct our own company's transformation; it is also to bring everybody in on the journey to a safer, all-electric future, including our workforce and the communities in which we live and work. We are on a path to prove that technology and collaboration, driven by purpose, can help change the world.

Climate Risk & Resilience
Community Development
Diversity, Equity & Inclusion
Employee Health & Well-Being
Human Rights
Occupational Health & Safety
Supplier Diversity
Vehicle Safety

Driving Responsible Governance

Leading with integrity is an essential part of working toward an all-electric future that is better for people and the environment. As GM drives impactful change by bringing EVs, mobility and connectivity to the next level, we have processes and policies in place to help guide responsible, ethical action.

Business Ethics
Responsible Use of Data
Sustainability-Related Compensation & Incentives

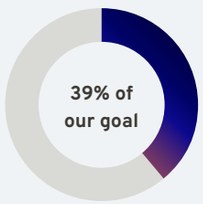
● Priority Areas

Status of Our Goals

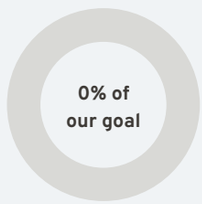
We are dedicated to actively pursuing our sustainability goals. We've taken productive strides in our operations and are continuously strengthening our strategy as we advance on our journey toward zero emissions.[1]

These metrics are inclusive of organizational boundary adjustments to better align with GHG protocol and updates in certain calculations for changes in assumptions and increased available data.

Reducing Scope 1 and Scope 2 GHG emissions from our operations by 72% by 2035 against a 2018 baseline



Sourcing 100% renewable electricity globally by 2035



Reducing Scope 3 GHG emissions from the use of sold products by 51% per vehicle kilometer by 2035 against a 2018 baseline

Eliminating tailpipe emissions from new U.S. light-duty vehicles by 2035

Reducing water intensity by 35% by 2035 against a 2010 baseline

Diverting more than 90% of our operational waste from landfills, incinerators and energy recovery facilities by 2025 against a 2018 baseline

We continue to invest in energy-efficient systems and renewable energy strategies to reduce Scope 1 and 2 emissions.

Emissions Mitigation Plan

Operational Energy Efficiency

The Transition to Renewable Energy

Slower reduction in ICE volumes, based on customer demand, impacts the emissions intensity progress.

An All-Electric Future

Advancing Electrification and Autonomy

We are committed to managing water use in our facilities efficiently and responsibly, particularly in water-stressed locations where we have manufacturing operations.

Water

We have surpassed our Zero Waste performance target for the second consecutive year and are now building upon our strategies and ambitions to develop a new target.

Waste

[1] Percentages against baselines represent the reporting year reduction percentage from baseline compared to the targeted reduction percentage.

Environment

To help create a more sustainable world, we aim to become carbon neutral in global products and operations by 2040. We are working toward greater efficiency in our products and operations through our production processes and the resources we use.

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Chevrolet Blazer EV RS

Emissions Mitigation Plan

Our goal is to achieve carbon neutrality in global products and operations by 2040.

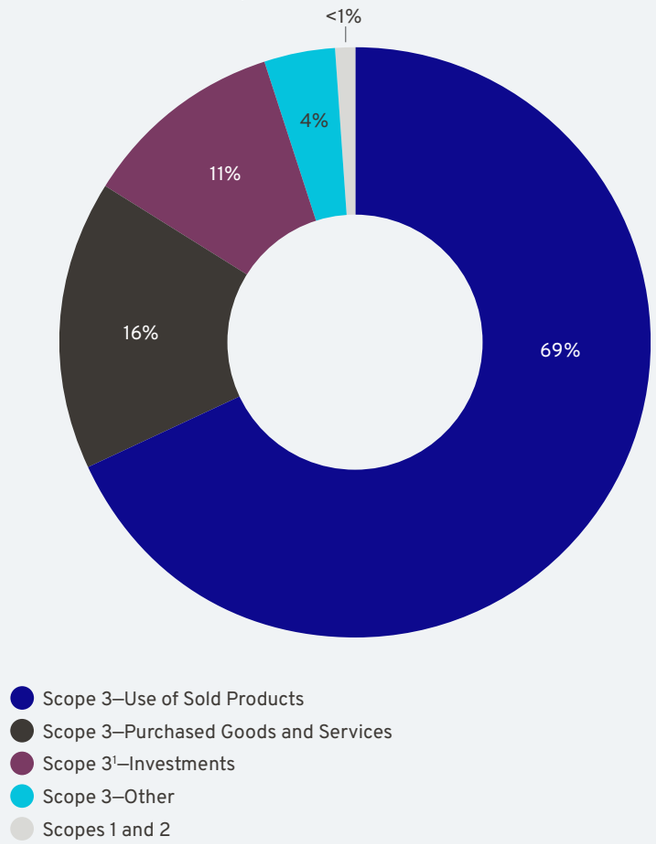
Where We Are Now

GM recognizes that to make the biggest impact on climate change, we need to focus on investing in programs that reduce greenhouse gas (GHG) emissions.

We are committed to the objectives of the Paris Agreement and the Business Ambition Pledge for 1.5ºC. We continue to work toward meeting our near-term science-based targets for emissions reductions to support this commitment.

While we have observed strong customer demand for our internal combustion engine (ICE) offerings in 2023, we are committed to reducing emissions from our ICE products and are prioritizing the expansion of our electric vehicle (EV) portfolio by bringing new products and increasing production capacity. Additionally, we have made great progress in our efforts in sourcing renewable electricity to reduce emissions. We are actively exploring opportunities to expand our renewable energy capacity as it contributes to a more sustainable future.

Our Global 2023 Footprint



See more detailed performance in our Data Center.

[1] The majority of the emissions reported in Scope 3—Investments are from our China JVs.
[2] Lifetime vehicle usage is now estimated at 200,000 kilometers per vehicle.

Reporting Updates

In 2023, we updated our organizational boundaries in our reporting of emissions to include GM Financial and Cruise to better align with the GHG Protocol. Emissions from our China joint ventures (JVs) are classified as Scope 3—Investments. In addition, we updated certain calculations within our GHG Intensity and Scope 3—Use of Sold Products reporting to reflect changes in assumptions and increased available data.[2] Baselines, targets and prior-year comparatives for the affected metrics were updated to reflect these changes.

Mitigation Plan Governance

We have developed our mitigation plan in line with our vision of a world with zero emissions. We will revisit this plan annually, while targets are reviewed with the Board by representatives of relevant teams at least semiannually.

To read more about governance of our climate risk, see our 2022 TCFD Report and the Governance Section of this report.

Our Targets

To help us achieve carbon neutrality in global products and operations by 2040, we are committed to achieving the following milestones and science-based targets.

Scope 3—Use of Sold Products

By 2035:

- Reduce Scope 3 GHG emissions from the use of sold products by 51% per vehicle kilometer against a 2018 baseline
- Eliminate tailpipe emissions from new U.S. light-duty vehicles

Scopes 1 and 2

By 2025:

- Source 100% renewable electricity for our U.S. sites by the end of 2025

By 2035:

- Source 100% renewable electricity globally
- Reduce Scope 1 and 2 GHG emissions from our operations by 72% against a 2018 baseline

[1] Based on forecasted renewable energy sourced through executed agreements, subject to change depending on actual future electric usage in operations and actual future renewable generation.

Progress

Scope 3

Our Products

- Continuing to expand battery production through our Ultium Cells LLC, our JV with LG Energy Solution, that is manufacturing cells for our Ultium Platform
- Collaborating with Tesla to integrate the North American Charging Standard (NACS) in our EVs, beginning in 2025
- Investing in home, workplace and public charging infrastructure in the United States and Canada
- Investing in hydrogen fuel cell technology to reduce the carbon emissions of medium- and heavy-duty vehicles
- Addressing the barriers to EV ownership in the United States through dealership education and engagement

Supply Chain

- Inviting Tier I suppliers to sign the GM Supplier Pledge and enhance emissions tracking
- Monitoring participating global Tier I and Tier II suppliers' sustainability performance through CDP and EcoVadis
- Promoting supplier CO2 emission reductions through Manufacture 2030 (M2030)
- Contractually securing the battery raw materials to support our EV future
- Continuing our membership of the First Movers Coalition, demonstrating commitments to low-carbon steel, aluminum, concrete and cement, signaling a firm market demand for near-zero materials

Scopes 1 and 2

- Improving energy efficiency: Reducing overall energy use by lowering intensity levels and operational loads at our facilities
- Continuing to explore opportunities for fuel reduction, alternative fuels and new technology, focusing on paint, foundry and heating, ventilation and air conditioning (HVAC) demand
- Increasing use of renewable power for electricity globally
- Finalized the energy sourcing agreements required to secure 100% of the energy needed to power all of our U.S. sites with renewable electricity by end of 2025[1]

Our Energy Strategy

Our strategy to manage energy in our operations and reduce Scope 1 and 2 emissions involves a combination of improved energy efficiency, using more renewable power, enhancing supply reliability and advocacy work.

Improving Energy Efficiency

Reducing overall energy use by lowering intensity levels and operational loads at our facilities

Sourcing Renewable Energy

Supporting the growth of renewable energy through direct investments, on-site generation, green tariffs and power purchase agreements

Addressing Reliability and Resiliency

Procuring reliable energy through robust infrastructure, securing redundant and reliable power supply, and exploring options like energy storage to address intermittency

Policy Advocacy

Advocating for policies that support resilient, carbon-free energy systems, drive down renewable energy costs and increase availability of renewable energy assets

Operational Energy Efficiency

Our energy conservation and renewable energy program, guided by science-based targets, will help us become carbon neutral in global products and operations by 2040.

As part of our strategy to reduce Scope 1 and 2 GHG emissions, we are working to lower energy consumption by improving efficiency.

We continue to work on improving energy efficiency at our facilities through a global energy management system (EMS). We are focusing our efforts on the areas of highest use, such as reducing electricity consumption and using less fuel from nonrenewable sources. We are exploring technologies and innovative alternatives to natural gas for heating, paint processes, and foundries as we look to reduce Scope 1 emissions.

We are prioritizing carbon reduction within our EV portfolio by reducing tailpipe emissions. The changing environment as we transition facilities has a complex impact to our energy intensities. We continue to internally track energy intensities and efficiency gains.

Energy-Saving Programs and Initiatives

Our approach to improve the sustainability of our operations includes aligning our business strategy with aggressive environmental goals and energy reduction targets, collecting accurate data and publicly reporting progress against those targets. We continue to use and enhance our energy metering tools to monitor and reduce the use of our HVAC equipment.

U.S. Department of Energy (DOE)
To assess and improve our EMS, we have implemented the DOE 50001 Ready program across our business. 50001 is a voluntary global standard for energy management systems in industrial, commercial and institutional facilities. We continue to expand the program globally.

Focusing on reducing our carbon footprint, we committed to the DOE Better Climate Challenge, establishing a 50% reduction in GHG emissions from manufacturing facilities in the United States. As a result of our energy efficiency efforts and the success of our renewable energy projects, we were recognized by the DOE for meeting our goal in 2022, six years ahead of target.

We are also participating in the DOE Better Buildings Initiative, exploring ways to achieve low- or zero-carbon operations. According to the DOE, more than 900 organizations participate in the program, which has resulted in 1.8 million tons of diverted waste, saved $18.5 billion in energy costs and avoided 190 million metric tons of carbon emissions.

U.S. ENERGY STAR
Buildings certified by ENERGY STAR use less energy, save money and generate fewer GHG emissions. To be certified as an ENERGY STAR building, it must meet strict energy performance standards set by the Environmental Protection Agency (EPA) and outperform at least 75% of similar buildings nationwide. In 2023, we received four certifications at Austin IT North, Fort Wayne Assembly, Flint Assembly and Milford Enterprise Data Center.

A total of 72 GM manufacturing and JV sites have met the EPA ENERGY STAR Challenge, with many sites achieving the goal multiple times for a total of 141 recognitions. To meet the EPA Challenge, industrial sites must reduce their source energy intensity by at least 10% within a five-year period. In 2023, two China JV sites met the EPA Challenge by reducing energy intensity by approximately 13%.

In 2023, we conducted 12 on-site ENERGY STAR treasure hunts, through which we found 149 energy-saving opportunities that could result in potential savings of $16 million.

Read more about our energy-saving initiatives around the world in our Regional Reports.

Awards and Recognitions

GM has received the ENERGY STAR Sustained Excellence Award for the past 12 years

GM China was honored for energy reduction at the International Green Zero-Carbon Festival by receiving the 2023 Excellent Sustainable Development Contribution Award

GM Mexico was honored by the AMENEER Mexican Association of Energy Efficiency Companies

Fort Wayne plant was honored with the 2023 Governor's Award for utilizing heat recovered from landfill gas electricity generators to fulfill a significant portion of the plant's annual heat needs

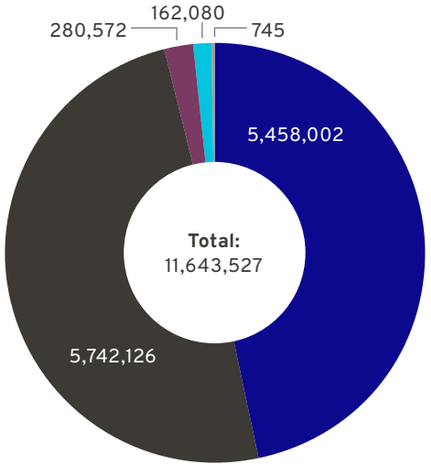
Our Global Energy and Emissions Progress[1]

In 2023, we showcased our industry leadership in sustainable energy among all manufacturing companies by becoming the leading buyer of renewable energy through power purchase agreements.[2]

We continue to invest in energy-efficient systems and renewable energy strategies to reduce Scope 1 and 2 emissions. We are prioritizing absolute carbon reductions across the business to achieve carbon neutrality.

2023 Energy Consumption by Source

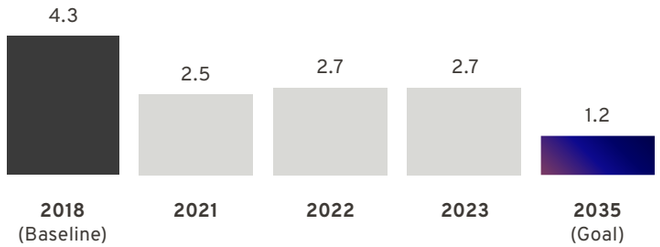
(MWh)



- Electricity Consumption (incl. cooling)
- Fuel Consumption From Nonrenewable Sources
- Fuel Consumption From Renewable Sources
- Steam Consumption
- Cooling Consumption

Absolute Scope 1 and 2 Emissions[3]

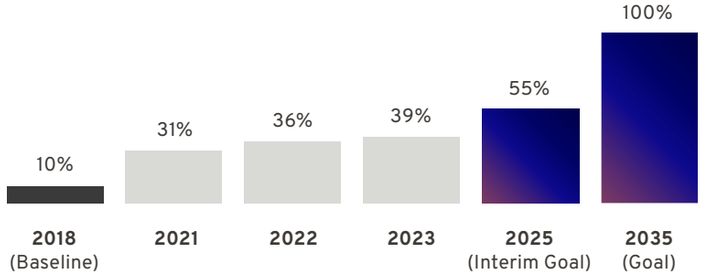
(Million Metric Tons CO2e)



Goal

Reducing Scope 1 and Scope 2 GHG emissions from our operations by 72% by 2035 against a 2018 baseline

Renewable Electricity as a Percentage of Our Global Electricity Use[4]



Goal

Sourcing 100% renewable electricity globally by 2035

(Right) Solar panels deployed at GM Rosario Plant in 2023

[1] In 2023, we updated our organizational boundaries to include GM Financial and Cruise. China JVs are included in Scope 3—Investments. Baselines, targets and prior-year comparatives within this report have been updated to reflect these changes. Reporting is in reference to the GHG Protocol and includes facilities under GM operational control.
[2] Based on Bloomberg New Energy Finance's Corporate PPA Deal Tracker.
[3] GM's Scope 1 emissions are generated from use of fossil fuels, mostly natural gas for process. GM's Scope 2 emissions are mostly from electricity used in our operations for process and building with some purchased steam. Calculation includes CO2, CH4 and N2O. The source of emission factors is regulatory or IPCC Good Practice Guidelines.
[4] GM's renewable electricity progress is in alignment with RE100 technical criteria. Includes generation and consumption of electricity from landfill gas.

The Transition to Renewable Energy

We are building on our past successes by continuing to make global investments and supporting our partners in procuring renewable energy.

Our Strategy

Sourcing renewable energy and supporting the growth of renewable power generation through direct investments, on-site power generation, green tariffs and power purchase agreements (PPAs) have been central to our renewable energy goals. Our procurement is bolstered by improved efficiency in our operations, addressing the reliability and resiliency of the grid, and leveraging our scale in advocacy through collaborating with key organizations. These actions have led to Bloomberg New Energy Finance highlighting GM in 2023 as the top automaker purchasing renewable energy by capacity.

Goal

Sourcing 100% renewable electricity to power our U.S. sites by the end of 2025, and globally by 2035

Our Progress

In 2022, we announced that we had finalized the energy sourcing agreements required to secure 100% of the energy needed to power all of our U.S. sites with renewable electricity by end of 2025.[1] With these procurements, we are the highest-ranking automaker on EPA's Green Power Partner list. In 2023, our renewable consumption in the U.S. increased to 59%. See our progress in the Data Center.

In 2023, our global renewable energy consumption totaled 2.2 million MWh, an increase compared to 2022. In addition, the share of our global renewable consumption increased to 39% and we remain on track to meet our 2035 goal.

Brazil Evolution
In Brazil, we have taken a progressive approach to diversify our energy supply portfolio by sourcing renewable electricity beyond standard procurement from the already low-carbon electric grid. We updated our traditional energy supply agreements in 2023 to include renewable electricity at certain facilities. These agreements take our Brazilian operations to 34% renewable electricity; moving us closer toward our global goal.

This demonstrates our dedication to maintaining and enhancing a low-carbon grid by supporting varied renewable energy resources. The combination of hydropower, wind and solar generation not only reduces emissions but also improves energy security and grid reliability.

Our Renewable Electricity Portfolio
In 2023, we accomplished noteworthy projects, including a 50 MW PPA from the Thunderhead Wind Farm situated in Wheeler and Antelope Counties, Nebraska. Additionally, we embarked on a new phase of our green tariff MIGreen Power, in collaboration with DTE Energy, which will enable additional facilities to operate on 100% renewable electricity.

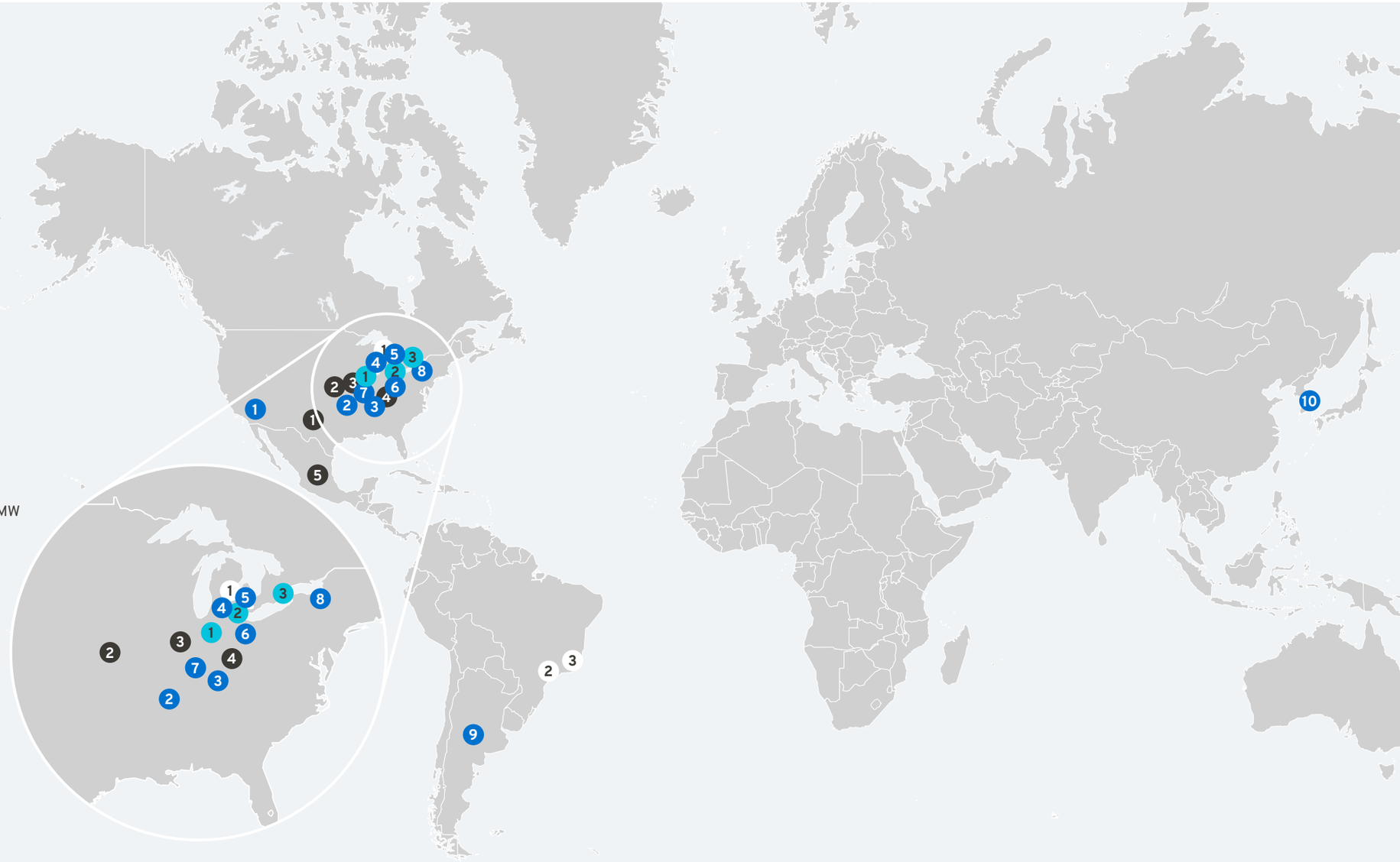
In October 2023, the Newport Solar project began commercial operation in Jackson County, Arkansas. To date, this is the largest PPA within our portfolio, with capacity of 180 MW. The energy generated from this facility will be used to cover electric usage at our facilities in the Midcontinent Independent System Operator (MISO) territory, including Wentzville Assembly, Lansing Delta Township Assembly and Lansing Grand River Assembly. A project of this size has an estimated generation equivalent to the annual electric usage of more than 55,000 homes in the U.S., as calculated by the EPA Greenhouse Gas Equivalencies calculator.

When investing in assets that generate renewable energy, we aim to do so near our facilities to maximize their localized emissions reduction impact. The map on the next page shows locations where we have invested in renewable resources including on-site generation, utility green tariffs and PPAs.

[1] Based on forecasted renewable energy sourced through executed agreements, subject to change depending on actual future electric usage in operations and actual future renewable generation.

Renewable Electricity Agreements[1]

- 1 **Rancho Cucamonga, California,** Solar, 1.3 MW
- 2 **Jackson County, Arkansas,** Solar, 180.0 MW
- 3 **Bowling Green, Kentucky,** Solar, 0.9 MW
- 4 **Various Locations, Michigan,** Solar, 0.5 MW
- 5 **St. Clair and Branch County, Michigan,** Solar, 300.0 MW
- 6 **Parma and Toledo, Ohio,** Solar, 1.8 MW
- 7 **Kentucky, Illinois and Tennessee,** Solar, 168.1 MW
- 8 **Rochester, New York,** Solar, 0.4 MW
- 9 **Rosario, Santa Fe, Argentina,** Solar, 0.2 MW
- 10 **Changwon, South Korea,** Solar, 11.0 MW
- 1 **Fort Wayne, Indiana,** Landfill Gas, 6.4 MW
- 2 **Lake Orion, Michigan,** Landfill Gas, 8.0 MW
- 3 **St. Catharines, Canada,** Landfill Gas, 6.4 MW
- 1 **Texas,** Wind, 80.0 MW
- 2 **Wheeler and Antelope Counties, Nebraska,** Wind, 50.0 MW
- 3 **Logan County, Illinois,** Wind, 100.0 MW
- 4 **Trishe, Ohio,** Wind, 103.0 MW
- 5 **San Luis Potosí and Toluca, Mexico,** Wind, 80.0 MW
- 1 **Michigan,** Mix,[2] 547.0 MW
- 2 **Joinville, Santa Catarina, Brazil,** Mix, 15.1 MW
- 3 **São Paulo, Brazil,** Mix, 111.8 MW



[1] Figures include operating and executed agreements, which may support RE100. Some figures may be consolidated agreements.
[2] Capacity is an approximation based on the agreements.

Solar Energy
Landfill Gas
Wind Energy
Mixed Renewables

Key Collaborations

Clean Energy Buyers Alliance
We are a founding member of the Clean Energy Buyers Alliance (CEBA), a business association activating a member community of more than 400 energy customers and partners to deploy market and policy solutions for a carbon-free energy system. The Alliance holds the aspiration to achieve a 90% carbon-free U.S. electric system and cultivate a global community of energy customers driving clean energy deployment.

We serve as Foundational Funders of the Beyond the Megawatt (BTM) initiative through the Clean Energy Buyers Institute (CEBI), CEBA's sister organization. BTM was established to promote clean energy procurement processes with a focus on energy security and resilience while minimizing environmental and societal impacts.

Emissions First Partnership
We are part of the Emissions First Partnership (EFP), a group of energy procurement practitioners who believe in a greenhouse gas accounting framework that prioritizes emissions impact and encourages actions that reduce carbon. This collective has a global perspective and recognizes the value in clean energy procurement in areas with the greatest decarbonization impact. This shift in focus is crucial for the energy procurement industry to achieve significant decarbonization.

ZEROgrid Initiative
We have joined other leading companies and RMI (formerly known as Rocky Mountain Institute) in 2023 to help expand grid decarbonization efforts and drive toward a more reliable and affordable grid. The ZEROgrid Initiative (ZGI) is a cross-industry collaboration of experts and practitioners that will create a framework that empowers companies to support grid decarbonization while strengthening grid reliability. This collaboration will launch a roadmap for more impactful clean energy procurement and highlight pathways for increased corporate engagement in supportive activities that will decarbonize and increase reliability for the grid of the future.

Virtual Power Plant Partnership
In 2023, GM collaborated with RMI and Google Nest to launch the Virtual Power Plant Partnership (VP3). VP3 supports the development of virtual power plant (or VPP) markets. A VPP is cloud-based technology that consolidates distributed energy resources (DERs) from different locations—such as renewable energy production, stationary battery storage or a plugged-in EV—and provides energy and services back to the grid. For example, VPPs can make the grid more resilient to extreme weather; this can be done through coordinating resources to shift their demand to reduce peak grid load during extreme heat or cold events. VP3 aims to further enable VPP markets by addressing policy, regulatory and market-based challenges to reduce barriers of deployment.

Recognition

GM recognized for pioneering work in the global transition to renewable electricity by making the shortlist for an RE100 Trailblazer Award in 2023

#17

GM ranked 17th in the EPA Green Power list in 2023, making it the top automaker

According to Bloomberg, GM has sourced more renewable electricity than any other automaker in 2023

An All-Electric Future

Climate change is a global challenge. As part of the solution, we plan to make all-electric, zero-emission vehicles more accessible and affordable, bringing everyone along as we transition.

As detailed in Advancing Electrification and Autonomy, we are on an exciting journey to transition toward EVs. Our focus holds immense potential to help reduce the Scope 3 emissions resulting from the use of sold products, as our vehicles are the largest component of our reported global emissions footprint.

Our primary approach to reducing our reported global emissions footprint is through the gradual replacement of traditional ICE vehicles with EVs. The advantage of EVs lies in their significantly lower emissions intensity compared to equivalent ICE models. Slower reduction in ICE volumes, based on customer demand, impacts emissions intensity progress. In the interim, as we work to transition to EVs, deploying plug-in hybrid technology in strategic segments will deliver some of the emissions reduction benefits of EVs as the communities where we sell our vehicles continue to build out charging infrastructure.

Furthermore, we actively collaborate with our strategic suppliers, urging them to set ambitious emissions reduction targets of their own. We encourage them to source more sustainable materials and enhance the transparency of their performance. Through these partnerships, we strive to foster a collective effort toward an all-electric future.

[1] GM's Scope 3 emissions are calculated in reference to the GHG Protocol. Use of Sold Products is calculated using the well-to-wheel method (from fuel production to vehicle driving) for vehicle intensity, consistent with Science Based Targets initiative requirements. Baselines, targets and prior-year data have been updated to reflect boundary changes.
[2] Emissions for China JVs are included in Scope 3—Investments.
[3] Lifetime vehicle usage is now estimated at 200,000 kilometers per vehicle.

Vehicle Emissions[1]

Across the company, we have embedded governance processes that assess our fleet's fuel efficiency and emissions performance. Learn more about Global Fuel Economy and Emissions Regulations.

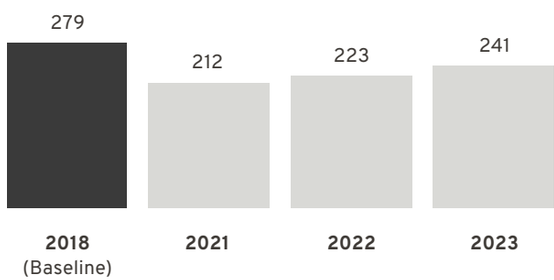
Regional Well-to-Wheel CO2 Emissions Intensity
Light- and Heavy-Duty Vehicle (gCO2e/km)

Sales Weighted Average

	2021	2022	2023
United States	301	290	284
Canada	317	296	277
Brazil	195	199	209
Other Regions	232	238	234
Heavy Duty	540	549	543
China[2]	207	190	192

Absolute Scope 3 Emissions[3]
(Million Metric Tons CO2e)

Use of Sold Products

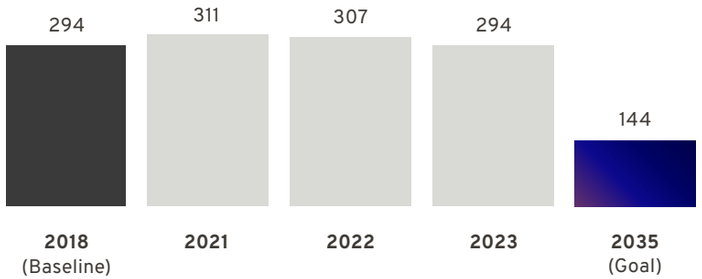


Goal

Reducing Scope 3 GHG emissions from the use of sold products by 51% per vehicle kilometer by 2035 against a 2018 baseline

Global Well-to-Wheel CO2 Emissions Intensity
(gCO2e/km)

Sales Weighted Average



Our Story in Numbers: How We Compare Carbon Footprints

GM's electric trucks and SUVs will significantly reduce the GHG emission use phase intensity[1] compared to their ICE counterparts. In some cases, the intensity is reduced up to 70%. We anticipate the intensity will continue to decrease during the use phase as utility companies work to decarbonize electricity. The following examples compare well-to-wheel emissions intensity from vehicles within our EV portfolio. See Estimated Impacts Calculation Assumptions section.

2024 Chevrolet Silverado EV Intensity (gCO2e/km)	123
Avg. ICE Pickup Truck Intensity (gCO2e/km)	407
Intensity Reduction (%)	70%
Intensity reduction over avg. ICE Pickup Truck (gCO2e/km)	**284**

2024 GMC HUMMER EV Pickup Intensity (gCO2e/km)	152
Avg. ICE Pickup Truck Intensity (gCO2e/km)	407
Intensity Reduction (%)	63%
Intensity reduction over avg. ICE Pickup Truck (gCO2e/km)	**255**

2024 Chevrolet Blazer EV AWD Intensity (gCO2e/km)	85
Avg. ICE Car SUV Intensity (gCO2e/km)	249
Intensity Reduction (%)	66%
Intensity reduction over avg. ICE SUV (gCO2e/km)	**164**

[1] Intensity is calculated using the well-to-wheel method (from fuel production to vehicle driving) for vehicle intensity, consistent with Science Based Targets initiative requirements.

Transforming Our Manufacturing Footprint

We are continuing to scale up our EV production footprint. In 2021, we began production at our Factory ZERO Detroit-Hamtramck Assembly Center, which was retooled into a fully dedicated EV facility to produce a variety of vehicles, including the GMC HUMMER EV Pickup and SUV, the Chevrolet Silverado EV, and the upcoming Cadillac ESCALADE IQ. At Ramos Arizpe Assembly, we have started production of the Chevrolet Equinox EV and Chevrolet Blazer EV.

In addition to the transformation of five North American assembly plants, we are also investing in component, stamping and propulsion plants to support EV production as we prepare for an all-electric future. Since 2020, we have announced investments of over $12 billion across various sites in North America. Also, we continue to invest in battery cell manufacturing (see Innovating Battery Technology section).

Sustainable Finance Framework

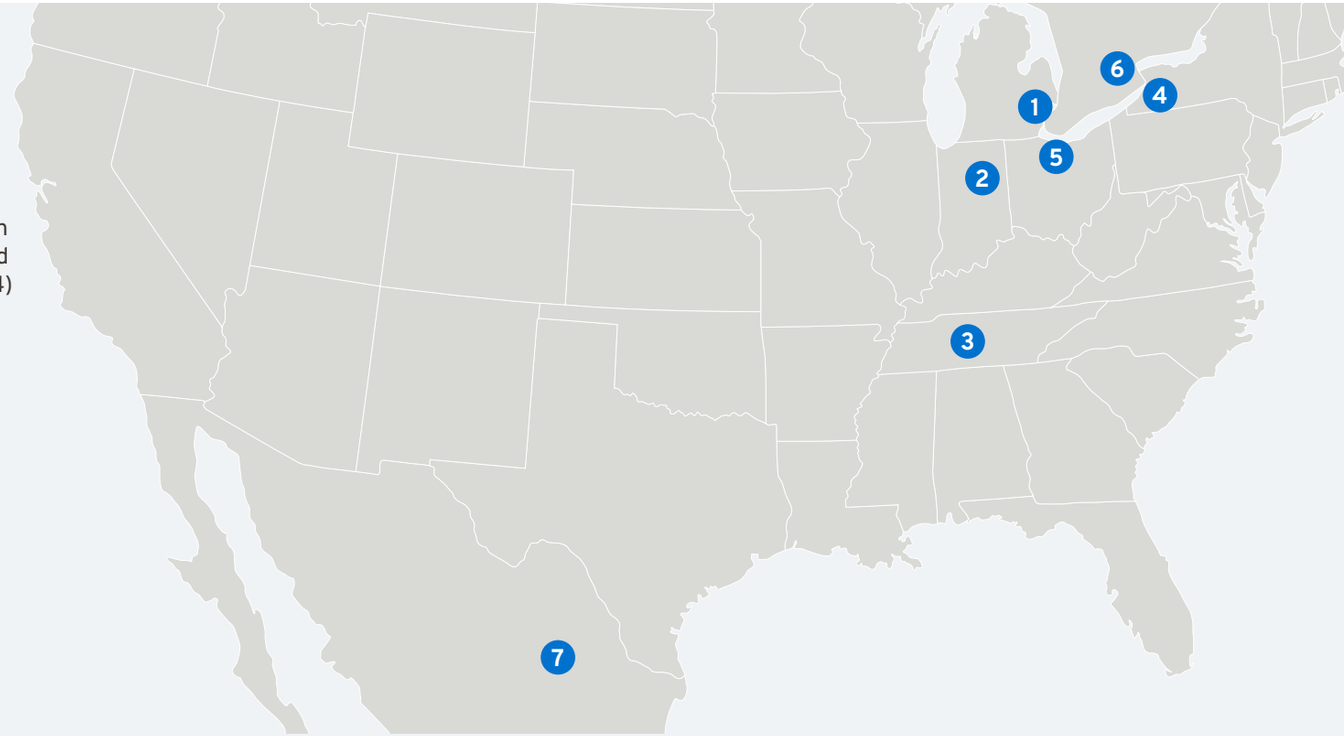
In 2022, we created a Sustainable Finance Framework to further align our financing activities with our sustainability strategy and commitments. Under this framework, we issued $2.25 billion of investment-grade green bonds in 2022, our first capital markets activity that specifically supports our EV strategy.

Proceeds from future issuances under the framework may be used to fund projects supporting clean transportation or socioeconomic advancement and empowerment.

$2.25B of investment-grade green bonds have been issued pursuant to our Sustainable Finance Framework.

Key Investments in Our North American EV Manufacturing

(Projects completed, in progress or announced through January 2024)



1. **Factory ZERO Detroit-Hamtramck Assembly Center, Michigan**
   $2.2B—Build electric trucks and SUVs
1. **Orion Assembly, Michigan**
   $4B—Renovate to begin the production of new electric trucks
1. **Pontiac Metal Center, Michigan**
   $40M—Support future EV production
1. **Global Technical Center, Michigan**
   $81M—Production of Cadillac CELESTIQ
1. **Davison Road Processing Center, Burton, Michigan**
   $100M—New technology to prepare facility for EV readiness and industry growth
2. **Marion Metal Center, Indiana**
   $491M—Support future EV and ICE vehicle production
2. **Bedford Casting Operations, Indiana**
   $51M—Upgrades to support drive unit castings in new Silverado EV
   $45M—Increase manufacturing capacity of EV drive unit castings
3. **Spring Hill Manufacturing, Tennessee**
   $2B—Production of Cadillac LYRIQ
4. **Lockport Components, New York**
   $154M—Renovate and new equipment installation to support electric motor production
4. **Rochester Operations, New York**
   $56M—Battery pack cooling lines for EV products
5. **Toledo Propulsion Systems, Ohio**
   $760M—Producing electric drive units for EVs
6. **CAMI Assembly, Ontario, Canada**
   $800M—Production of BrightDrop Zevo 600 and BrightDrop Zevo 400
6. **St. Catharines Propulsion Plant, Ontario, Canada**
   $500M—Producing electric drive units for EVs
7. **Ramos Arizpe Assembly, Coahuila, Mexico**
   $1B—New paint shop, preparations to produce EVs, batteries and EV components

Driving Toward a Circular Economy

We are on a journey of circular transformation, aiming to increase resource circularity in our facility operations and throughout the vehicle life cycle.

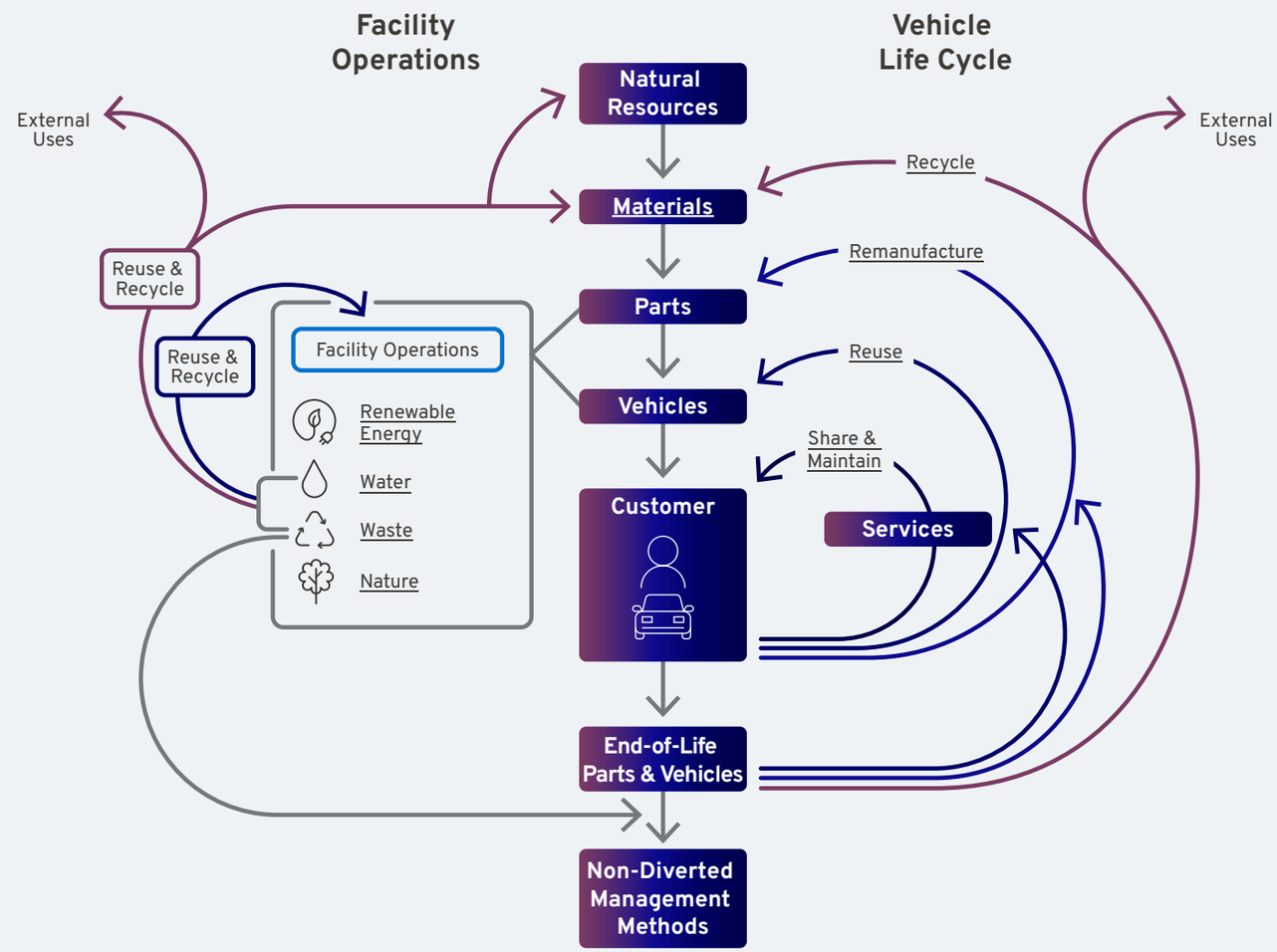
We recognize the limitations of the linear economy, where materials are extracted, used and discarded as waste. We are a Member of the Ellen MacArthur Foundation, collaborating with businesses and institutions to promote the principles of a circular economy. Through this membership and other initiatives, we actively explore opportunities to enhance our circularity efforts.

In our facility operations, we prioritize responsible management of water and energy resources. We strive to minimize waste by implementing strategies for reduction, reuse and recycling, both within our operations and in collaboration with external partners. Additionally, we are dedicated to preserving biodiversity and restoring natural ecosystems in our facilities and surrounding communities.

When it comes to vehicle development, our circular transformation starts with design and engineering. We focus on increasing the use of sustainable materials and incorporating solutions for vehicle and part reuse and remanufacturing.

SYNAPSE is an annual innovation competition hosted by our innovation lab, iHub, where teams of employees create, develop and pitch ideas to leadership. In 2023, the competition focused on driving toward a circular economy.

Aiming to Increase Circularity in Our Facility Operations and Across the Vehicle Life Cycle



Vehicle Circularity

GM is working to increase circularity throughout the vehicle life cycle, from vehicle design and engineering to end-of-life (EoL).

Sustainable Materials

Our approach to sustainable materials relies on collaboration with our supply chain and data-driven strategies for each of our key materials: plastics, steel, aluminum, textiles and more. Together, these represent the majority of the CO2 emissions associated with the materials we use in our vehicles.

We are aiming to reduce the carbon footprint of the materials in new GM vehicles through material selection and sourcing decisions. In further support of circular economy principles, we are also working to incorporate more recycled and renewable content to reduce carbon footprint and dependence on nonrenewable resources.

Read more about how we source strategic raw materials.

This year, we introduced Autoneum's Re-Liner technology in the rear wheelhouse liners of some heavy-duty pickup trucks. These liners utilize recovered bumpers as a resource to create the core resin for Re-Liner. We are proud to share that this technology has been recognized as a finalist for the 2023 Automotive News PACE Award.

Recycled Plastics in GM Vehicles[1]

To support the reduction of GHG emissions, we continue to increase the recycled content of materials in our vehicles. In 2023, over 39 million pounds of recycled plastic were used in GM vehicles. While such materials are not available on all vehicles, each application provides valuable insights and brings us closer to achieving our sustainability goals. Some examples of parts include:

Pounds		
15.8M wheelhouse liners	**4.9M** HVAC ducts	**2.4M** cargo trim
2.4M cowls	**2.4M** underhood trim	**1.5M** interior door skins
1.4M engine beauty covers	**1.3M** window support brackets	**1.2M** center consoles

[1] Pounds of recycled plastic is based on supplier-provided estimates.

Steel and Aluminum

We engage with our aluminum and steel suppliers to identify, develop and acquire lower GHG intensity materials and products. We are working to understand our suppliers' long-term plans to achieve carbon neutrality for those materials and products, through the use of innovative new processes and technology, recycled materials, renewable energy and efficiency improvements.

We are also:

- Developing new alloys that allow increased recycled content
- Exploring closed-loop recycling to drive efficiencies and lower GHG emissions
- Continuing to develop and select metals with less mass, reducing emissions by consuming less material and by increasing the range per unit of fuel or battery energy
- Collaborating with suppliers, researchers, entrepreneurs and other organizations to develop innovative technologies and foster relationships that will enable the production of lower GHG emission metals and other materials
- Working with suppliers to establish strategic purchase agreements, like our previously executed agreements with Nucor, U.S. Steel and ArcelorMittal for lower emission steel

As part of our membership in the First Movers Coalition, GM will commit to purchase:

- **Crude Steel:** At least 10% of the crude steel used in manufacturing the sheet steel products that GM directly purchases for our U.S., Canada and Mexico manufacturing facilities will be near-zero emissions by 2030, if prices are no more than 20% higher than current commercial prices and/or as approved by GM leadership
- **Primary Aluminum:** At least 10% of the primary aluminum used in manufacturing the sheet aluminum products GM directly purchases for our U.S., Canada and Mexico manufacturing facilities will be low carbon by 2030, if prices are no more than 20% higher than current commercial prices and/or as approved by GM leadership

Textiles

Collaborating with our suppliers, we have successfully developed textiles from numerous items, including recycled plastic bottles, recovered fishing nets and plant-based fibers. These efforts align with our goal of developing 50% recycled content on seat insert fabrics and up to 100% recycled content for overhead fabrics, carpets and floor mats in our new vehicles.

In 2023, we launched our first programs featuring seating fabrics made from recycled content.

Alternatives to Leather

We are actively developing leather alternatives and interior trim options using plant-based bio-materials. This includes incorporating renewable materials into plastic roll goods, reducing GHG emissions and replacing phthalates.

Additionally, we are replacing virgin plastic-based fibers with recycled content in certain leather alternatives, aiming to achieve up to 100% recycled polyester backing sourced from post-consumer waste, while ensuring the durability and chemical resistance of our textiles remain uncompromised.

We are supporting the development and commercialization of an innovative silicone-based material for seating and interior trim, offering an alternative to animal leather that contains three times fewer volatile organic compounds (VOCs).

Through GM Ventures, we have joined forces with bio-tech company MycoWorks to co-develop Fine Mycelium™, bio-based materials for our interiors. This innovative technology engineers mycelium, the densely entwined root structure of mushrooms, and offers the potential for premium, renewable materials with durability, softness and flexibility.

MYCOWORKS

GM VENTURES

Share and Maintain

GM offers fleet customers the option to lease vehicles without the responsibility of full ownership. In 2023, GM was number one in commercial fleet deliveries with total sales up 20% year over year. In addition, GM offers innovative tools to help customers manage their vehicles throughout their entire life cycle.

Through OnStar, GM offers vehicle diagnostics to deliver vehicle health updates and reassurance while out on the road. Up-to-date status with vehicle systems such as engine, transmission, antilock brakes and other key systems helps assure that vehicles are being properly maintained and in top condition.

Reuse

GM has launched CarBravo, a new platform aimed at enhancing the shopping, buying and ownership experience for used-vehicle customers. CarBravo offers customers access to an extensive inventory of used vehicles, both from GM and non-GM brands located locally at dealerships or from a national central stock of inventory. The platform aims to provide customers with the convenience to shop online, at the dealership or through a combination of both.

The platform will provide peace of mind to customers through standard warranty coverage on all vehicles, a nationwide network of dealerships for service and maintenance, and various ownership benefits. CarBravo leverages the resources of GM, GM Financial and the GM dealer network to create a modern and flexible shopping and buying experience. The program aims to exceed customer expectations and provide a world-class experience in the used-vehicle market.

CarBravo

In 2023, GM introduced a program that repurposes components from EoL vehicles. These engineering-approved parts are then sold to customers who are in need of them. Additionally, we are actively exploring ways to recycle metal wheels and reuse tires when a customer chooses to outfit their vehicle with accessory wheels and tires.

Remanufacturing

GM's Customer Care and Aftersales (CCA) remanufacturing program is a crucial part of our commitment to a circular economy. The program helps reduce raw material needs and waste to landfill by enabling the reuse of vehicle parts through remanufacturing.

In 2023, CCA sold more than 700,000 units in the United States, encompassing thousands of unique parts that meet engineering specifications, including engines, transmissions and other offerings. Alongside new service parts, remanufactured parts also enable vehicle repairs to help prolong the life of vehicles.

The CCA Team works with dealers and suppliers to encourage parts that are not currently remanufacturable to be recycled. Examples include fascias, aluminum wheels and catalytic converters, where all or part of the product is recovered for recycling or reuse. In 2023, we worked to ensure approximately 40 million pounds of these parts were sent for recycling.

CUSTOMER CARE & AFTERSALES

Recycling: Battery Life Cycle Management

GM's EV battery life cycle management program is an important element in our commitment to a circular economy and a zero emissions future. It helps reduce energy and resource use throughout the battery supply chain and increases sustainability across the vehicle's life, from design to EoL.

As we work to make our battery supply chains more sustainable, we are engaging with our cell and cathode manufacturers and global recycling partners to establish environmentally and technologically sound pathways for recycled material from our manufacturing battery scrap and warranty returns to reenter EV supply chains. We also support the development of recycling and recycled material reuse in new cells through a collaboration with recycling companies and the Department of Energy's U.S. Advanced Battery Consortium.

We have worked with North American battery recyclers for several years to handle dismantling and recycling of EV batteries and their components throughout our product development and manufacturing operations.

In 2022, GM Ventures made a strategic investment in Lithion, a battery recycling company based in Québec, Canada. Lithion's innovative technology enables the recovery of raw materials from batteries.

These collaborations support a positive economic value for the EV battery recycling industry and align with our priority to ensure that EV batteries are recycled at the end of their useful life. Our recyclemybattery.com website provides vehicle dismantlers with valuable information on how to disable, remove, store and ship used battery packs from our EVs. We will continue to develop guidelines that support the safe handling and transport of EV batteries by EoL processors and to evaluate opportunities to enable the recycling of all batteries.

(Right) Ultium Cells Warren, Ohio.

Circularity by the Numbers

3K+

metric tons of lithium batteries recycled from small consumer size to EV size in the United States

700K+

total units of remanufactured ICE and EV parts sold in the United States

Waste

We operate in a resource-intensive industry, so it is important to integrate circular design thinking into our product development and facility operations.

Our Strategy

GM's Zero Waste performance represents the percentage of waste diverted from landfills, incinerators and energy recovery facilities compared to our baseline. Our waste management program was designed with a focus on the Zero Waste International Alliance's (ZWIA) definition of zero waste and is based on the ZWIA's standard diversion threshold of 90%.

Goal

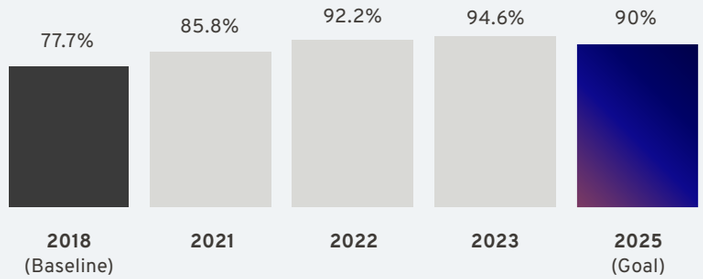
Diverting more than 90% of our operational waste[1] from landfills, incinerators and energy recovery facilities by 2025 against a 2018 baseline

Our Progress[2]

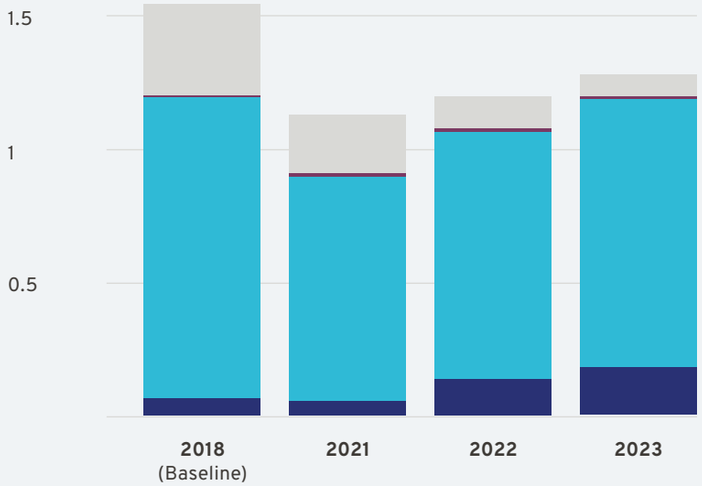
In 2023, GM's Zero Waste performance was 94.6% and we diverted 1.19 million metric tons of waste from landfills, incinerators and energy recovery facilities.

We have surpassed our Zero Waste performance target for the second consecutive year and are now building upon our strategies and ambitions to develop a new target.

GM's Zero Waste Performance
(Compared to Baseline)



Waste Management Methods
(Million Metric Tons)



Key

Diverted:

Reuse · Recycled/Composted · Other Treatment

Non-Diverted:

Energy Recovery, Incineration, Landfill

See more detailed performance in our Data Center.

Waste Initiatives Around the World

We have implemented a range of innovative projects to design out waste and improve reuse and recycling across the globe.

- GM collaborated with NexTiles, a Detroit-based textile recycling company, to recycle 104 metric tons of expired COVID personal protective equipment (PPE).
- GM Argentina, Colombia and Brazil have implemented a special requirement for construction and demolition waste. This waste undergoes a separation and recycling process, enabling the material to be repurposed as raw material within the construction industry.

Employee Engagement

We have implemented an inclusive approach to waste reduction, engaging senior leadership, employees and external partners across our global footprint.

One example of how we support this behavior is through our Zero Waste treasure hunt program. Through this initiative, experienced teams from across the company work collaboratively with local facilities and personnel to identify opportunities and best practices for reducing waste. In 2023, we led Zero Waste treasure hunts at three sites across the United States, Mexico and Brazil. Informal treasure hunts were conducted across all regions where GM operates around the world.

Another channel we use to promote engagement is the Sustainability Ambassador Program. This diverse group of employees across 10 countries meets quarterly with senior leadership to learn about achievements and challenges, develop their skills and support GM's sustainability aspirations.

[1] Operational waste is defined as all relevant waste streams (≥98% of reported operational waste) that are not generated due to construction, demolition or remediation activities.
[2] In 2023, we updated our organizational boundaries in our Zero Waste performance reporting. Waste performance data from our China JVs is not included in our globally reported data. In addition, we updated our baseline to align with our reporting of emissions. Baselines, targets and prior-year comparatives for the affected metrics were updated to reflect these changes. Read more about our China JVs in the GM China Sustainability Report.

Collaborations to Accelerate Progress on Waste

We have a number of collaborations in place to maximize our reach and our waste reduction efforts.

- **DOE's Better Plants program:** We have partnered to help lead manufacturers to reduce their carbon and waste footprints.
- **Automotive Industry Action Group (AIAG) and Suppliers Partnership for the Environment:** Together, we are working across the automotive industry to benchmark Zero Waste definitions and management methods, and generate resources to share knowledge and solutions.
- **Graham Sustainability Institute:** We have collaborated with the Institute on the Post Rock research initiative that transforms waste plastics into composite building façade panels, offering both energy performance benefits and the aesthetic appeal of natural stone.

Using Sustainable Packaging

GM is focused on innovation and embedding circular principles into packaging procurement and design. As part of this work, we aim to have 100% returnable, viably recyclable, reusable or compostable packaging by 2030.

Since 2020, GM has partnered with WestRock as the preferred supplier for all consumer-facing packaging. WestRock shares our commitment to sustainability and prioritizes the production of cardboard packaging with a high percentage of recycled content. To achieve this, corrugate packaging utilizes 35%–55% recycled material, while coated board packaging, such as engine filter packaging, is made entirely from 100% recycled material.[1] Furthermore, any virgin material used in WestRock's packaging is certified by the Sustainable Forestry Initiative.

As part of our collaboration, WestRock facilitates the transportation of old corrugated cardboard from five GM processing centers to their mills. At these mills, the cardboard is recycled and reintroduced into GM CCA packaging parts. This closed-loop system has proven successful, diverting 17,000 tons of waste[1] from landfills in 2023.

[1] Self-reported by supplier.

Manufacturing Reuse Practices

In 2023, we reused approximately 2,500 tons of asphalt pavement from the test track refurbishment at our Proving Ground Cruz Alta in Brazil to improve the ground in the surrounding maintenance work area, reducing disposal costs.

Starting in 2021, two GM foundries that manufacture engine components have teamed up to reuse waste sand, completely replacing the need for virgin sand on a block production line. This project diverts sand waste from Defiance Foundry, Ohio, to our foundry in Saginaw, Michigan. In 2023, this initiative reused more than 2,500 metric tons of sand, with cost savings of over $45,000.

The Defiance Foundry has also collaborated with our Biodiversity program to begin restoring its on-site process water ponds into a native wildlife habitat. In 2023, this habitat restoration project reused more than 100,000 metric tons of sand.

Water

Water is a scarce resource and a critical component for our facilities around the globe.

We are committed to managing water use in our facilities efficiently and responsibly, particularly in water-stressed locations where we have manufacturing operations. We use predictive modeling to focus our efforts to preserve water quality and support water stewardship in our operations, supply chain and local communities.

Water scarcity is a global and increasingly critical issue with the potential to impact our production and the communities we support. In response to the issue of water stress, we have conducted a thorough assessment of our facilities to identify those that are facing challenges related to water quality, quantity and regulatory concerns. Based on this assessment, we have developed comprehensive action plans to address these issues effectively. Our goal is to ensure responsible water usage, preserve water quality and comply with relevant regulations. By implementing these action plans, we are actively working toward mitigating the impact of water stress on our operations and contributing to sustainable water management.

Goal

Reducing water intensity by 35% by 2035 against a 2010 baseline

Managing Water

We are committed to identifying and implementing ways to reduce our operational water use. We do this by prioritizing high-consumption areas, such as paint shops and cooling towers, adhering to targets and quality control plans in our decision making process, integrating water-saving measures into new processes and retrofitting technology during facility upgrades. Additionally, the World Wildlife Fund (WWF) Water Risk Filter helps us identify water risks such as floods and droughts, informing location-specific decisions ranging from introducing conservation measures to finding alternative sources.

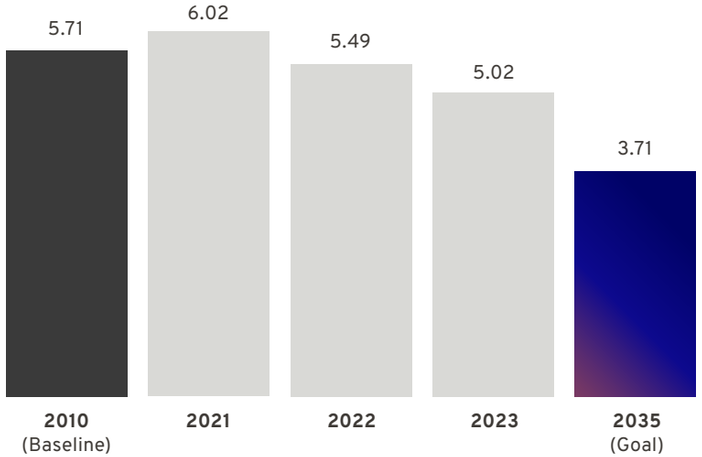
Furthermore, we explore opportunities to reduce water use at our manufacturing facilities by engaging employees through water treasure hunts.

Reducing Water Intensity

Over the past decade, we have been dedicated to achieving our 2035 goal to reduce the water intensity of our operations by 35% compared to a 2010 baseline.

We continue to invest in water-efficient systems and recycling strategies to reduce our water consumption. Global water intensity consists of two parts: base water used in our buildings, and variable water, which is directly tied to production. Lower vehicle volumes translate to higher water intensity. We continue to implement water projects focused on both base and variable water consumption, to achieve lower intensity as vehicle volumes stabilize. In 2023, our water intensity decreased to 5.02 m3 per vehicle.

Global Water Intensity[1]
(m3/Vehicle)



[1] Global Water Intensity calculations include our automotive operational and manufacturing facilities. In 2023, we updated our organizational boundaries in our water intensity reporting. Water data from our China JVs is not included in our globally reported data. Baselines, targets and prior-year comparatives for the affected metrics were updated to reflect these changes.

Water Projects Around the World

We manage water locally, with each facility setting its own annual improvement targets in line with the level of water stress in the area.

North America:

- At our Tonawanda Propulsion facility, a comprehensive assessment to remove equipment cooled by potable water was completed. As a result of the collective efforts of our team, we have successfully eliminated over 100,000 m3 of potable water from being consumed or discharged per year, which is equivalent to over 40 Olympic-sized swimming pools.
- At our Arlington Assembly, the Paint Technical Team, in collaboration with site personnel, evaluated the rinse water consumption in the paint process. Through extensive quality testing, several high-volume rinse water nozzles were replaced with low-flow units, resulting in a 50% volume reduction of 0.1 m3 of water per vehicle in the Arlington Paint Shop. We plan to implement the nozzle change globally in 2024.
- At our San Luis Potosí Complex, we organized a river cleaning event for World Water Day. With the help of staff, employees, suppliers and local residents, we collected waste along the river and worked to raise awareness about water conservation.

South America:

- Multiple facilities in Brazil use recycled/reused water as a source for their cooling tower and fire protection systems. Evaluation of equipment control parameters, and system chemistry, has led to a decrease in potable water consumption.

(Below) Wastewater Treatment Plant at GM Sao Jose dos Campos, Brazil

Engagement on Water Security

In 2021, we signed the CEO Water Mandate, a UN Global Compact initiative. In doing so, we joined other global business leaders in addressing key challenges around water security. We are mapping our water progress and achievements against the mandate's six core target areas: direct operations, supply chain and watershed management, collective action, public policy, community education and transparency.

We are active stakeholders in regional watershed committees and projects to protect river basins, specifically in Colombia, Ecuador and Peru. Additionally, we are conducting reforestation and soil care activities in the Toluca Complex and Sierra Morelos Park area of Mexico.

We also engage with suppliers through organizations including the AIAG and undertake annual responses to CDP's Water Security questionnaire.

Nature

We rely on the natural world for many of the materials used in our products, including metals and rubber.

At GM, we acknowledge the impact of human activity on nature, which is leading to the rapid loss of biodiversity worldwide. We understand that nature and climate change are closely interconnected, and that nature-based solutions are crucial for achieving our climate goals, as they help regulate and capture emissions. We believe that businesses have a responsibility to contribute to the regeneration of nature and the protection of biodiversity.

The production and use of our vehicles has an impact on the environment. While we work to increase resource circularity in our facility operations and across the vehicle life cycle, we are also working to preserve biodiversity and nature in other ways such as:

- Actively contributing as a Corporate Engagement Program member of Science Based Targets for Nature
- Participating in the Suppliers Partnership for the Environment Nature-based Solutions working group
- Engaging in pollinator projects with several of our own gardens, including at the Warren Tech Center and Renaissance Center

Wildlife Habitat Council (WHC)

We are proud of our long-standing collaboration with WHC to manage corporate lands for environmental protection. Our first site was WHC-Certified over 20 years ago, and we continue to provide quality habitat for wildlife as well as opportunities for conservation education.

Through our collaboration, we have 40 certified programs, the most in the automotive industry. Of these, 18 are Certified Gold programs, which are considered exceptional by the WHC.

Another collaboration with the WHC was the GM Biodiversity by Design catalog. The catalog shares best construction practices that integrate green design into new builds, retrofits, expansions and land management at GM facilities. We have incorporated these best practices into our facility transformations. They include an eco-friendly lighting strategy with energy-efficient LED lighting, as well as using skylights and reflective surfaces to maximize natural light. We also enhanced facility grounds with living walls and no-mow zones, by planting trees and incorporating native plants into landscaping.

National Wildlife Federation (NWF)

Through Eco-Green, our educational partnership with the NWF, we have supported project-based learning since 2015. With a science, technology, engineering and mathematics (STEM) focus, we offer students a chance to learn about the environment, either remotely or in person. We also support teachers' professional development and share information through videos, webinars and blogs.

In 2023, more than 3,000 students from 20 U.S. schools took part in 75 sustainability projects, ranging from wildlife habitat restoration and water preservation to community gardens and plastic recycling. In addition, GM employees contributed nearly 400 volunteer hours to assist teachers and mentor students.

GM has collaborated with Emirates Foundation to sponsor a virtual Ideathon to raise awareness about the significance of volunteering for sustainability. The event will involve international teams competing to generate actionable ideas in three environmental challenge areas, including nature, land and oceans.

WHC Awards

In 2023, WHC recognized the GM Ecuador Quito Assembly plant as the winner of the Other Habitat Project Award. The project focused on the recovery of the Paramo, an alpine tundra ecosystem found in the Andes Mountains, and is the main conservation goal at the Quito site in Ecuador. Native plants cultivated in an on-site greenhouse are transported to the Paramo to restore vegetative cover. Our GM Brazil Chevrolet Logistics Center was also a finalist in the Training Project Award category.

The GM Argentina Rosario Assembly plant rose to the challenge and won WHC's Best Large Size Insect Hotel Award in 2023. Located on the grounds of Santa Fe, Argentina, this bug hotel was housed in the body of a car that was going to be destroyed. Instead of throwing it away, employees repurposed the car into a hotel filled with wood pallets, logs with pre-drilled holes, nesting tunnels, twigs, bark and the remains of other vegetation—making this structure an excellent example of how dead matter can still support life and promote nature-based solutions.

Managing Deforestation

The world relies on forests and the role they play in climate change mitigation and adaptation. At GM, we understand the protection of forests and other natural ecosystems is critical for maintaining biodiversity and safe and stable climate systems, and sustaining livelihoods.

Through GM's WHC-Certified program, GM has six WHC Forest qualifying project types cumulating in nearly 200 acres of actively managed land. Project types focus on protecting and conserving forest habitat through continual monitoring and management of native species as well as enhancing the forest parcels through reforestation efforts.

GM's partnership with Conservation International in the Amazon region encompasses work in four countries: Brazil, Colombia, Ecuador and Peru. Through this work, almost 300 acres of native forest have been restored.

To conserve natural resources and reduce the environmental impact of our owners' manuals, the GM Customer Literature Team has made strategic decisions to reduce the page count of our manuals by over 800 million pages between 2020 and 2023. This reduction in pages will save over 35,000 trees from being cut down, as well as reducing the emissions to produce the manual by approximately 8,500 metric tons of carbon.

Natural Rubber

GM is a founding and Executive Committee member of the Global Platform for Sustainable Natural Rubber (GPSNR), which aims to enhance the sustainability of the natural rubber supply chain. More than half of the global rubber supply chain, including all GM tire suppliers, are members of the GPSNR. As a member, GM is required to report progress in implementing the company's Sustainable Natural Rubber Policy through annual reporting requirements.

Conservation Projects in South America

We continue working on regional programs that help restore and protect key ecosystems on the continent through watershed conservation in the Andes mountains and forest restoration in the Amazon. In the Andes, we support local water funds linked to The Nature Conservancy in three countries. This initiative is, in turn, directly related to our other main program in the Amazon, in collaboration with Conservation International.

In these programs, the role of local communities is a key factor of success for the following activities:

- Establishing tree nurseries and restoring native forests through collaborations with indigenous communities
- Helping sustain local communities through agroforestry projects
- Protecting vital watersheds and water sources for communities, including supporting the restoration of ancient Native American water-collection channels

Nature & Biodiversity Conservation

In celebration of 23 years of partnership between GM and the Society for Wildlife Research and Environmental Education (SPVS), GM South America organized an event at the Atlantic Forest Natural Reserve. GM made a long-term financial contribution of $10 million toward the establishment and maintenance of the Guaricica Natural Reserve in Brazil. The Guaricica Natural Reserve spans over 20,000 acres previously used for pasture but has now been transformed into a flourishing forest. The primary objective of this project was to restore and protect degraded areas of the Atlantic Forest, while also promoting biodiversity and reducing GHG emissions. Today, the Guaricica Natural Reserve remains a valuable asset in terms of preserving biodiversity and mitigating climate change.

GM joined forces with Instituto Homem Pantaneiro (IHP) in Brazil to support Felinos Pantaneiros, a project focused on conserving jaguars and cougars, which are classified as "Near Threatened" on the International Union for Conservation of Nature's Red List, as part of our commitment to preserving the Pantanal biome and local culture.

Strong Supplier Relationships

Our vision of a zero emissions future relies on broad-scale commercialization of EVs. That future depends on a supply chain that can provide the necessary components and materials, including advanced batteries and other technologies.

Our extensive global supply chain encompasses a vast network of businesses, forming the foundation of our operations. Managed by our Global Purchasing and Supply Chain (GPSC) organization, these relationships are critical for product quality, availability, affordability and sustainability. As we aim to be the preferred customer for suppliers we continuously enhance our competitiveness, mitigate risks, and optimize quality and efficiency in our value streams.

We have made significant progress in strengthening our supplier relationships, as shown in Plante Moran's 2023 Working Relations Index, where we achieved a score of 297, a 10-point improvement from the previous year.

Our supply chain strategy flows from GPSC's Priority Wheel, a set of customer-focused priorities that align with our supply chain objectives.

[1] For 2023 reporting, includes direct material, CCA and logistics.

GPSC Priority Wheel

Supply Chain Scale & Scope[1]

$105B
approximate supply chain spend

5,700
approximate supplier count

Supply Chain Compliance

We hold our suppliers to high standards of excellence and ethical conduct, expecting them to align their actions with our principles and values.

We are committed to upholding human rights across our network of suppliers and have several policies in place, including our Supplier Code of Conduct, Human Rights Policy, Conflict Minerals Policy and Responsible Minerals Sourcing Policy. When sourcing, we review criteria including meeting conflict mineral reporting requirements, CDP participation and EcoVadis scores, when available.

The EcoVadis assessment includes evaluation of a company's policies and practices related to numerous significant human rights-related issues as reported by the company, such as working conditions, child labor, forced labor, human trafficking, diversity, discrimination, harassment, health and safety, and social dialogue.

We ask that suppliers participate in the EcoVadis platform in connection with their request for quotes. In 2023, 1,334 GM suppliers participated, including 187 Strategic Supplier Engagement (SSE) suppliers and with a 48% increase year-over-year.

The GPSC Ethical Sourcing Team identifies suppliers below our minimum EcoVadis scores for Ethics and Labor and Human Rights categories and engages with them to implement corrective measures. We also have a risk remediation process for suppliers identified as nonconformant. Learn more in section B.1.6 of our 2021 CHRB Disclosure.

Our Supplier Code of Conduct sets out our approach to ethical practices. This includes our prohibition of child labor or any other form of forced or involuntary labor, abusive treatment of employees or corrupt business practices.

We aim to remedy supplier nonconformance to our policies and Supplier Code of Conduct. If we cannot mitigate the risk, we re-evaluate the business relationship.

Our expectations also include compliance related to data protection and privacy, wages, hours and conditions of employment, subcontractor selection, anti-discrimination and occupational health and safety. We also expect suppliers to cascade these or similar requirements to their own value chain.

In 2022, we updated our Supplier Code of Conduct to include:

- More detailed expectations regarding labor and human rights, health and safety, environmental practices and business integrity
- Updated expectations regarding treatment of human rights defenders, due diligence requirements for responsible sourcing, respect of land rights, implementing grievance mechanisms and appropriate internal management systems
- Closer alignment with GM's Human Rights Policy, Conflict Minerals Policy, Responsible Minerals Sourcing Policy and Supplier Pledge

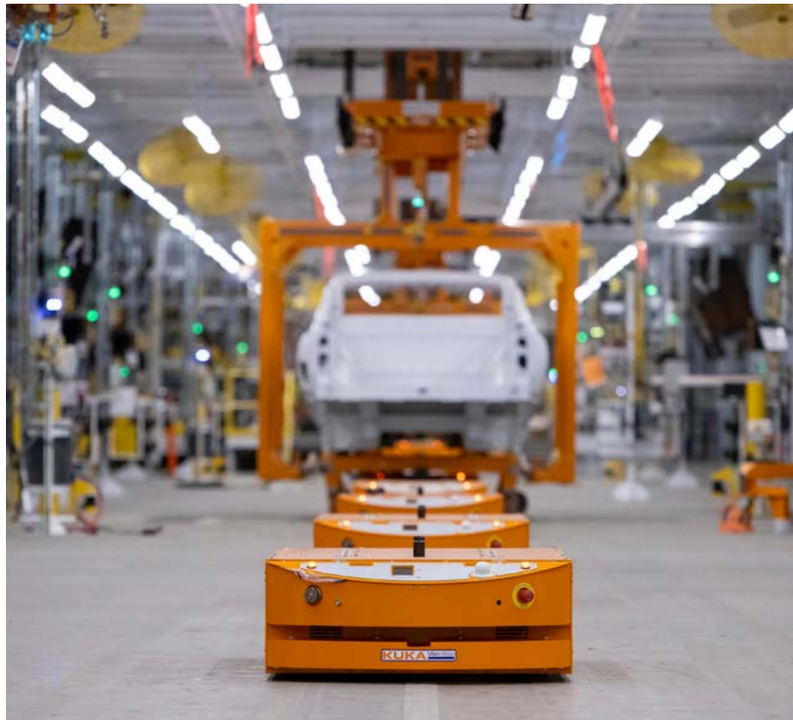
When we become aware of violations or alleged violations of our Supplier Code of Conduct, we respond swiftly and appropriately, up to and including the termination of business relationships.

We conduct annual supplier self-verification surveys to access adherence to the Supplier Code of Conduct and contractual obligations. Supplier responses to the survey are reviewed and, if required, escalated to remediate risk and noncompliance. We directly address any noncompliance disclosed in surveys or otherwise identified with suppliers.

4,693 suppliers participated in self-verification compliance surveys in 2023.

87% of approximately 4,000 supplier locations are third-party certified to the IATF 16949 Quality Standard.

GM Tier I suppliers must be compliant with the IATF 16949 Quality Standard, which requires responsible supply chain practices as well as policies on employee code of conduct, anti-bribery and ethics escalation policy ("whistle-blowing").



Sourcing Strategic Raw Materials

Enhancing visibility and traceability is critical to building a resilient and sustainable supply chain.

To manufacture our EVs, we rely on various minerals and materials including cobalt, aluminum, battery-grade nickel, lithium and others. We pursue responsibly sourced materials at all tiers of the supply chain and actively seek investment opportunities and partnerships that can unlock additional value and benefits.

We are developing battery technologies that optimize efficiency and performance, and we are collaborating with suppliers to identify socially responsible and low-carbon materials that can be incorporated into our vehicles.

Battery Production and Supplier Agreements

To support an all-electric future, we have made critical investments to contractually secure the battery raw materials needed to support our EV future (see Innovating Battery Technology). We look for opportunities that align with our human rights and environmental objectives.

POSCO FUTURE M

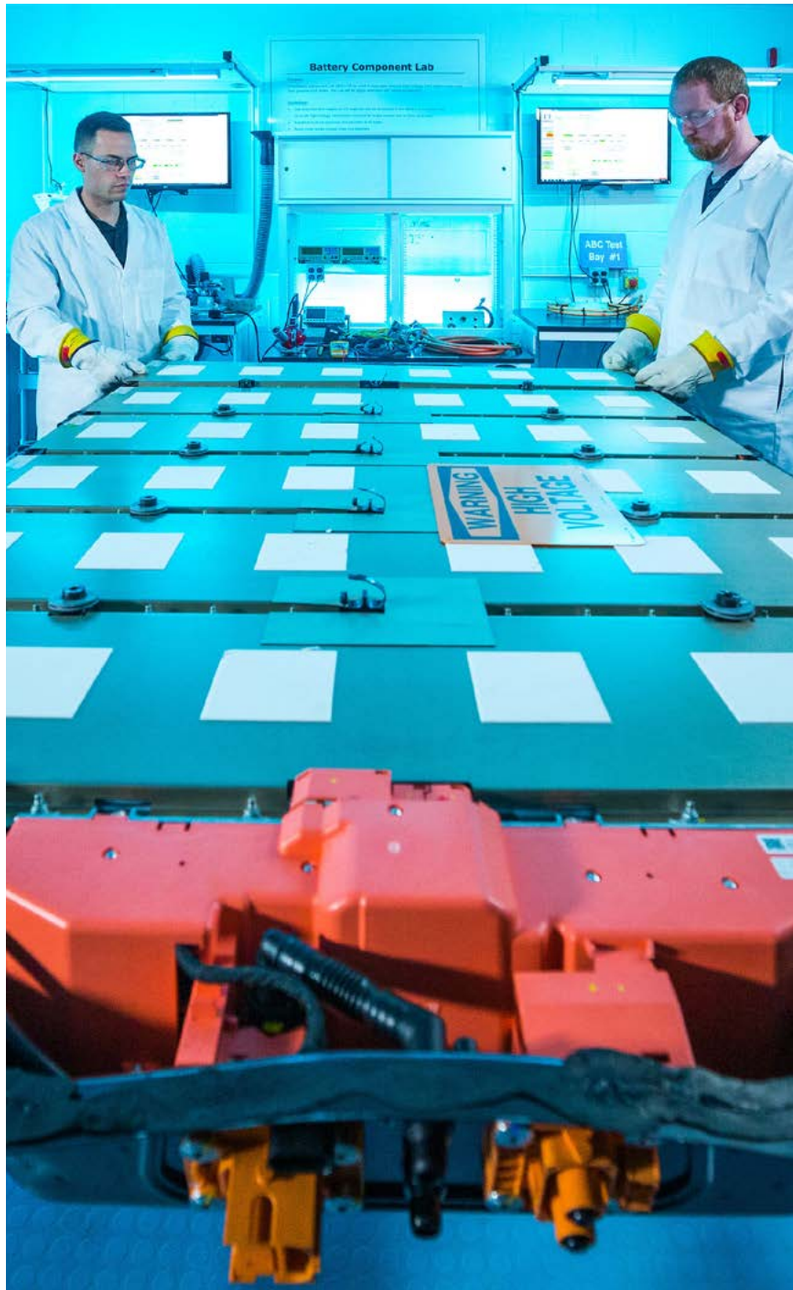
In 2023, GM and POSCO Future M announced the second phase of their Ultium CAM JV, expanding the EV battery supply chain in North America with a new integrated cathode active material (CAM) and precursor processing complex. The JV will support the goal of producing approximately 360,000 Chevrolet, Cadillac, GMC, Buick and BrightDrop EVs annually in the 2025–2030 timeframe in North America.

LithiumAmericas

In January 2023, GM agreed to invest $650 million in Lithium Americas, representing the largest-ever publicly disclosed investment by an automaker in a company to produce battery raw materials. Lithium Americas is developing the Thacker Pass lithium project in Humboldt County, Nevada, which is the largest known measured and indicated (M&I) lithium resource in North America. Phase 1 production is anticipated to commence in 2027. GM will have exclusive access to the lithium from the first phase of the project and has the right of first offer on the second phase of the project.

CTR

After investing in Controlled Thermal Resources (CTR) in 2021, 2023 saw preparations for the January 2024 official groundbreaking at CTR's Hell's Kitchen Lithium and Power development in the Salton Sea Geothermal Field, located in Imperial, California. The groundbreaking is in anticipation of CTR producing lithium through a closed-loop, direct extraction process that results in a smaller physical footprint and lower carbon dioxide emissions when compared to traditional processes.



Responsibly Sourced Minerals

Many advanced technologies, including EVs, rely on minerals and materials potentially mined in conflict-affected and high-risk areas or otherwise posing an elevated risk of potential human rights impacts. As a result, we actively prioritize responsible sourcing practices and conduct due diligence to help promote ethical and sustainable supply chains.

To identify and mitigate human rights risk, we conduct due diligence through our Responsible Materials Program and our Conflict Minerals Program, which are aligned with OECD guidance.

In support of our due diligence efforts, we annually request a subset of Tier I direct vehicle component suppliers to complete the corresponding reporting templates for cobalt, mica and conflict minerals, including tin, tungsten, tantalum and gold (3TG). These templates include the Extended Minerals Reporting Template (EMRT) and the Conflict Minerals Reporting Template (CMRT).

We use the CMRT to survey Tier I suppliers with products containing 3TG that were shipped to GM. In 2023, we continued to survey suppliers to gain visibility in the smelters or refiners (SORs) in our supply chain. We also surveyed 2,454 3TG supplier locations for GM's Conflict Minerals Program in 2023. We received responses from approximately 97% of those supplier locations.

The Responsible Minerals Initiative (RMI) validates that SORs pass the Responsible Minerals Assurance Process (RMAP) through a risk-based approach of processes for responsible mineral procurement.

The RMI uses its various Standards for mineral(s) processor auditing, which we see as a valuable tool to develop transparency and to perform additional due diligence within mineral supply chains. We fully support compliance to these standards for our suppliers. In addition, we support the RMI Smelter and Refiner Audit Fund, which helps offset the costs of audits for SORs.

Since coordinated outreach can encourage RMAP participation among nonconforming SORs, we are active in the RMI and subgroups, such as the Smelter Engagement Team, which enable direct engagement. In 2023, we sent communications to 42 3TG and 14 cobalt smelters, refiners or processors.

Due Diligence on Future Technology

We are constantly evaluating new technologies through, among others, the lens of sustainability and human rights. As one example, we understand that the practice of commercial-scale deep-sea extraction is not yet commercially viable, but nevertheless remains controversial and theoretically could risk harming marine life or ecosystems. We are working with respected third parties to make science-based evaluations and support the creation of a single common standard that establishes a deep-sea extraction framework so data-driven decisions can be made. GM remains committed to choosing materials that balance the need for a secure, scalable and cost-competitive supply chain, with the least environmental impact, and developing the technology and systems for reducing the use of raw materials, while improving recycling and transitioning to a circular economy.

Supporting Supplier Communities

Through our RMI membership, we provide support to the Pact Youth Apprenticeship Program (Pact) in the Democratic Republic of the Congo. Pact implements various programs in the Lualaba province to reduce child labor in mining, including community sensitization, positive parenting training, coordinating community stakeholders and strengthening civil society organizations.

In 2023, GM supported the Fair Cobalt Alliance (FCA) through our RMI membership. This reflects GM's commitment to promoting responsible sourcing practices and addressing the social and environmental challenges associated with cobalt mining. By supporting the FCA, GM aims to enhance transparency, traceability and responsible practices in the cobalt supply chain, particularly in the Democratic Republic of the Congo.

Integrating Sustainability Into Our Supply Chain

We envision an all-electric future for everyone. Our suppliers' commitment is a critical component of our vision of a world with zero crashes, zero emissions and zero congestion.

The cross-functional GPSC Sustainability Team is leading efforts to integrate sustainability into all aspects of our supply chain, with particular focus on logistics, materials, packaging and supplier sustainability. Through the GPSC Sustainability Team's engagements, we aim to build strong supplier relationships. We also encourage suppliers to identify emissions reduction opportunities with bold goals and aggressive timelines.

We continue to invite Tier I suppliers to sign GM's Supplier Pledge. This pledge holistically embraces sustainability and asks our suppliers to:

- Commit to carbon neutrality for their Scope 1 and Scope 2 emissions relevant to products or services they provide us
- Achieve or exceed a minimum EcoVadis score of 50 by 2025 in the areas of Labor and Human Rights, Ethics and Sustainable Procurement

By the end of 2023, 71% of our direct and logistics suppliers, by budgeted annual purchase value, had committed to the Pledge.

Suppliers Aspire to Achieve Carbon Neutrality by the Following Dates[1]

2025

Professional Services

Suppliers working predominantly in offices providing software or nonmaterial goods

2035

Manufacturing

Suppliers providing vehicle components and purchased equipment

2038

Raw Materials and Logistics

Suppliers in carbon-intensive industries providing raw materials or primary resources and freight and transportation providers

[1] Applies to products and services provided to GM.

Communicating Sustainability Goals

GM's Supplier Sustainability Goals Framework enables us to assess sustainability within our Tier I supplier community, including SSE and key indirect and logistic suppliers. Additionally, it creates a pathway for GM suppliers to take increasingly bold steps toward a more sustainable future.

Our GM Supplier Pledge Guide and Supplier Sustainability Goals Framework for our Tier I suppliers communicate our supply chain goals, priorities and processes. Our Framework includes increasing levels of engagement from our suppliers with four distinct levels: compliance, commitment, growth and leadership. The Framework allows for supplier-specific goals based on their priority assessments.

GM Supplier Sustainability Goals Framework

Levels	Level 0 Compliance	Level 1 Commitment	Level 2 Growth	Level 3 Leadership
	GM's baseline requirements for our own suppliers	Making sustainability a priority, creating alignment, setting goals and achieving results	Furthering commitment while expanding sustainability into one's supply chain	A true accomplishment, recognizing a supplier as a pacesetter in sustainability
All Tier I Suppliers	• Terms and Conditions • Supplier Code of Conduct	• Priority assessment • Goals across sustainability pillars (relevant, impactful, transparent, improving), linking to the UN Sustainable Development Goals (SDGs)	• ≥4% year-over-year absolute CO2 reduction (Scope 1 and 2) • Sustainable Procurement programs • Supplier to cascade goals into own supply base • Minimum ratings (CDP, EcoVadis)	Industry leader: • Leading innovator • Ambitious targets (Scope 1, 2 and 3, Science Based Targets, Zero Waste) • Proactive actions • Life Cycle Assessment (full)
Enrolled Suppliers[1]	• Score in EcoVadis • CDP participation • Industry-specific participation (e.g., GPSNR)	• ≥3% year over-year absolute CO2 reduction (Scope 1 and 2) • Actively support GM's commitment to sustainable materials and packaging • Strong social sustainability commitment		

[1] Initially, SSE suppliers, key indirect and key logistics suppliers will be eligible to become enrolled suppliers.

Assessing Performance

We use the EcoVadis platform to assess supplier management systems to support environment, labor and human rights, ethics and sustainable procurement. See Supply Chain Compliance.

By the end of 2023, 88% of our direct and logistics suppliers, by budgeted annual purchase value, had enrolled in the EcoVadis platform. The average score of all GM's rated suppliers is 52 out of 100.

CDP Supply Chain Initiative

We have participated in the CDP supply chain survey since 2013 and have collaborated with CDP and our suppliers to reduce environmental impact.

Our direct material strategic suppliers are invited to complete the CDP Climate Change and Water Security surveys, in addition to a subset of indirect suppliers and our top strategic logistics suppliers. In 2023, direct and logistics suppliers representing 92% of our budgeted annual purchase value participated in CDP.

We reached a response rate of over 95% in 2023 among in-scope SSE and key logistic suppliers with the Climate Change survey.

CDP Supply Chain Response[1]

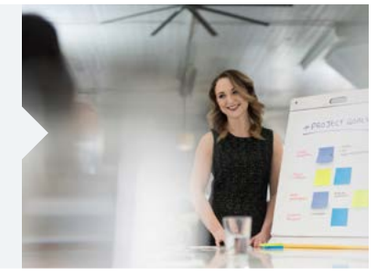
88%
response rate from enrolled suppliers

71%
response rate from enrolled suppliers

41%
of suppliers engaging their own suppliers

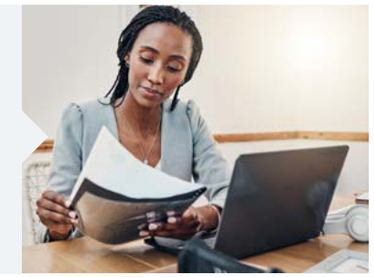
57%
of suppliers engaging their own suppliers

49%
reporting active targets and/or goals



64%
reporting active targets

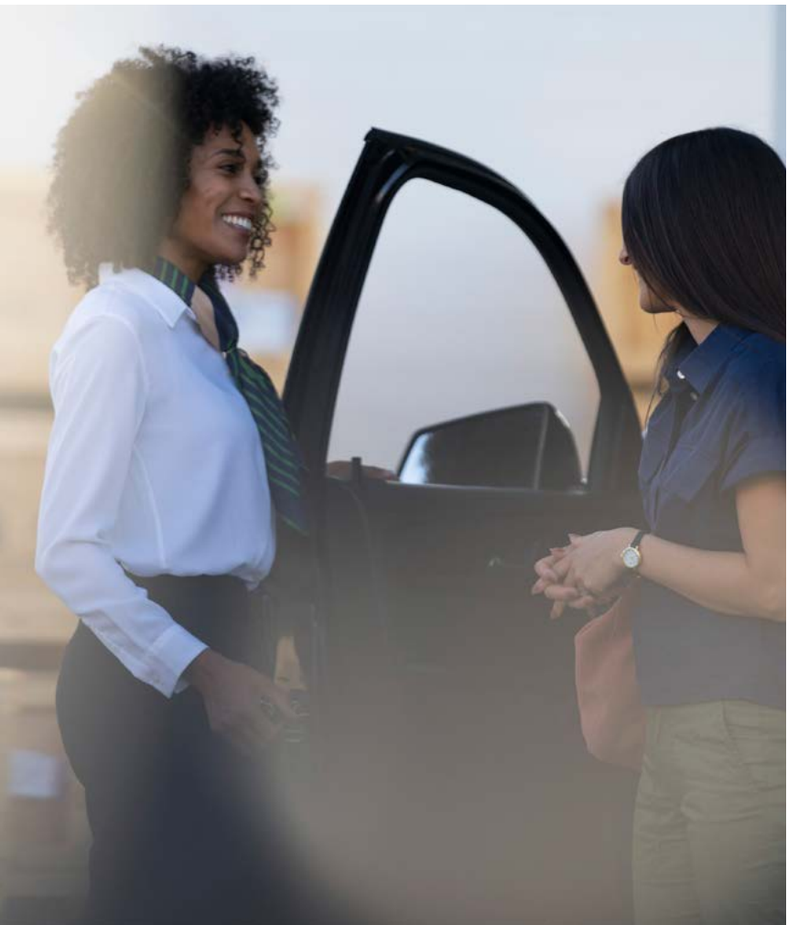
57%
reporting any water-related policy



[1] Data obtained from CDP.

Supply Chain Engagement

The GPSC Team advances how GM and our suppliers achieve mutual success by providing better product quality, cost and durability to our customers.



Engagement Programs

GM Supplier Business Council (SBC)

The GM SBC consists of key suppliers who meet throughout the year with our GPSC Leadership Team, led by GM's vice president of GPSC. The SBC includes the Sustainability Sub-Council, comprising of SBC and non-SBC members recognized for their work in sustainability, and a team of cross-functional GM employees. This group is the voice of our greater supply base on topics of sustainability.

GM Supplier Business Meetings

GM Supplier Business Meetings are held regularly throughout the year as a global webcast where key suppliers are invited to attend and where global topics are shared. Our Chair and CEO addresses this group annually.

GM SupplyPower

GM SupplyPower is an internet portal used to share information with suppliers, including sustainability event information, policies, guidelines, standards, reports and best practices. In 2023, we continued to add sustainability-related training programs that can help suppliers facilitate discussions within their organizations. In 2023, SupplyPower averaged approximately 65,000 users.

Training Programs and Workshops

We provide external training to support suppliers in the areas of environmental management, workplace conditions, sustainability, ethics and human rights.

Our eLearning tool PEERS, Platform for ESG Educational Resources for Suppliers, aims to support our suppliers in their sustainability efforts. The platform provides scenario-based learning modules that reference specific challenges to sustainability. PEERS offers a variety of resources, including webinars, content from Tier I suppliers and other free resources.

In 2023, we hosted workshops for our Sustainability Sub-Council that shared fundamental steps on how our suppliers can create supplier councils of their own. Modeled after GM's Sustainability Sub-Council, this allowed us to gain increased visibility deeper into our supply chain (Tier II+).

In 2023, GM held three supplier symposiums focusing on critical sustainability topics, including Energy, Child Labor and Mobilizing People for Sustainability.

We also educate our supply base about energy mapping, energy efficiencies and renewable energy. This year, we also launched Manufacture 2030 (M2030) to capture supplier energy use year-over-year at the site level, promoting CO2 emission reductions with 680 supplier sites active.

Energy Treasure Maps

In 2023, the GPSC Sustainability Team drove a 10-time increase in our energy treasure maps program, training over 700 supplier sites in the calendar year. The program's purpose is to reduce Scope 3 upstream emissions through empowering suppliers to implement energy-saving projects.

GM received a 2023 Better Practice Award for the Energy Treasure Maps supplier program.

Collaborating With Our Industry

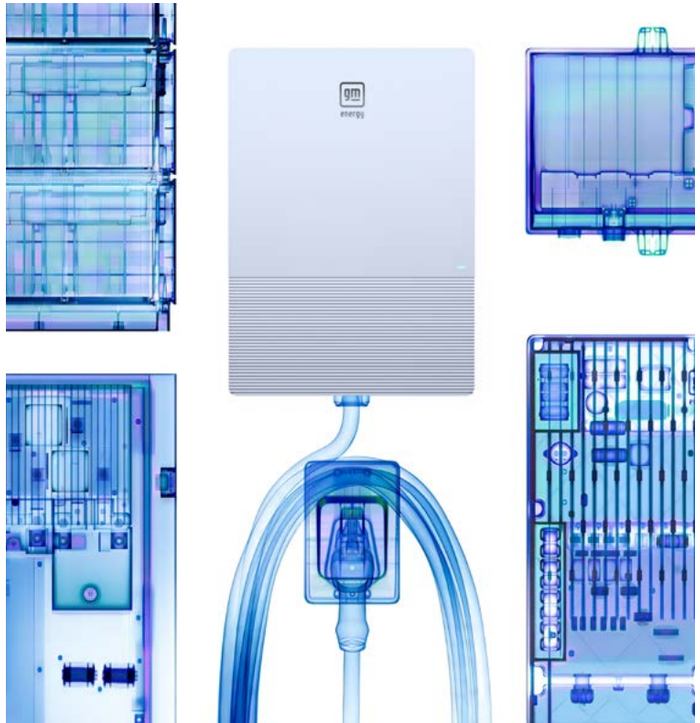
We work closely with many industry and supply chain-focused organizations, including the Automotive Industry Action Group (AIAG), in which we actively participate in the Responsible Materials Work Group, several of its subgroups and sit on the Corporate Responsibility Steering Committee. AIAG fosters dialogue and collaboration across the automotive industry related to conflict minerals and high-risk materials. GM also collaborated with AIAG to provide training to employees and suppliers through Supply Chain Sustainability eLearning.

We are members of the RCS Global Better Mining Initiative and the Initiative for Responsible Mining Assurance (IRMA). IRMA advances responsible mining practices through a comprehensive set of standards and helps us conduct business with suppliers and partners whose standards and actions align with our own approach to integrity, responsible sourcing and supply chain management. It also fosters collaboration between companies to share best practices and drive transformation of the mining industry toward more responsible operations.

455 GM employees in 2023 received AIAG's Supply Chain Sustainability eLearning training, which highlights fundamental principles of responsible working conditions.

Key Industry Collaborations

- Automotive Industry Action Group (AIAG)
- Global Platform for Sustainable Natural Rubber (GPSNR)
- Initiative for Responsible Mining Assurance (IRMA)
- International Automotive Task Force (IATF)
- Responsible Business Alliance (RBA)
- Responsible Minerals Initiative (RMI)
- Suppliers Partnership for the Environment (SP)



Sustainability in Logistics

GM actively participates in freight sustainability programs, such as the EPA's SmartWay Partnership, which we have been a proud member of since 2013.

We increased our engagement with the SmartWay program by encouraging our eligible logistics suppliers to join, resulting in a significant increase in engagement. In 2023, we secured commitments from U.S. and Canadian carriers representing over 97% of our 2022 U.S. and Canadian truck, rail and intermodal ton-miles with SmartWay carriers. Additionally, GM North America was recognized as a SmartWay High Performer for meeting the program's emissions and carrier selection criteria. We also extend our freight efficiency efforts to Mexican truck carriers through our participation in Mexico's Transporte Limpio program.

Our dedicated GM Logistics Team continuously evaluates our network, seeking optimization opportunities through route design, mode changes and frequency adjustments. By integrating carbon calculation methodology, we enhance visibility of CO2 emissions and consider sustainability in various network scenarios.

SmartWay Transport Partner
Getting There With Cleaner Air

Supply Chain Disruption

Supply chain visibility is key to proactively identifying and mitigating sustainability risk and impacts.

Our in-house supply chain visibility tool integrates GM plants, Tier I, II and III suppliers, and logistics nodes to map geographic locations and relationships across our global supply chain. The tool also maps and monitors supply chain disruptions, potential human rights issues worldwide and sustainability related events, including those affecting members of our supply chain.

Through our monitoring process, we can identify suppliers potentially involved in human rights events and, with our Supply Chain Risk Management Team, notify appropriate GM Global Supply Chain Crisis Response Teams. These teams work cross-functionally with Tier I suppliers and our functional Purchasing, Logistics and Engineering Teams to mitigate potential human rights or sustainability risks. In addition, our internal teams determine sustainability and ethical risks for each commodity and communicate sustainability trends throughout the purchasing organization.

How We Monitor and Manage Supply Chain Risks

- Senior leadership review at least four times per year
- Cross-functional meetings
- Board's Risk & Cybersecurity Committee
- Risk Advisory Council
- Quarterly risk dashboard updates
- Annual CEO business unit reviews
- Annual global risk assessment
- Senior Leadership Team interviews
- Supplier Sub-Council

Supply Chain Monitoring

1. Use innovative tools and real-time data analysis to monitor catastrophic events (e.g., earthquake, hurricane) and isolated disruptions (e.g., factory fire, labor strike)
2. Report all potential impacts to regional command center
3. Receive information on suppliers and supply chain tiers through third-party services
4. Factor risk scores into sourcing process
5. Develop mitigation plan for high-risk areas

Innovation

We focus on what matters: safety, accessibility, affordability and profitability. Our innovations around electrification and mobility include electric vehicles (EVs) and charging infrastructure, autonomous vehicles (AVs) and delivery vehicles with zero tailpipe emissions. This is the future and we are leading the charge.

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Chevrolet Blazer EV

Advancing Electrification and Autonomy

Our transition to EVs and AVs is a critical part of our growth strategy. As we continue on this journey, we remain committed to developing the technology and infrastructure for a safer, cleaner tomorrow.

Continuing Our EV Journey

As we continue toward our goal to eliminate tailpipe emissions from new U.S. light-duty vehicles by 2035, we continue to expand our portfolio to meet market demand of consumers by introducing more affordable EVs and luxury models, with a focus on building trust and understanding among our customers. In the interim, as we work to transition to EVs, deploying plug-in hybrid technology in strategic segments will deliver some of the emissions reduction benefits of EVs as the communities where we sell our vehicles continue to build out charging infrastructure. This involves:

- Rolling out a comprehensive portfolio of EVs
- Bringing our plug-in hybrid technology to select vehicles in North America
- Supporting the construction of a robust charging network
- Integrating AV technology and electrification into a single vehicle
- Creating new solutions for electrifying commercial industries
- Educating customers on the best practices for maintaining EV battery health and optimizing EV performance, such as charging the vehicle daily to 80%

By 2025, we aim to have EVs in segments that cover a majority of U.S. industry volume.

Innovating Battery Technology

GM has more than 100 years of manufacturing expertise and decades of advanced lithium-ion battery research and development behind us. A key element in our EV strategy is Ultium, our dedicated EV propulsion architecture.

To develop these systems, we continue to expand Ultium joint venture (JV) battery cell production in the United States. The first cell plant in Ohio reached full production in 2023, and a second cell plant in Tennessee began production in early 2024.

We are building a sustainable and resilient EV supply chain from raw materials to battery cell manufacturing and recycling. Focused in North America, with free trade agreement suppliers, this strategy is designed to mitigate risk and provide the scale needed to bring down costs.

Read about our relationships with key suppliers as we work to sustainably secure materials for our batteries and learn more about our EV battery life cycle management program.

Goal

Eliminating tailpipe emissions from new U.S. light-duty vehicles by 2035

An Electric Ecosystem, Reimagined

At GM, we are dedicated to making the transition to EVs as easy as possible. Our goal is to enhance the ownership experience by making fleet and energy management as well as home and public charging more accessible to our customers. The journey to EV adoption includes educating and engaging customers, investing in smart charging products, helping to accelerate the build out of public charging and pioneering innovative energy solutions.

GM Energy

GM's commitment to an all-electric future is focused not only on delivering a world-class portfolio of EVs, but investing in the EV ecosystem that will enable mass adoption. GM Energy is at the forefront of this commitment, introducing game-changing energy management solutions, expanding charging infrastructure and driving EV education.

The GM Energy Team leads GM's efforts to drive the consumer adoption of EVs, combining startup agility with the broad strength of our wider company, as well as an array of external collaborations. GM Energy seeks to leverage cross-functional expertise, minimize complexity and develop a range of projects and solutions designed to address consumer needs and accelerate EV adoption.

Home Solutions

GM Energy provides EV customers with charging solutions that fit their lifestyles. Several GM EVs come with offers on unidirectional or "one way" chargers, as well as referrals to home charger installations.

Beginning in 2024, vehicle-to-home (V2H) bidirectional charging capability will be available on a range of GM EVs, and the products to enable it will be part of GM Energy's residential product portfolio. The growing suite of energy management products and services available through GM Energy unlocks additional value for EV drivers. V2H technology allows customers to store and transfer energy to help offset electricity needs during peak demand days and mitigate the impact of power outages, making the transition to an all-electric future even more compelling.

The first vehicle in GM's portfolio of EVs to come equipped with V2H bidirectional charging technology compatible with the GM Energy residential product suite is the 2024 Chevrolet Silverado EV RST. GM will continue to expand V2H technology across its retail portfolio in the coming years.

Charging Infrastructure

Access to convenient charging is essential, and GM has long-championed a collaborative approach to integrate networks, products and services.

We have integration relationships with 12 EV charging networks, giving GM EV drivers access to hundreds of thousands of chargers throughout the United States and Canada and more in global markets.

Key milestones in charging include:

- Together, GM and EVgo surpassed 1,000 fast-charging stalls as part of their longstanding collaboration to expand fast-charging infrastructure.
- GM and Pilot Travel Centers opened more than 25 locations of their coast-to-coast fast-charging network across 13 U.S. states. Featuring an elevated charging experience, EV travelers have access to the same amenities offered at existing Pilot and Flying J travel center locations. We anticipate having up to 200 sites operational in 2024.
- GM announced its plan to integrate the North American Charging Standard (NACS) into its EVs beginning in 2025 with plans to expand access to charging for existing GM EV drivers at more than 15,000 Superchargers throughout North America beginning in 2024.
- GM, along with six other major automakers formed IONNA, a JV that will create a high-powered charging network with a targeted installation of at least 30,000 chargers in urban and highway locations throughout North America beginning this year.

Digital Innovation and Mobile Apps

GM EV drivers have access to more than 170,000 chargers in the United States and Canada. Using our mobile apps[1], GM EV drivers can find nearby charging stations, see real-time charger availability, plan routes, start and pay for charging sessions and more.

To make EV charging as simple, efficient and accessible as possible, we offer Plug and Charge service, which comes with the vehicle at no cost.[2]

[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.

[2] GM EV drivers with an EVgo account, active OnStar connected services and the GM brand app for their vehicle must perform a one-time activation of Plug and Charge within the app. The customer's payment information within the app will be linked upon activation, so that the customer simply needs to plug in to pay for charging. An OnStar subscription is not required. Plug and Charge is planned to extend across all compatible DC fast-charging stations on the network.

Electrifying Commercial Industries

In 2023, we introduced GM Envolve, a new way of working, focused on offering U.S. business and government customers solutions to help reduce their carbon footprint, optimize fleet operations and improve driver safety. Through GM Envolve, customers gain access to the connected GM ecosystem and a dedicated team of experts who collaborate with them to select vehicles, technology and solution packages that best fit their needs.

As customers look to electrify their fleets, BrightDrop and its flagship step vans, the BrightDrop Zevo 600 and the BrightDrop Zevo 400, are now offered through GM Envolve. With the growth seen in e-commerce, last-mile delivery and service industries, we're empowering our customers with more options from a broader portfolio of commercial solutions to help meet their needs.

We remain committed to scaling Zevo production, which has resumed in 2024 and is supported by the launch of CAMI Assembly's new battery-module plant based in Canada.

Zevo 600s are in the hands of some of the world's largest fleets across the United States and Canada, including FedEx Express, FedEx Express Canada, Ryder, DHL Express Canada, Purolator, Merchants Fleet and more.

Super Cruise: First True Hands-Free Advanced Driver Assistance System

At GM, we are committed to the safe deployment of current and future advanced driver assistance systems (ADAS). That includes Super Cruise,[1] the industry's first truly hands-free ADAS, with the largest operating domain, which enables drivers to travel hands-free on more than 400,000 miles of compatible roads in the United States and Canada on select vehicles.

Our customers love Super Cruise, with studies showing it's the second most important reason for choosing a vehicle. Since inception, GM customers have driven more than 145 million miles hands-free with zero crashes attributed to Super Cruise. We remain dedicated to bringing Super Cruise to more vehicles, on more roads for more customers to enjoy.

Cruise: Committed to Transparency and Earning Trust

Cruise is our majority-owned subsidiary responsible for the development and commercialization of AV technology. From the beginning, Cruise's mission has been to improve road safety, reduce emissions and reduce congestion.

Cruise has made significant changes to improve overall operations and strengthen its safety practices. This includes undertaking extensive third-party reviews, bringing on new leadership, naming a chief safety officer, advancing technology and committing to earning back trust with regulators and the public. Cruise remains committed to relaunching and will approach it with safety as the north star.

We remain committed to Cruise and AV technology, which we believe has the potential to significantly reduce the number and severity of car collisions.

[1] Always pay attention while driving and when using Super Cruise. Do not use a hand-held device. Requires active Super Cruise plan or trial. Terms apply. Automatic Lane Change and Lane Change on Demand are not available while trailering.

ADAS: Leveraging Renowned Research

We work with world-class research institutes to study how ADAS technologies are making a real-world difference on the path to a world with zero crashes. We collaborate with organizations such as Virginia Tech Transportation Institute (VTTI), University of Michigan Transportation Research Institute (UMTRI), the Insurance Institute for Highway Safety (IIHS) and the Highway Loss Data Institute (HLDI). We utilize safety data from many sources, including crash data from the National Highway Traffic Safety Administration (NHTSA). Following a landmark police report study initially published in 2019, GM and UMTRI continue to collect data to analyze the performance and field effectiveness of a wide range of GM ADAS technologies as police report data becomes available.

We continue to conduct significant research to determine how best to communicate ADAS alerts to the driver. For example, the GM-exclusive Safety Alert Seat,[1] developed with research by the Netherlands Organisation for Applied Scientific Research, as well as with VTTI, can provide directional vibrations to help alert drivers of potential crash threats.

Models Offering ADAS in the United States[1,2]

35 Forward Collision Alert

25 Safety Alert Seat

29 Lane Keep Assist with Lane Departure Warning

26 HD Surround Vision

32 Rear Cross Traffic Alert

30 Adaptive Cruise Control

29 Front Pedestrian Braking

32 Automatic Emergency Braking

33 Side Blind Zone Alert

Effectiveness of ADAS[1,3]

Front Pedestrian Braking reduced frontal pedestrian crashes by

23%

AEB (or Forward Automatic Braking) with Forward Collision Alert reduced rear-end striking crashes by 42% and reduced such crashes with reported suspected minor injury or higher severities for anyone in the crash by

54%

Lane Keep Assist with Lane Departure Warning reduced roadway departure crashes by 15% and reduced such crashes with reported suspected minor injury or higher injury severities for anyone in the crash by

22%

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

15%

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

85%

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

[2] Number of models with these technologies available or as standard equipment out of 36 models: 2023 Model Year—Buick, Cadillac, Chevrolet and GMC models available in the United States. Excludes commercial vehicles.

[3] All results shown are from a research study conducted with UMTRI.

Education and Advocacy

We recognize the need to keep building public awareness of road safety risks by promoting safe driving behaviors. We invest in nonprofit relationships and initiatives to promote good behaviors such as seat belt use and educate on the dangers of impaired and distracted driving. Our current relationships and initiatives include:

For more than 25 years, GM and Safe Kids Worldwide have collaborated to help keep kids safe in and around vehicles through the GM-funded Safe Kids Buckle Up Program. Buckle Up has educated more than 29 million parents and caregivers, including around protecting young children from heatstroke. More than 2.4 million car seats have been inspected for proper installation and 793,000 car seats have been provided to families in need. In addition, 22 GM employees are certified Child Passenger Safety Technicians and volunteer to support Buckle Up events.

The Governors Highway Safety Association (GHSA) and GM are working together to combat distracted driving. With our support, GHSA published a report with 29 recommendations that State Highway Safety Offices (SHSOs) and their partners can implement to help address this pervasive and persistent problem. GHSA and GM continue to provide competitive grants to SHSOs to develop, implement and evaluate community-based, multidisciplinary distracted driving programs in their states.

America Walks engages the public to advocate for safe, equitable, accessible and enjoyable places to walk and move. With GM's support, the organization continues to expand public understanding of the importance of prioritizing safety, not speed, in the design of roads and provides Community Change Grants to support local engagement activities and demonstration projects in communities across the nation.

OnStar Safety Innovation

Since 1996, OnStar has been synonymous with safety and security, while developing and delivering innovative technologies and services that help drivers and passengers.

Recently, GM announced that some of OnStar's most sought-after features—including Automatic Crash Response—will be included as standard content on all model year 2025 and newer Buick, Cadillac, Chevrolet and GMC vehicles in the United States, for eight years. Widely recognized as the industry's first comprehensive automatic crash notification and security system, OnStar's Automatic Crash Response uses built-in vehicle sensors to detect a crash. In a collision, an OnStar Emergency Advisor will provide help, even if the customer is unresponsive. This includes relaying vital information to first responders, such as vehicle location and severity of injuries based on the Injury Severity Prediction index.

Outside of the vehicle, we offer OnStar Guardian in select markets, a mobile app that allows members, and up to seven of their family members and friends, access to key OnStar safety services from their compatible phones.

OnStar Emergency Advisors are always available to members in times of need with the push of the red emergency button. In 2023, OnStar Emergency Advisors completed training and certification in emergency police and fire protocols according to the exacting standards of the International Academies of Emergency Dispatch (IAED). This makes OnStar the only private sector company to receive all three certifications—providing a structured, standardized set of procedures that reduce complexity and risk. With this training, OnStar Emergency Advisors can optimally triage emergency calls with local emergency services and, when necessary, provide critical support amid the chaos of an emergency prior to first responders arriving on scene.

Incorporating Safety Into Electric Vehicles

Our dedicated High-Voltage Battery Safety Team works to protect the EV battery in a crash, similar to the protection of fuel systems in internal combustion engine (ICE) powered vehicles. Our batteries are packaged below the seating area and designed as an integral part of the vehicle structure safety cage. We assess the crash performance of a high-voltage battery system, and our vehicles are designed to shut down and isolate the electrical system in the event of a crash or flood to avoid the risk of electrical shock. We play a key role in leading standards committees on battery safety through organizations like the Society of Automotive Engineers International.

Hydrogen Fuel Cells: The Potential to Expand Electrification

GM's hydrogen fuel cell technology, HYDROTEC, allows us to extend electrification technologies to more industries and a broader range of applications, from transportation to mobile power generation. It is well suited as a complement to Ultium batteries, and enables electrification solutions for the largest of vehicles.

In 2024, GM and Honda launched production of hydrogen fuel cell systems at our Fuel Cell System Manufacturing LLC 50-50 JV. Systems produced in the Brownstown, Michigan facility will be supplied to both Honda and GM.

Our focus on transportation modes includes development work to make medium- and heavy-duty trucks more efficient while reducing tailpipe emissions. We are collaborating with the U.S. Department of Energy on its SuperTruck 3 program, supported by a multi-million dollar cost share agreement that we will match over a five-year period.

Going Beyond GM Vehicles

The modular and flexible nature of our Ultium and HYDROTEC technologies means they could pave the way for a range of zero-emission products beyond our own vehicles.

- GM and Komatsu are developing HYDROTEC propulsion solutions to power Komatsu's 930E 320 ton mine-haul truck. These applications create opportunities to decarbonize the process of extracting raw materials from the environment.
- GM and Autocar are creating a range of zero operating emission severe-duty vocational vehicles powered by GM's HYDROTEC power cubes.
- GM and Liebherr-Aerospace are exploring how hydrogen fuel cells could provide auxiliary electrical power in commercial aircraft.
- GM and Nel Hydrogen U.S., a subsidiary of Nel ASA, are working to accelerate the industrialization of its proton exchange membrane (PEM) electrolyzer platform, using GM's HYDROTEC technology, to enable more cost-competitive sources of renewable hydrogen.

Social

We aspire to make GM the most inclusive company in the world. We are focused on protecting human rights and building capacity for our business partners and communities to fully participate in an all-electric future.

Social

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Human Rights 69

Chevrolet Bolt EV

A Team That Includes Everybody

Our people drive our innovation. Their talent, commitment and diverse perspectives are key to our ability to shape a future with zero crashes, zero emissions and zero congestion.

To attract and inspire the most qualified and diverse talent, we focus on fostering great employee experiences. We continue to cultivate an inclusive culture in which everybody can learn, grow and thrive.

We listen carefully to feedback from across the business to improve our approach every day. Our processes focus on experiences from the first candidate interaction through the employee career journey.

Recruiting Talented People

We are building a more diverse, equitable and inclusive environment to make a positive impact and deliver on our purpose. Our talent recruitment and assessment processes are strategically executed with a mindset of inclusion to allow candidates from all backgrounds to find opportunities in inspiring and challenging roles.

We recognize that everyone brings their own unique experiences to our organization—and we are consistently improving our recruitment methods to enable each candidate to highlight their skills during the application and interview processes.

Our Global Talent Acquisition Team uses various outreach strategies, including market analysis, passive talent engagement, talent marketing and communications, to generate relevant, effective candidate interactions.

By leveraging a network of partnerships and utilizing advanced technology, we expand our outreach to diverse candidates. This includes collaborating with community-based organizations and utilizing marketplace databases to connect with individuals from diverse backgrounds, including to universities such as Historically Black Colleges and Universities (HBCUs) and Minority Serving Institutions (MSIs). We also employ relationship management systems to notify potential candidates when relevant positions become available.

We aim to remove barriers by reframing job descriptions to focus on the capabilities and skills needed for the role. Candidates participate in structured interviews that help provide an objective platform for our teams to assess skill and behavioral alignment with the specific job needs. We also strive to create diverse teams of interviewers who can provide different perspectives when assessing a candidate.

Leveraging Talent Innovation

Innovation is at the heart of transforming GM technologies, and we bring that same mindset to how we recruit talent. Some examples of these efforts include:

- Implementing an agnostic approach to recruiting, aiming to reach schools all across the United States. In 2023, we hired more than 1,600 early career individuals from over 270 universities. Of these, over 870 filled entry-level positions, and more than 760 took intern and co-op roles. We are proud that our student program has been recognized as a best employer for Gen Z careers and a tech transformer by receiving an Early Talent Award from Handshake.
- Collaborating closely with other organizations, such as the American Indian Science and Engineering Society, the National Society of Black Engineers, the Society of Hispanic Professional Engineers and the Society of Women Engineers.
- Enhancing our outreach through coordination of talent providers, community-based nonprofit and workforce partners.

Supporting Those Who Serve

We recognize, value and honor the employees who serve our country. To further support their efforts while they are called to active duty and/or military training, GM expanded available paid military leave benefits for special active duty U.S. salaried personnel. This is just one way we are demonstrating our commitment to an inclusive workplace.

Engaging Every Employee

We are reimagining our talent life cycle strategy and evaluating our systems to ensure that all GM employees feel connected to our purpose and our values through impactful, equitable and inclusive experiences.

We collect employee feedback throughout the year that provides critical information to support data-driven decisions that improve the employee experience and accelerate progress. We supplement our global programs with random sample listening and targeted surveys at specific business units. Taken together, all of this feedback provides critical information that improves the employee experience.

We conducted a "pulse" survey in October of 2023, collecting more than 68,000 global salaried and hourly employee responses, representing 74% of employees invited to participate. Results indicated that despite a year of significant change, our employee engagement remained constant and is consistent with external employee listening benchmarking.

Unlocking Everybody's Potential

Learning continues to be a significant enabler of our employees' growth and development. We subscribe to a 70–20–10 philosophy of learning, where 70% of learning occurs through on-the-job experiences, 20% through exposure activities, coaching, mentoring, participation in Employee Resource Groups (ERGs) and other social activities and 10% through formal educational resources.

We make learning and development opportunities available to employees at all levels. GM's Technical Education Program (TEP), established in 1984, helps us keep our engineering community on the cutting edge of innovative knowledge. We provide employees with technical coursework in partnership with top universities with impactful automotive and automotive-related research initiatives. Each program has at least one GM-directed component in which students integrate and apply their coursework knowledge to generate solutions to improve processes and solve issues resulting in measurable value to GM.

gm tep
technical education program

In 2023, TEP reached 667 students from nine countries and three capstone projects were awarded TEP's Value Add Award for enhancements and tangible savings in areas of cost, quality, innovation and customer satisfaction.

The three Value Add projects provided solutions that resulted in improvements in various aspects of GM's business. These included:

- Improved efficiency, 12% cost savings and improved customer satisfaction of the cafeteria services in a GM South America manufacturing complex.
- Increased overall productivity and throughput by 13% and improved quality in Bay City Global Propulsion Systems—Camshaft Final Polishing operation.
- Reduced wire harness combinations of the Full-Size Truck by 50%, streamlining costs associated with development, manufacturing, inventory and service.

To learn more, visit GM Careers.

How We Invest in Learning at GM

We encourage employees to build skills and competencies, and seek out unique experiences that interest them and will help them thrive in their current and future roles. We provide these development opportunities through a variety of programs and tools.

Degreed

Degreed is a learning experience platform that integrates developmental materials from a number of sources into one easy-to-navigate interface. Learning pathways, either prescribed or recommended to employees based on their roles or interests, are curated from internally developed content and that of industry thought leaders across a number of topics. With over 60,000 active users, Degreed provides personalized toolkits focused on supporting business objectives, professional development and career advancement.

Degreed also provides GM employees the ability to assess their skill level across competencies related to their current or desired roles. In the past year alone, employees provided over 21,000 self-ratings across 9,000 skill areas. Based on the results of an employee's assessment, learning paths are curated to advance their skills to the next level.

Employees are also actively engaged in development through social learning groups. More than 9,100 employees are following their peers and sharing 11,800 articles, videos and courses leveraging the Degreed platform.

Technical Learning (United States)

The Technical Learning University (TLU) provides competency-based development programs for GM systems and technologies. It encompasses several programs, including the Electrical Apprentice Program, which aims to equip participants with required technical skills, including Programmable Logic Controllers, robotics and vision systems. It also includes the manufacturing labs at our Global Technical Center campus that enable skilled trades workers and salaried manufacturing engineers to hone their skills using next-generation technologies such as automation and robotics.

The Automotive Manufacturing Electrical College (AMEC) aims to develop a participant's technical skills while also helping them grow as leaders. AMEC provides a collaborative, low-risk environment that allows participants to practice actual job-related tasks and learn from mistakes outside the pressures of a plant. The goal is to improve Electrical First Time Quality (E-FTQ) by equipping participants with the skills needed to perform vehicle electrical-based job duties—all before they reach a manufacturing site.

Talent Spotting Framework

Designed to advance our talent planning and development, we have enabled data-informed talent decisions via assessments and external benchmarking. People leaders at all levels of the organization leverage this framework to identify and nurture employees, resulting in an enhanced talent pool.

SYNAPSE

SYNAPSE is an annual innovation competition hosted by our innovation lab, iHub, where teams of employees create, develop and pitch ideas to leadership. In 2023, the competition focused on driving toward a circular economy.

The Professional Managers Network (North America)

The network is focused on customers, relationships and excellence and is open to front-line people leaders as a resource to help engage and motivate their teams. It provides business unit updates from across GM and creates opportunities for networking, career development and best practice sharing.

Workday Mentoring Platform

Hosted through our Workday platform and open to global salaried and represented employees, we encourage individuals to establish relationships with our more than 3,300 available mentors through a range of formal and informal channels.

Talent Cards and Talent Profiles

As part of our Workday platform, employees are able to share their unique skills and experiences as well as current and future career aspirations through their talent profiles. This allows employees and HR to view curated summaries, which help to inform career discussions, talent planning and progression.

Leadership Development

In partnership with leading institutions, such as Stanford University and the University of Michigan, programs have been established that keep our leaders up to date on emerging trends in business and leading organizations. Paired with internal curricula focused on leadership basics, such as goal setting and providing feedback, our people leaders are constantly developing in their ability to motivate and inspire their teams to produce amazing results.

Total Rewards

We prioritize a holistic approach to well-being, which includes support for employees' physical, emotional and financial wellness.

Total Rewards Program

Our comprehensive Total Rewards program supports our employees and their families around the globe.

Besides competitive wages, GM's benefit packages, which vary by country, can include health insurance, access to employee assistance programs, life insurance, disability benefits, profit sharing, retirement and savings plans, paid time off, tuition assistance, vehicle discounts and various other offerings.

See the Sustainability Supplement for more information about our employee benefits by country.

Recognition Program

Recognition is an important part of our culture, and our GM Recognition Program for salaried employees provides an online platform where employees around the world can recognize anyone, anytime for their contributions and demonstrating our company values and behaviors. This provides employees a sense of accomplishment and feeling valued and appreciated not only by their leaders, but also their peers. This program is used by 99% of our salaried employees.

As part of the program strategy, the GM Recognition team partners with different GM teams to help build awareness and engagement with important organizational programs and initiatives such as Sustainability, Safety, Health and Well-Being, Diversity, Equity and Inclusion, and Corporate Giving among others.

As part of GM's commitment to creating inclusive solutions to social issues in the communities where we live and work, the GM Recognition team partnered this year with GM Cares, our global employee giving program, to support our employees' passion to donate to causes important to them. Through an integration between our recognition technology vendor and a global online workplace giving software vendor, we empowered our global workforce to donate their recognition points to charities through the Give Back program. Throughout the year, we ran nine global donation campaigns encouraging employees to donate their points to different relief efforts. More than 2,000 unique donors from 20 countries globally donated more than $200,000 to approximately 600 nonprofits and charities around the globe.

In 2023, there were

1.1M
recognitions sent

1.7M
recognitions received

1.2M
comments shared

Hinge Health and Onsite Health Clinics

As part of GM's dedication to providing employees with accessible health care, in August 2023, we launched a digital exercise therapy program to provide musculoskeletal care through a virtual platform in partnership with Hinge Health.

Our digital exercise therapy program gives employees and their families the tools they need to conquer joint, back and pelvic pain, recover from injuries, prepare for surgery and stay healthy. The program is available to employees and their eligible dependents at no additional cost.

Within three months of launching the program, nearly 3,700 eligible participants enrolled in the program with over 70% actively engaging to work toward their exercise therapy goals.

Onsite health clinics provide an opportunity for more convenient and broader access to care for preventive and acute care, chronic condition management, labs and vaccinations. GM, in collaboration with Henry Ford Health, has opened two virtual primary care clinics at the Global Technical Center (Cole Engineering) and Factory ZERO.

Employees, contractors and visitors can receive access to convenient, high-quality health care with a board-certified primary care doctor. They can schedule a visit on a day and time that works for them or walk in. In 2024, GM plans to open a full-service pharmacy alongside the clinic at Factory ZERO.

Diversity, Equity and Inclusion (DEI)

We aspire to be the most inclusive company in the world by enabling employees, customers and partners of all backgrounds, identities and abilities to fully participate in GM's all-electric future.

As GM continues to pursue and evolve our path of inclusivity, we remain committed to aligning our strategy to sustainable actions that impact our People, Business and Society. Our comprehensive strategic framework encompasses eight pillars to drive impact:

Our People

GM is committed to creating a consistent, safe and inclusive culture resulting in thriving careers.

Leadership

GM's leadership is committed to evolving our actions to support an equitable all-electric transition by addressing access barriers and focusing on consistent inclusive experiences for all. Our Inclusion Advisory Board (IAB) includes internal and external leaders who support, champion and hold key stakeholders accountable to improve our desired DEI outcomes.

The DEI Team is driving data-driven insights that will shape business priorities in the areas of talent equity, inclusive experiences, community, social impact and more.

Representation in Top Management Positions in 2023[1]

35.7%
women globally

17.2%
minorities in the United States

Representation

Global	Overall	Salaried	Hourly	Executives[2]	Non-Executives[3]
Men	74.7%	73.8%	75.3%	73.8%	73.8%
Women	25.3%	26.2%	24.7%	26.2%	26.2%

United States	Overall	Salaried	Hourly	Executives[2]	Non-Executives[3]
White	62.7%	65.4%	60.1%	76.2%	65.2%
Black/African American	19.8%	7.9%	31.1%	6.4%	7.9%
Asian	9.0%	17.5%	0.8%	9.2%	17.7%
Hispanic/Latino	6.7%	7.1%	6.4%	6.5%	7.1%
American Indian or Alaskan Native	0.4%	0.2%	0.6%	0.4%	0.2%
Native Hawaiian or Pacific Islander	0.1%	0.1%	0.1%	0.1%	0.0%
Two or More Races	1.1%	1.5%	0.8%	0.8%	1.5%
Do Not Wish to Identify	0.2%	0.3%	0.1%	0.3%	0.3%
Total Racial and Ethnic Minority Groups	37.3%	34.6%	39.9%	23.7%	34.7%

[1] Within two levels of our CEO.
[2] Executive salaried employees.
[3] Non-Executive salaried employees.

Talent Equity

GM is focused on talent outcomes that drive our business through fair, objective and transparent processes and by addressing imbalances so all can thrive. We are committed to equal pay practices, and our Equal Pay Pledge reflects our belief that employees' protected characteristics, including gender, should not factor into compensation decisions. As part of this commitment, GM has a rigorous annual process that involves measuring pay equity and adjusting if unaccounted for discrepancies are found. We also implemented a bi-annual talent equity evaluation across all major talent processes in 2023 to help ensure fair and objective talent outcomes across all identities and backgrounds.

GM is also creating innovative solutions to develop and support future talent. Collaborations to expand our recruiting efforts with underrepresented communities are key to our success. In 2023, GM:

- Engaged with talent developer programs that position candidates with skills aligned with GM's all-electric future.
- Continued our work as a founding member of OneTen, a coalition of 60+ companies and leaders seeking to close opportunity gaps for individuals who do not have four-year degrees. GM's talent strategy is aligned with the objectives of OneTen by broadening the pool of eligible candidates for certain roles, including by focusing on skills-based hiring, revising job descriptions and engaging in focused outreach. In 2023, the company hired over 2,700 individuals without four-year degrees.
- Supported career-reentry candidates by welcoming individuals that have had a break in their careers, with more than 400 individuals being hired in 2023.
- Piloted a community partnership model to increase our outreach efforts, collaborating with community-based organizations at our Spring Hill facility to identify and address challenges for candidates resulting in a significant increase in applications and hiring.

Inclusive Employee Experience

It is critical that our inclusion work starts with our people and our culture. In 2023, we provided Inclusive Leadership coaching to more than 9,000 employees globally. In addition, all employees participate in an annual compliance training, including topics related to harassment, discrimination and unconscious bias.

GM has DEI ambassador volunteers throughout its business functions who support our growth by creating grass roots engagement with our employees by facilitating DEI messages and activities, and sharing tools or resources to educate and live out our values of "Be Inclusive" and "It's On Me."

Cross-functional teams come together to share resources and support initiatives through established councils, like our ERG Leadership Council and Disability Action Committee (DAC). Last year, the DAC worked to make our reasonable accommodation process and EEO Statement even more prominent for potential employees and worked to mandate that all new business process trainings are reviewed for accessibility prior to launching.

Employee Resources Groups (ERGs)

At GM, we know that our employees are the catalysts for change. One way that employees help transform our culture is through their involvement with our ERGs, which are employee-led, with the goal of enabling an inclusive environment for our employees, customers and communities.

GM has 12 ERGs, with chapters spanning the globe and within our plants, available to both salaried and hourly employees. They have executive-led advisory councils to help them progress, address issues and pursue opportunities. This year, GM launched seven new global ERG chapters:

- GM Able China
- GM Able Middle East
- Generations Middle East
- Generations South America
- Generations Philippines
- JumpStart Mexico
- GM PLUS Europe

Increased collaboration between ERGs is also helping us to address intersectionality and the interconnectedness of people and issues. Our ERG Leadership Council helps to strengthen the fabric of ERGs through shared learning, resources and collaboration.

ERGs also contributed to over 2,250 vehicle sales in the United States and launched a referral program in Canada.

Our Business

By working with our dealers, suppliers and partners, GM can drive greater business results and impact to our communities.

Inclusive & Accessible Products

GM's Accessibility Center of Excellence (ACE) is changing the way GM thinks about products and services and is working to create a truly inclusive experience for all. ACE works with the disability community to understand pain points and research, define, create and implement solutions based on inclusive design principles to advance accessible mobility for millions of people living with disabilities. In addition, factors such as color contrast, colorblindness, button sizes and screen reader optimization are carefully considered in our design process. Through research and feedback gathering, we gain valuable insights into how customers use our digital products. In 2023, we received the Accessible Product of the Year Award from Disability:IN for our accessible conversion of the Chevrolet Traverse, in partnership with BraunAbility.

We continue to build upon our legacy of leadership by helping diverse suppliers advance. Learn more about Supporting Diverse Suppliers.

Customer Experience

GM puts the customer at the center of everything we do. We strive for inclusive experiences throughout the customer journey. The quality of our dealer relationships is critical to our success as they maintain the primary sales and service interface with our customers. In 2023, we made educational DEI training and resources available to more than 45,000 dealer team members to drive a more customer-centric experience. In addition, we stay committed to supporting diverse suppliers.

Dealer Diversity

GM has been a leader in fostering diversity within the automotive retail industry since 1972. Through the establishment of the Minority Dealer Development (MDD) program, the longest-running initiative of its kind in the industry, GM actively cultivates a diverse dealer network that reflects the communities it serves. This commitment extends beyond simply attracting qualified minority dealer candidates. The MDD program also makes available the tools and resources to excel in the industry, contributing to a high-performing, customer-centric and profitable network. This dedication to inclusivity is further exemplified by GM's position as the only U.S. automaker with a dedicated Women's Retail Network (WRN) program. GM's commitment to diversity works diligently to:

- Increase the number of qualified diverse dealers to ensure our dealer body reflects the community where we operate
- Help dealers optimize their operational effectiveness and profitability
- Encourage and attract strong leaders into retail organizations as dealer operators, managers and employees
- Provide dealers with resources to implement inclusive practices in their dealerships

Business Ecosystem

GM intentionally organizes and provides structure for collaboration between individuals and groups to foster deeper connections that drive specific business outcomes. We have formal and informal leaders who work across teams and systems to foster diversity, equity and inclusion.

Minority Dealer Advisory Council (MDAC)

GM and elected dealer representatives collaborate to advocate for the minority dealer body, proactively addressing minority dealer issues, and striving to increase and retain the number of minority dealers and optimize profitability. The MDAC plays an active role in providing input and recommendations to GM Dealer Development, U.S. Sales Operations and key GM senior leadership on GM minority dealer issues.

Women's Dealer Advisory Council (WDAC)

The WDAC represents the interests of GM women dealers and management staff to drive focus on the profitability, growth and retention of the women's dealer network. The council also plays a strategic role in GM's efforts to grow its market share among women buyers and increase the number of women dealers.

Our Society

GM is committed to leading sustainable solutions that improve communities in which we live and work through human rights, labor rights and social impact.

Community & Social Impact

We strive to extend diversity, equity and inclusion values beyond our business into the communities where we work and live, focusing on economic well-being, promoting human rights, labor rights and social strategies, in service of propelling access for everyone to participate in an all-electric future. This includes our investments in our communities through many channels including volunteerism, grant making and our Inclusion Fund. Additionally, we aim to have our entire global workforce understand our human rights commitments and be aware of our Human Rights Policy.

Inclusion Fund

In the United States, we are working to drive generational change through our Inclusion Fund. We aim to support historically underserved communities by supporting organizations that drive meaningful change in the areas of education, economic empowerment and health. These grants are intended to support outcomes that include access to quality early childhood education (with an emphasis on science, technology, engineering and mathematics (STEM)), providing resources for entrepreneurs and improving access to mental health services so that communities have higher standards of living.

In 2023, GM's Inclusion Fund disbursed more than $7 million to 62 nonprofit organizations.

Brand & Reputation

GM remains committed to DEI and investing in an equitable transition to an all-electric future. We engage in public policy on matters that reflect company priorities, and policies that impact our people, our business and society. Our efforts include the following commitments and initiatives:

- CEO Action for Diversity & Inclusion Pledge
- Coalition for the American Dream
- Human Rights Campaign (HRC) Business Coalition for the Equality Act
- The Dialogue Project
- Catalyst's Gender and Diversity KPI Alliance
- HRC Business Statement on Anti-LGBTQ+ State Legislation
- HRC supporting the Respect for Marriage Act
- Women's Business Collaborative (WBC) Companies of Purpose Initiative
- Disability:IN CEO Letter on Disability Inclusion
- Participate Internationally with the Tent Partnership for Refugees

In 2023, we were recognized for:

Supporting Diverse Suppliers

GM continues to build upon our legacy of leadership by helping diverse suppliers advance.

Our Vision

To integrate GM's inclusivity goals into our supply chain, enabling positive and lasting impact within marginalized communities

Our Mission

To serve as bridge builders, connecting an ecosystem of diverse suppliers, communities, advocacy organizations and customers

Our Aim

To ensure that our connections drive lasting business relationships, customer loyalty and world-class parts and services that support our long-term viability

In 1968, we became the first original equipment manufacturer (OEM) to establish a formal supplier diversity program. To support diverse suppliers, we contribute to many community initiatives, aligning our actions with our vision.

For over a decade, we have attracted thousands of attendees to our annual Supplier Connections event to strengthen existing relationships, enhance our business acumen and identify new sourcing opportunities. We continue to support advocacy partners, such as the National Minority Supplier Development Council, in preparing, positioning and propelling minority business owners to the next level of achievement.

Recognition for Our Work in 2023

Recognized

for work executed with Women-Owned Businesses and as a Hall of Fame Corporate Member by the Women's Business Enterprise National Council (WBENC)

Recognized

by the Veteran-Owned Business Roundtable (VOBRT) as an Outstanding Corporate Sponsor

Nominated

for Corporation of the Year by Michigan Minority Supplier Development Council (MMSDC)

Received

Excellence in Supplier Diversity Award from Great Lakes Women's Business Council (GLWBC)

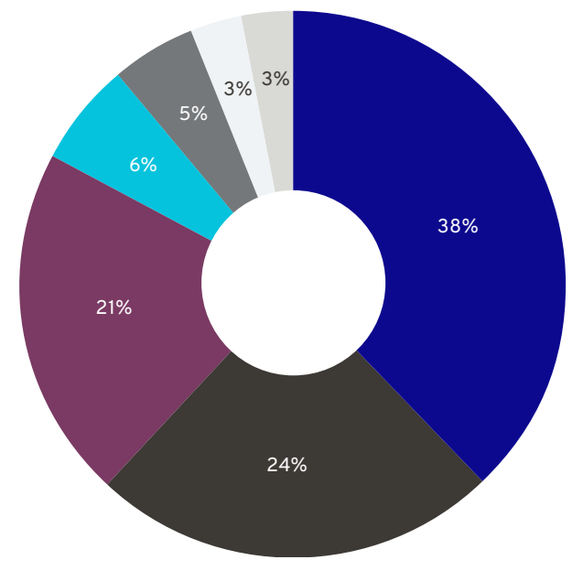
[1] Tier II spend is self-reported by suppliers.

In 2023, we invested over $90,000 in technical assistance programs, reaching more than 80 diverse businesses through key collaborations.

$5.6B approximate spend with North American diverse Tier I suppliers

$2.9B approximate spend with North American diverse Tier II suppliers[1]

2023 Tier I Diverse Supplier Spend by Category—North America



Supplier Inclusion Board

The Supplier Inclusion Board (SIB) consists of engaged Tier I suppliers who are dedicated to making an economic impact by having monthly discussions about our four strategic pillars: community engagement, diverse talent development, HR policy and practice, and diverse supply base advancement or supplier diversity. The economic impact the SIB is making is invaluable.

GM is an active member of the Billion Dollar Roundtable (BDR) and joined as a charter member in 2001. The BDR was created to recognize and celebrate corporations that achieve spending of at least $1 billion annually with diverse-owned companies and promotes and shares best practices in supply chain diversity excellence through policy papers, webinars and summits. As a corporate member, GM aims to drive supplier diversity excellence through best practice sharing and thought leadership.

Diverse Media Suppliers

In the United States and Canada, GM approaches diverse-owned and targeted media relationships through our stated action plan, to enable engagement, economic empowerment and sustainable growth. The action plan is realized through five components:

Increased Investment

In 2023, GM invested over 14% of our effectible, total annual media spend in diverse-owned and targeted media, and we endeavor to maintain this performance in 2024.

Sustainable Growth

In 2022, GM launched our Diverse Marketing Incubator Fund, named GM INvested, through which we are allocating $50 million over 10 years to support and scale diverse marketing companies. This investment is purposed to aid sustainable growth and is incremental to GM's media spend. The initiative is expected to foster equitable representation of media and marketing partners through three strategic pillars of business development, analytical capability and innovative creative marketing.

To learn more visit the Diverse Owned Media Hub.

Increased Flexibility

We have developed a custom Prospective Partnering Analysis to help us understand areas of opportunity and collaboration. We expect our media planning and buying agencies to follow a multifactor analysis for selecting diverse-owned media. The analysis requires criteria for assessing capabilities, reach and analytics, and is expected to drive more opportunity for diverse-owned media.

Business Continuity Support

GM was an early adopter to shorten payment terms and offer greater flexibility to our diverse-owned media companies, modifying our standard payment terms and reducing payment timing from 60 days to 30 days. This underscores our priority to create a win-win for diverse-owned media companies and GM.

Deeper Engagements

GM hosted our third annual Diverse-Owned Media Summit in July 2023, attracting nearly 250 individuals and demonstrating our commitment to building relationships through communication and collaboration. We also hosted our Quarterly Series, which is designed to aid in continuous dialogue, information sharing and inspiration for diverse media owners. Our Annual Summit and Quarterly Series were broadcast on our dedicated Diverse Owned Media Hub, which was created for the sharing of content, thought-leadership, programming and dialogue among GM, its Agencies and diverse-owned and targeted media stakeholders.

Supporting Communities

Our vision is a world with zero crashes, zero emissions and zero congestion, and our Corporate Giving strategy is designed to support this vision.

We create jobs and support local economies to advance social progress in the communities where we live and work. Our philanthropic focus is on investments that put people at the center. Learn more about our Corporate Giving strategy.

In 2023, we provided $64 million in grants to nearly 400 U.S.-based nonprofits to help create inclusive solutions to social issues. This funding is anticipated to impact over 5 million individuals.

See our 2023 Corporate Giving Report for details.

Detroit

As home to GM's global headquarters, Detroit is a key focus of our Corporate Giving strategy prioritizing education, workforce development and neighborhood revitalization.

Around the World

In 2023, GM expanded our international giving program to include six global regions: Africa and the Middle East, Canada, China, Korea, Mexico and South America. Together, these regions selected 12 nongovernmental organizations (NGOs) within GM's focus areas and we anticipate more than 140,000 people to be positively impacted by the programming.

26% STEM Education

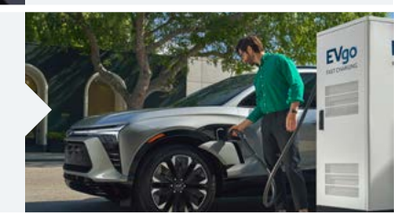
7% Vehicle & Road Safety

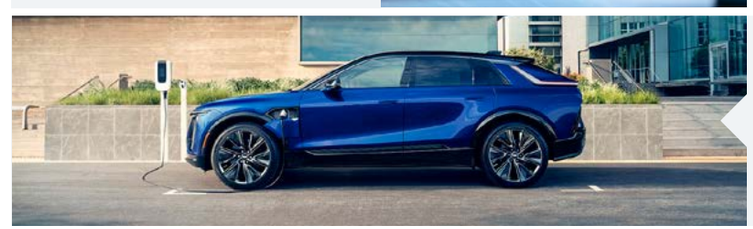
11% Community Development

18% Climate Fund

9% Inclusion Fund

20% Detroit Fund





9% Other (Inclusive of Community Impact Grants and Disaster Relief)

Climate Fund

We are helping to create a zero emissions future by working with our peers and others to amplify our impact. Our $50 million Climate Fund, launched in 2021, helps nonprofit organizations innovate and include the communities they serve in the transition to electric vehicles (EVs) and other sustainable technologies.

Grants provided by the fund align with GM's three climate-focused social outcomes:

- Sustainable jobs
- Sustainable transportation
- Community climate action

Climate Fund: Expected Impact[1]

3K

individuals gained access to programs that increase sustainability career readiness

391K

individuals impacted by new or continued community climate programs like resilience hubs and environmental education programs

37K

individuals gained awareness of and/or access to sustainable transportation solutions

[1] Expected or anticipated figures based on programmatic plans of our nonprofit collaborators.

Program Highlights

California Fire Foundation
To better serve firefighters and their families in the event of disaster, the California Fire Foundation supports more than 100 disaster mitigation, relief and recovery projects. This work takes place across California fire departments, firefighter associations and community-based organizations serving extreme or elevated disaster-threatened and under-resourced communities.

Forth Mobility
Forth Mobility's programs are built and scaled to increase access to EVs and EV infrastructure in communities where historical barriers to electrification exist.

GRID Alternatives
GRID Alternatives is expanding its efforts surrounding accessible clean mobility, developing EV infrastructure for multifamily affordable housing sites and subsidizing an EV charging program.

Plug In America
Plug In America is increasing access to EV education materials for EV beginners and dealers across the country. With educational toolkits, Plug In America is expanding knowledge surrounding an effective, equitable transition to electric transportation.

Rocky Mountain Institute (RMI)
RMI is working toward an all-electric future through its initiative, Electric Mobility for All. Through its work, RMI is increasing access to electric mobility solutions and infrastructure with a focus on underserved communities.

Vehicle Safety and Quality

GM views safety in a holistic way. We engineer our products through a human lens of driver behaviors and the driving environment, developing features and technologies that can assist drivers and help keep vehicle occupants and others safe.

Our Approach to Vehicle Safety

At GM, safety starts with our employees. All employees are trained to have an appropriate level of safety knowledge through annual training that conveys the importance of product safety. Product safety is also emphasized during our annual Global Safety Week, which is an opportunity to strengthen our safety culture and collectively reaffirm our foundational commitment to help keep ourselves, our colleagues and our customers safe.

We bring together technology, safety advocacy and research to help improve the safety of drivers, passengers and those outside the vehicle through:

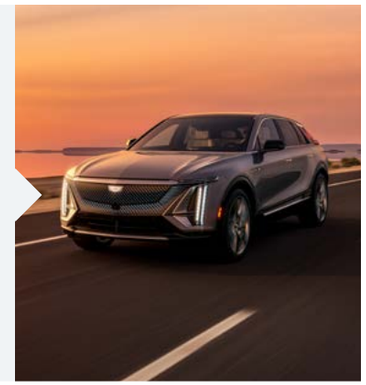
- Development of vehicle technologies to help drivers avoid crashes, reduce injuries and help save lives
- Safety advocacy to support nonprofit organizations, such as Safe Kids Worldwide
- Research conducted with world-renowned universities and institutions, including the Virginia Tech Transportation Institute (VTTI) and the University of Michigan Transportation Research Institute (UMTRI)

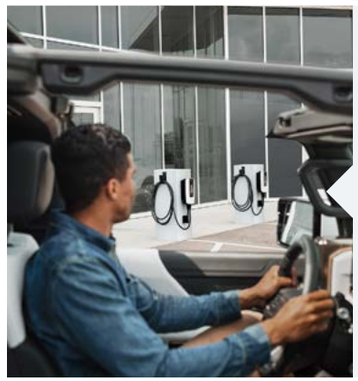
The vice president of global product safety, systems and certification provides updates on product safety performance to the Board. Product safety risks and initiatives are also reviewed annually with the Board's Risk and Cybersecurity Committee.

A Holistic Approach to Vehicle Safety

The Vehicle

Engineering advanced technologies and features to help keep people safe before, during and after a crash



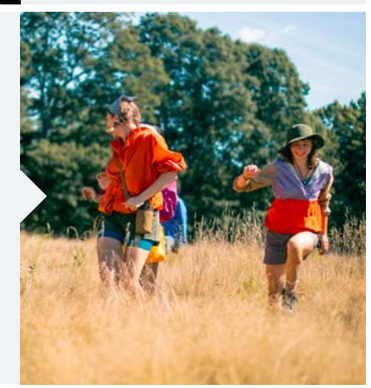


The Driver

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

The Environment

Influencing vehicle and driving policies to make city and community infrastructures safer, including by providing insights to customers and governments



Developing Safe Products

Our Global Product Safety, Systems and Certification organization is responsible for vehicle safety systems, confirming and validating vehicle safety performance, identifying emerging issues and conducting field actions, including recalls.

We design and validate our vehicles to meet or exceed regulatory crash requirements, leveraging both physical testing and virtual methods. Our safety engineering development includes a rigorous safety peer review process to assess vehicle performance and incorporate our best practices and learnings into new vehicle designs.

We foster strong collaboration and communication between our Quality and Safety Teams. Metrics we gather about the efficacy of our safety features are also used to guide the development and enhancement of these features, as well as our overall safety strategy. See Advanced Technologies and Features.

Quality Assurance

Our quality policies and culture of continuous improvement inform our customers' product experience.

GM's Quality Policy states that: "GM will be Quality Leaders in every market and every segment in which we compete through effective execution of all applicable requirements and through continual improvement."

Globally, we have achieved, and sustained, certification to the International Organization for Standardization (ISO) 9001:2015 standard at all of our manufacturing facilities where required by region or country. As of the end of 2023, 51 operations had completed certification. We intend to maintain ISO compliance by adapting our processes to meet any modifications to the standard.

We have 16 component plants that are certified to the International Automotive Task Force (IATF) 16949 standard. Our Global Manufacturing System incorporates all IATF requirements, guiding the quality aspects of our business and, in some cases, driving more rigorous standards than external ones. As a result, GM brands and products regularly perform well in the leading product quality, reliability, vehicle safety and consumer satisfaction studies.

Global Product Safety Management Process

Investigate and Analyze

Internal product investigators and safety forensic engineers investigate potential vehicle safety issues. Data analytics experts merge inputs from numerous data sources—including Speak Up For Safety (SUFS) submissions and service records—to conduct statistical analysis and apply machine learning models to help identify potential issues early.

Review

Management, including senior leadership, reviews identified issues. Should a recall decision be made, a cross-functional team initiates all necessary actions to inform appropriate government agencies, dealers and customers.

Execute Recalls

Safety recall remedies are provided to customers free of charge, along with follow-up communications encouraging a repair. Completion rates are monitored and shared with government agencies where appropriate. The Global Product Safety, Systems and Certification organization works cross-functionally to analyze recalls and address functional safety with the goal of ensuring that we do not repeat previous mistakes.

Speak Up For Safety

Our SUFS program gives hourly and salaried employees and contractors an easy way to report potential vehicle safety issues and suggest improvements. Concerns are submitted through a toll-free phone number, a smartphone app, email or the SUFS website.

We view SUFS submissions by our employees as a measure of employee engagement in safety issues. By building a culture of safety, we attempt to identify issues sooner and reduce the number of impacted vehicles. A dedicated team evaluates concerns raised through SUFS submissions and escalates them as appropriate.

User surveys continue to gather ongoing feedback on user experience. To further monitor our safety culture, we conducted a Global Safety Survey to assess attitudes toward product safety and willingness to raise safety concerns.

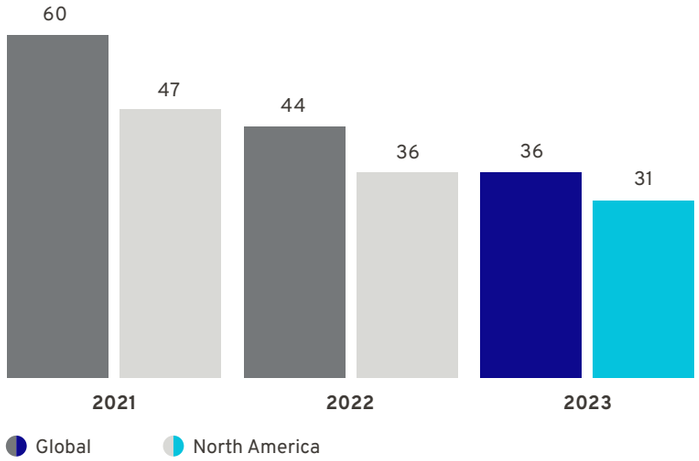
Externally, we maintain an open dialogue with the National Highway Traffic Safety Administration (NHTSA), including regularly scheduled meetings with senior agency officials. Expedited discussions, as needed, cover field investigations, safety recalls and other identified issues. GM also participates in meetings with NHTSA and other stakeholders to advance safety discussions that benefit the industry as a whole.

Speak Up For Safety Submissions

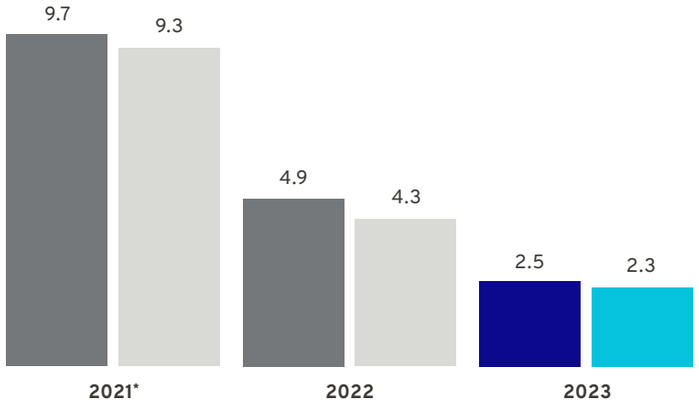
42,583	3,651	3,600
since program inception	in 2023	annual average (2019–2023)

Our Speak Up For Safety program and Safety Field Investigation processes help identify and investigate potential issues, while our Prevent Repeat Defects process captures lessons that will help us improve our standard procedures and prevent issues from recurring.

GM Safety & Noncompliance Recalls
(Number of Recalls)

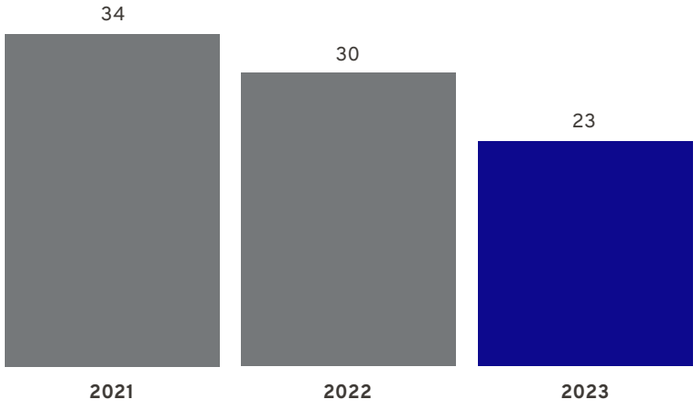


GM Safety & Noncompliance Recalls
(Vehicle Volume in Millions)



* Includes 7M Takata airbag-related recalls.

Global Recalls with <10,000 Vehicles
(Number of Recalls)



Global recalls that involve fewer than 10,000 vehicles are one way we measure the effectiveness of our product safety management process. The ability to catch more issues early—with a relatively low volume of vehicles affected—and act swiftly is positive. The data above is also included in the total vehicle volume of safety and noncompliance recalls.

Advanced Technologies and Features

In pursuit of a world with zero crashes, we provide foundational vehicle safety through crash performance, thoughtful reminders, technology to help avoid or mitigate crashes, and other safety innovations.

Our various innovative safety and driver assistance features can help increase awareness of potential hazards and can help drivers and passengers stay safe while on the road. Available Rear Cross Traffic Braking[1] is a feature that can help to prevent a collision with detected vehicles crossing from behind. Available Intersection Automatic Emergency Braking (AEB)[1] can help avoid or reduce the severity of an intersection collision with a detected cross-traffic vehicle.

Road Safety In Collaboration With INRIX

Through Safety View, a data analytics tool co-developed by GM Future Roads and INRIX, we continue to deliver actionable insights to help the public sector improve infrastructure and road safety in our communities. We added a new industry-first innovation to Safety View, called True Near-Miss. True-Near Miss tells transportation planners where driver assist technology has been deployed to avoid a crash, allowing them to proactively identify roadway segments that are potentially dangerous. These insights are now being leveraged by cities as part of their safety action plans to help reduce roadway fatalities.

Vehicle Safety: EV First Responder Training

With a human-first approach to safety, we continued EV first responder training efforts in the United States and Canada. The latest training program is aimed at first and second responders and focuses on how to safely approach and address emergency situations involving EVs. The four-hour, in-person program provides information about EV technologies and best practices for safely interacting with EVs during an emergency response.

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

External Recognition

We measure the quality and dependability of our vehicles, as well as customer satisfaction with our vehicles, sales and dealership service, through the following studies run by J.D. Power, a global leader in industry intelligence on customer interactions with brands and products for more than 50 years.

Initial Quality

For 37 years, the J.D. Power U.S. Initial Quality Study (IQS) has measured problems that customers have experienced with their new vehicles within the first three months. In 2023, GM was the highest-ranked manufacturer in initial quality for the third time in four years, where we received seven model awards.

Additionally for the Americas region, our San Luis Potosí facility in Mexico, which produces the Chevrolet Equinox and GMC Terrain, received the Gold Plant Quality Award and the Ramos Arizpe plant in Mexico, which produces the Chevrolet Blazer and Chevrolet Equinox, received the Bronze Plant Quality Award.

Vehicle Satisfaction

The J.D. Power 2023 U.S. Automotive Performance, Execution and Layout (APEAL) Study examines how satisfied customers are with their new vehicles. In the latest study, GMC ranked third among mass-market brands and the Chevrolet Blazer won the Midsize SUV segment.

Dependability

In the 2023 U.S. Vehicle Dependability Study (VDS), which measures vehicle dependability after three years of ownership, Buick ranked fourth in the industry. GM secured four segment winners.

Sales Satisfaction

Buick was the highest-ranked mass-market brand in the 2023 U.S. Sales Satisfaction Index (SSI) Study, which measures customer satisfaction with the purchase experience among new-vehicle buyers and rejecters, for the second consecutive year. Chevrolet won the Mass Market Car Segment Award, while GMC won the Mass Market SUV/Minivan and Truck Segment Awards.

Customer Service

The J.D. Power Customer Service Index (CSI) Study measures satisfaction with dealer service. Cadillac ranked third among luxury brands and Buick ranked third among mass-market brands in the 2023 U.S. study.

J.D. Power Studies: U.S. Segment Award Winners 2023

Initial Quality Study (IQS)

Buick Encore GX (Small SUV)

Cadillac Escalade (Large Premium SUV)

Cadillac XT6 (Upper Midsize Premium SUV)

Chevrolet Equinox (Compact SUV)

Chevrolet Tahoe (Large SUV)

Chevrolet Camaro (Midsize Sporty Car)

Chevrolet Corvette (Premium Sporty Car)

Automotive Performance, Execution and Layout (APEAL) Study

Chevrolet Blazer (Midsize SUV)

Vehicle Dependability Study (VDS)

Chevrolet Blazer (Midsize SUV)

Chevrolet Silverado HD (Large Heavy Duty Pickup)

Chevrolet Tahoe (Large SUV)

GMC Sierra (Large Light Duty Pickup)

Workplace Safety

Our workplace safety vision is to "Live values that return people home safely. Every person. Every site. Every day." This vision is guided by our Global Workplace Safety Policy, which applies to everyone working at our sites.

Safety Governance

Workplace safety is governed at the highest levels of the company through monthly operating reviews with global functional senior leaders, including the CEO, and through the Global Safety Leadership Council (GSLC), which comprises more than 20 senior global leaders.

Workplace safety risks and control initiatives are reviewed on an annual basis, and updates are provided to the Board's Risk and Cybersecurity Committee. Workplace safety reviews are also a part of every meeting of the full Board.

Global Workplace Safety (GWS) Strategy

Our comprehensive GWS strategy highlights culture, knowledge, systems, data-driven decisions and risk mitigation. These five key focus dimensions enable us to achieve our vision as we aspire to zero injuries and fatalities. We have a three-year plan for each of these dimensions, refreshed annually with new initiatives to help us continuously improve.

Our Safety Culture

We strive for a culture where each person, including contractors, decides to keep themselves and their team members safe—"People First, Task Second."

Strengthening our enterprise safety culture has been one of our most significant areas of focus over the past years. We did this through a number of initiatives, including a deep dive on how decisions are made at different levels of the company and how cognitive biases, such as overconfidence and normalized deviance, can undermine them. The use of the five Leadership Levers (listen, empathize, collaborate, lean-in and build trust) is helping our leaders to drive the business on our continuous improvement journey on culture improvement. Our employee safety concern process also provides a structure for employees to report potential safety issues and grow our safety culture by showing our safety leadership commitment in action.

To assess the culture at our GM sites and identify improvement opportunities for growth, we started a safety culture assessment process a few years ago with the support of external consultants. With the learnings from our collaboration with these outside experts, in 2023, we developed an internal process to assess and establish mechanisms to create a cultural climate that enables safe decision making at all levels of the organization. We conducted a pilot at one of our manufacturing sites and used data to drive improvements to the rest of the organization. We plan to expand the use of this process to other sites in future years, prioritizing safety performance and risk exposure. As we increase our capability, more sites will soon benefit from this strategy in an accelerated way.

Knowledge: Hazard and Risk Awareness

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

As we innovate and move faster toward an all-electric future, we need to think differently about potential hazards we will face. The foundational aspects of workplace safety will continue to challenge us in new ways (e.g., slips, trips and falls, pedestrian safety, lockout procedures). New products and work environments create new risks that our employees need to be able to recognize, then act to mitigate them.

In 2023, we worked in conjunction with subject matter experts to strengthen our people's knowledge in key areas like EV Occupational Safety (EVOS) awareness, Serious Injury and Fatality (SIF) identification and SIF Hierarchy of Control opportunities. SIF are events that resulted (SIF actual) or have a reasonable and realistic possibility to result (SIF potential) in fatality, life-altering or life-threatening events. The EVOS Team developed and deployed awareness classes needed for the broad audience that interface with energized components and focused on training development for EV high-risk tasks. All this training helped employees recognize situations where they may inadvertently be putting themselves or others in harm's way.

Ten Years of Global Safety Week: Looking Back to Look Ahead

Global Safety Week is about celebrating GM's foundational commitment to safety—workplace and product safety, and employees' health and well-being. This deeply valued tradition began a decade ago to strengthen our safety culture with focus on keeping ourselves, our colleagues and customers safe. This year, we also expanded the celebration to include contractors and other business partners.

In recognition of this 10-year milestone, we focused on looking back to look forward. We reflected on our progress, but most importantly, set our sights on the journey ahead to continuously improve safety at GM.

Global Safety Week activities reinforced the importance of our "Look Ahead" behavior: making decisions with a long-term view in mind, anticipating what lies ahead and comprehending key elements of product and workplace safety, and employees' health and well-being.

Global Safety Week inspires employees to think about safety within the context of GM's Purpose: We pioneer the innovations that move and connect people to what matters. In doing so, we are creating an opportunity for employees to reflect on how a culture of health, well-being and safety matters to our customers and colleagues alike.

Systems: Workplace Safety Systems

Our global safety management system, Workplace Safety System (WSS), drives continuous improvement across all five global workplace safety dimensions: culture, knowledge, systems, data-driven decisions and risk mitigation. It is aligned with our continuous improvement philosophy and internationally recognized standards such as ISO 45001.

WSS includes a set of tools designed to drive continuous improvement through the Plan-Do-Check-Act (PDCA) cycle. The system has five components across the PDCA cycle: Policy, Risk Identification & Control, Operation, Process Validation and Leadership Review. We use global procedures, performance and technical standards to reinforce our goals, objectives and behavioral expectations for safety. These are based on recognized international standards such as ISO, Occupational Health & Safety Administration (OSHA) and American National Standards Institute (ANSI) and are mandatory for all GM operating units.

Our governance process for WSS includes annual site self-assessments, validations conducted by global or regional safety teams, and independent internal safety audits conducted by GM Audit Services, providing oversight to the Board.

In 2023, our sites continued their journey of improving their WSS maturity and also learning from opportunities through regional validations. In addition, the EVOS Team has made significant progress in operationalizing safety guidance into long-term sustainable standards.

Data-Driven Decisions

We use a data management system to report, collect and analyze all safety information, including incident reports, audit findings, inspections, corrective actions and risk mitigation data. This data provides us accessible insights that promote effective, data-driven decisions.

We have a robust prevention program developed to promote the reporting and control of events that could result in severe harm or a fatality. Through this program, we identify critical activities and develop global performance standards with mandatory safety controls.

In 2023, we continued our focus on serious injuries and fatalities prevention through reporting, investigation and sharing learnings across the organization. We monitored the effectiveness of our corrective actions associated to SIF actual and SIF potential events to promote the risk exposure reduction and this metric shows a positive improvement trend in recent years.

Based on data trends, specific to highest injury types, we organized targeted, collaborative projects to minimize and/or eliminate risks in our operations like strains and sprains and acute finger injury reduction efforts.

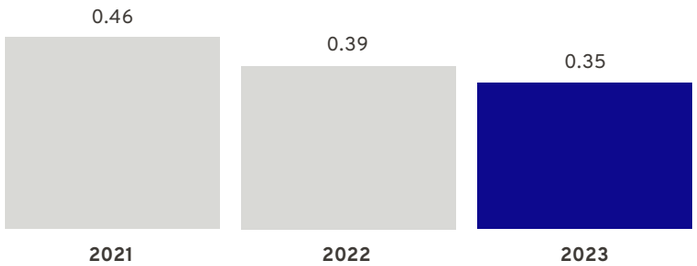
Risk Mitigation

We aspire to do business with companies and contractors that share our commitment to safety. Safety contract management continues to be the foundation of contractor risk mitigation. In 2023, we partnered with our contractors on innovative solutions to make sure we have properly trained and skilled labor available. We also worked on initiatives to drive improvement in contractors' safety culture, such as a process for contractor workers to raise safety concerns, a safety culture assessment survey for contractor employees and diagonal slice conversations with contractor companies focused on safety culture improvement initiatives. While we have not had a fatality in our operations since 2021, even with contractor hours increasing significantly in 2022 and 2023, any safety incident is a concern, and we will continue to focus on making sure each person makes it back home safely.

Our EVOS Team is continuing to assess opportunities, enhance mitigation plans and improve standards to keep employees safe across the company as our technology, facilities and work environments change. This team continues to use scientific engineering methods to obtain data while simultaneously gathering additional sources of information through both internal learnings and collaboration with other high-risk companies and industry forums.

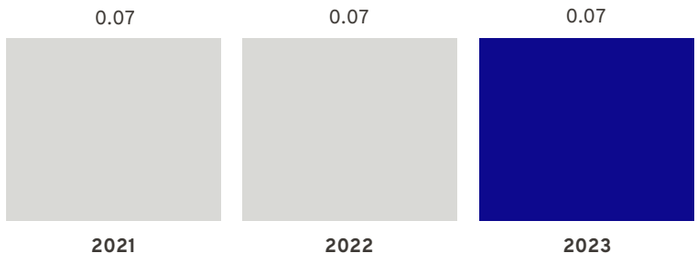
Global Workplace Safety Performance

Lost Workday Case Rate[1,2]
(GM Employees and Contracted Workers)



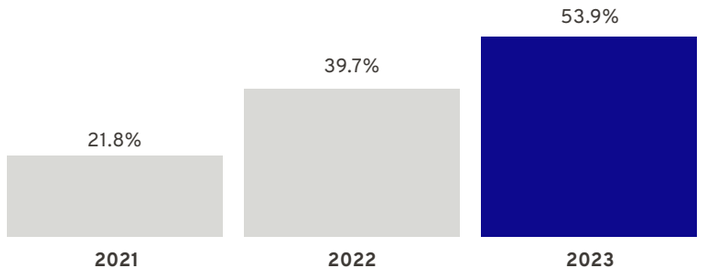
Number of lost workday injuries and illnesses per 200,000 work hours. This key performance indicator focuses on those injuries and illnesses that resulted in employees and contract labor losing days from work. This helps us identify areas and processes where we should center our focus to improve our safety controls.

Lost Workday Case Rate[1,2]
(Contractors)



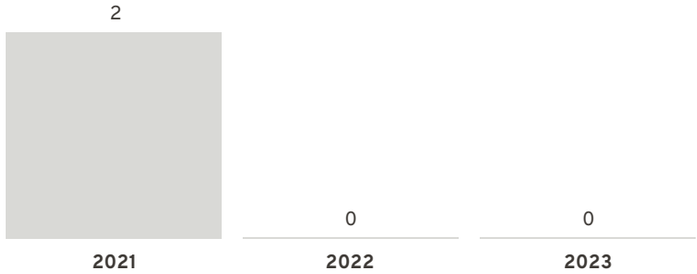
Number of lost workday injuries and illnesses per 200,000 work hours. This key performance indicator focuses on those injuries and illnesses that resulted in contractors losing days from work. This helps us identify areas and processes where we should center our focus to improve our safety controls.

SIF Hierarchy of Control



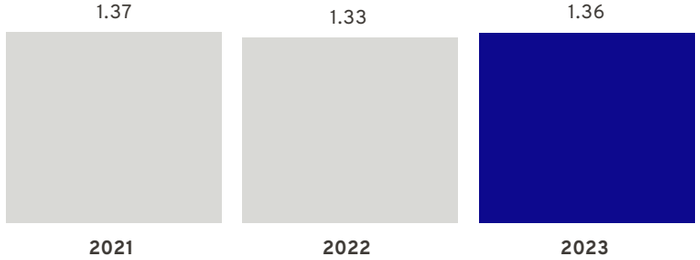
Serious Injuries and Fatalities (SIFs) are events that resulted (SIF actual) or have a reasonable and realistic possibility to result (SIF potential) in fatality, life-altering or life-threatening events. The SIF Hierarchy of Control represents the percentage of those SIF recordable and near miss incidents that have at least one corrective action in the upper half of the hierarchy of control. Engineering, substitution and elimination controls are much more effective at preventing recurrence of incidents than applying personal protective equipment (PPE) or administrative actions. Higher percentage indicates more effective corrective actions.

Fatalities[2]
(GM Employees, Contracted Workers and Contractors)



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

Recordable Incident Rate[2]
(GM Employees, Contracted Workers and Contractors)



Number of incidents that resulted in injuries or illnesses that required medical treatment beyond simple first aid treatment per 200,000 work hours. This helps to identify hazards, eliminate risks and drive reporting for all incidents so that we can identify and assess areas for improvement.

[1] 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.
[2] Data includes information from our joint venture (JV) operations.

Human Rights

We are committed to transparently upholding and respecting human rights.

GM's approach to human rights is guided by the UN Guiding Principles on Business and Human Rights (UNGPs), informed by our understanding of our potentially salient issues and grounded in our company-wide commitments, which include expectations for our suppliers.

In 2023, we focused on designing and implementing a new automated process for real-time monitoring of compliance with international standards related to the minimum age of workers and of the types of work individuals under age 18 may perform. We also designed and piloted a new program for assessing a broad spectrum of human rights and labor-related risks within our own facilities. These assessments will help us gain valuable insights into potential risks and impacts at the facility level, and develop targeted prevention and mitigation strategies. We are also developing trainings for GM employees related to human rights, including introductory materials as well as more advanced materials for specific functions.

In 2022, we published our first disclosure for the Corporate Human Rights Benchmark (CHRB). GM is currently ranked 11th of 127 companies, and second in the automotive industry.

World Benchmarking Alliance

Human Rights Strategic Priorities and Focus Areas

Strategic Priorities	Focus Areas			
Take action on **salient issues**	Build and strengthen action plans for identified salient issues	Engage affected stakeholders	Develop metrics, assess baseline, track progress	
Ongoing implementation of systems for **human rights due diligence** (both proactive and reactive)	Strengthen systems to identify and manage risks	Embed capacity and increase expertise on human rights	Communicate progress through reporting and disclosure	Perform due diligence specific to high-risk commodities
Manage human rights impacts related to **specific business models**	Assess and address human rights risks related to EVs	Build and use leverage with JVs to assess and address human rights risks	Implement human rights due diligence in select high-risk geographies	

Policies

GM's Human Rights Policy applies to all our global operations, including joint ventures (JVs) in which we have managerial control. Along with our Supplier Code of Conduct, the Human Rights Policy also contains obligations for suppliers and contractors.

The Human Rights Policy includes a commitment to respect all internationally recognized human rights and sets out our expectations on topics including ethical recruitment practices, diversity, anti-harassment, prohibition of unlawful discrimination, support of women's rights and equal pay, individual privacy, reporting and non-retaliation policies. It also describes our commitment to respect the rights of human rights defenders and vulnerable groups.

GM has adopted a robust Supplier Code of Conduct, which affirmed our commitment to respecting human rights throughout our supply chain and articulates the high standards to which we hold suppliers. Through our Supplier Code of Conduct, Anti-Slavery and Human Trafficking Statement, Responsible Minerals Sourcing Policy and Conflict Minerals Policy, we set out our expectation that our suppliers and business partners make their own commitments to human rights, including to the International Labour Organization's (ILO) Core Conventions against forced labor, child labor, discrimination and harassment, and protecting freedom of association and the right to collective bargaining. In accordance with our Supplier Code of Conduct, suppliers should cascade similar expectations through their own supply chains.

Governance and Management

Human rights is an important issue addressed both by the Board and cross-functionally across the company. The Board provides regular oversight of human rights-related issues and topics, including routine workplace safety reviews and our Human Rights Policy, and addresses human capital management and supply chain matters as needed.

As outlined in its charter, the Board's Governance and Corporate Responsibility Committee (GCRC) has primary oversight responsibility for human rights and conducts reviews of GM's human rights practices, including responsible sourcing practices. The GCRC also oversees the development of sustainability and corporate responsibility practices that may have a significant impact on the company.

GM's chief sustainability officer (CSO) is the executive in charge of our Human Rights Policy, supporting its implementation and regularly considering potential updates. Human rights-related responsibilities are distributed across GM, with senior leaders being accountable for setting strategy and overseeing day-to-day management of human rights matters related to their areas of focus.

Communicating Our Commitments

We aim to have our entire global workforce understand our human rights commitments and be aware of our Human Rights Policy. To achieve this, we developed our global communications strategy, which uses GM's internal company site, announcement and discussion platform, ERGs, location-specific social media channels and local leadership teams. The Human Rights Policy is available in nine languages, reflecting our primary operating regions, to promote ease of access and understanding.

Human Rights Due Diligence

Identifying Potential Impacts

To effectively prevent and mitigate potential impacts to people, the UNGPs define how to identify what those potential impacts could be and prioritize them in a process known as a human rights saliency assessment.

Saliency Assessment Process

1. Evaluate

Consider, through a cross-functional workshop, severity and likelihood of potential impacts to people across our value chain

2. Validate

Develop and refine potentially salient human rights impacts with internal and external stakeholders

3. Act

Prevent, mitigate and remediate potential human rights impacts to which we may contribute, as detailed in our Human Rights Policy

In 2021, as a part of our saliency assessment process, we conducted desktop research, reviewed industry analyses and connected with external stakeholders. We also held a series of interactive internal capacity-building and exploratory workshops with leaders from across the business and geographic footprint to identify and prioritize potential human rights-related impacts.

In workshops with a cross-functional working group, we looked at our value chain, and considered potential impacts to people throughout it and the severity and likelihood of each potential impact. Through this process, we derived an initial set of prioritized potential impacts.

Nearly all of the potential impacts we identified are systemic and not limited to GM or even the automotive industry. Nevertheless, we take seriously our responsibility to work to identify, prevent, mitigate and remediate potential human rights impacts to which we may contribute, as detailed in our Human Rights Policy.

We see the saliency assessment process as an ongoing exercise with potential impacts and prioritization that will likely change over time.

Preventing and Mitigating Impacts

We work to recognize and address potential adverse impacts and take steps to prevent, mitigate and, where necessary, remediate those impacts.

We rely on training as a tool to prevent human rights-related issues from arising, as well as robust reporting and internal review mechanisms to rapidly identify and respond to issues. Our aim is to achieve a best-in-class grievance mechanism. Our existing mechanisms include the GM Awareline, which is accessible at any time to everyone—including our suppliers' stakeholders—to report concerns anonymously. Through our Supplier Code of Conduct, we expect suppliers to share information about the Awareline with their workers, or establish their own mechanism. See Reporting Concerns.

To bolster our supply chain due diligence processes, we partner with the Initiative for Responsible Mining Assurance (IRMA) to promote comprehensive third-party assessments and certifications, in addition to continuing to work closely with the Responsible Minerals Initiative (RMI). See Supply Chain.

We are also expanding our diligence efforts to gain more insight into whether suppliers are meeting our human rights expectations. See Supply Chain Engagement. We continue to invite Tier I suppliers to sign GM's Supplier Pledge, which focuses on commitments to environmental, social and governance topics, including labor and human rights, ethics and sustainable procurement. See Integrating Sustainability Into Our Supply Chain.

Engaging Stakeholders

Stakeholder engagement is an important aspect of our approach to human rights. Hearing directly from the people our business may impact is critical to the development of effective policy. These conversations build trust and provide invaluable opportunities to learn and to co-create potential solutions. See our Corporate Human Rights Benchmark disclosure (section B.1.8) for more information.

Collaborating on a Wide Range of Initiatives to Address Human Rights

We help to advance human rights within and beyond our industry by engaging in a wide range of partnerships.

To strengthen our supply chain due diligence, we are also a member of the Responsible Business Alliance (RBA). We use the RBA's risk assessment and auditing tools to further our human rights monitoring efforts, including by identifying high-risk suppliers for whom we create corrective action plans to remediate risk.

See Sourcing Strategic Raw Materials.

Responsible Governance

We have robust governance structures and policies in place to manage our business in a responsible and ethical way. These strengthen our company, build a strong foundation for our sustainability strategy and help us address environmental and social issues.

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Chevrolet Bolt EUV

Corporate Governance

The Board is elected annually by GM's shareholders to oversee and provide guidance on GM's business and affairs. It is the ultimate decision-making body of the company, except for those matters specifically reserved for shareholders.

Among other things, the Board oversees company strategy and execution of the strategic plan. In addition, it oversees management's safeguarding of the assets of the company, maintenance of appropriate financial and other internal controls, and compliance with applicable laws and regulations.

The Board is committed to sound corporate governance policies and practices that are designed and routinely assessed to enable GM to operate its business responsibly, sustain our success and build long-term shareholder value. The Board also works with management to integrate certain sustainability principles into the company's business strategy, when appropriate. This includes agenda items and discussions related to sustainability and governance topics at Board and committee meetings. Read more in our 2024 Proxy Statement.

Leadership Structure

The Board is led by our Chair and CEO, who works closely with our Independent Lead Director. The Board is comprised of 13 members, all of whom, with the exception of our CEO, are independent, as defined by the Board's Corporate Governance Guidelines, which reflect the independence standards of the New York Stock Exchange and the U.S. Securities and Exchange Commission.

Governance Best Practices and Shareholder Protections

The Board is committed to protecting the interests of our shareholders and believes that Board independence is crucial to this work. To achieve these goals, we follow several governance structures and policies, including:

Independence
of 12 out of 13 directors

Annual
election of all directors

Strong
Independent Lead Director empowered with clearly delineated duties

Proxy
access and shareholder right to call special meetings

Majority
voting with director resignation policy in uncontested elections

Annual
review of the Board's leadership structure by the independent directors

No
poison pill or dual-class shares

Robust
oversight of succession plans

Board Diversity

GM's Board is composed of directors that possess a broad range of skills, qualifications and attributes that support our ambitious electric vehicle (EV) transition, growth strategy, sustainability and diversity, equity and inclusion (DEI) goals.

Board membership is 46% women, including the Chair and Independent Lead Director, with 31% identifying as racially or ethnically diverse. In addition, 67% of Board committee chairs are gender, racially or ethnically diverse. See our 2024 Proxy Statement for more information about Board composition, succession plans and perspectives on diversity.

Committee Structure and Sustainability Governance

The Board has six standing committees, all of which, except the Executive Committee, consist entirely of independent directors. These committees help the Board develop and oversee GM's sustainability strategy, including through delegated responsibility for specific sustainability-related topics.

Governance and Corporate Responsibility Committee (GCRC)

- Oversees Environment, Social, Governance (ESG) initiatives, strategies and policies that have a material impact on the company.
- Deploys an ESG scorecard to track progress against GM's public global sustainability targets and conducts annual reviews of ESG topics such as public policy, corporate philanthropy and other sustainability initiatives (including human rights and responsible sourcing).
- Responsible for the Board's shareholder engagement program.
- Reviews and approves the Sustainability Report jointly with the Audit Committee.
- Provides oversight of the sustainability strategy through monitoring progress on 10 key sustainability targets.

Audit Committee

- Reviews the disclosure process and control procedures over financial and ESG disclosures.
- Reviews and approves the Sustainability Report jointly with the GCRC.
- Oversees the Internal Audit function, GM Audit Services (GMAS), which provides independent, objective assurance on the effectiveness of risk management, internal controls and governance processes within GM. GMAS' annual audit plan includes coverage of controls around sustainability disclosures including workplace and product safety, ethics and compliance, environmental and cybersecurity risks.
- Oversees GM's ethics and compliance program, the Global Ethics and Compliance Center (GECC), and receives regular updates from GM's chief compliance officer on a wide range of compliance topics. See Ethics.

Executive Compensation Committee

- Oversees design and implementation of an executive compensation program that drives alignment with shareholder interests, encourages management to make decisions that drive long-term value creation and does not reward excessive risk-taking, and attracts, motivates and retains the talent required to successfully navigate GM's transition to EVs.
- Responds to shareholder feedback relative to the alignment of executive compensation with strong performance, including with respect to sustainability goals.

Finance Committee

- Reviews changes to our shareholder composition, including the impact of ESG-oriented investors.
- Reviews capital expenditures to support GM's growth strategy through new and continued investment in EVs and other important initiatives.

Risk and Cybersecurity Committee

- Reviews GM's strategic, operational and cybersecurity risks, including product safety, vehicle cybersecurity, climate change and regulatory risk.
- Reviews the company's risk management framework, procedures and governance, including but not limited to transition risks associated with climate change.

Risk Management

The Board has overall responsibility for risk oversight and focuses on the most significant risks facing GM. It discharges these responsibilities, in part, through delegation to its committees. At the management level, the company's risk governance structure is facilitated through a top-down and bottom-up approach. The Senior Leadership Team appoints members to our Risk Advisory Council, an executive-level body with delegates from each business unit, to discuss and monitor the most significant business and emerging risks in a cross-functional setting. They are tasked with championing risk management practices and integrating them into their functional or regional business units. We contemplate climate-related risks in our enterprise risk framework and continuously monitor changes to our overall risk landscape. See our approach to managing climate-related risks in our Task Force on Climate-Related Financial Disclosures (TCFD) Report.

Governance

The Board oversees sustainability principles throughout the enterprise and has delegated specific sustainability oversight responsibilities to each of its committees.

At the management level, GM's Senior Leadership Team establishes and executes the company's sustainability strategy. This cross-functional group of senior leaders drives GM's sustainability initiatives throughout the company, from global product development, portfolio planning, manufacturing and supply chain and purchasing to human resources (including DEI and other workforce matters), legal, compliance, social and community impact projects. The Senior Leadership Team is supported in this work by leaders and teams across the company, including the Sustainable Workplaces Team, the Global Human Resources Team and the ESG Disclosure Committee.

GM's vice president sustainable workplaces and chief sustainability officer, reporting to the executive vice president of global manufacturing and sustainability, is the enterprise-wide leader for sustainability initiatives, and develops and coordinates sustainability strategy and efforts across the company. GM's chief diversity, equity and inclusion officer, reporting to the senior vice president and chief people officer, is the enterprise-wide leader for DEI initiatives, and develops and coordinates DEI strategy and efforts across the company.

The ESG Disclosure Committee is a cross-functional group that oversees GM's sustainability disclosures. It is chaired by our vice president global business solutions and chief accounting officer, vice president sustainable workplaces and chief sustainability officer, and assistant corporate secretary and lead counsel—corporate governance, finance and securities.

Shareholder Engagement

Members of the Board and senior management regularly engage with institutional shareholders. These engagements help us collect feedback on various topics, including strategic and financial performance, operations, products, supply chain governance, executive compensation and Board composition and leadership structure, as well as on important environmental and social issues. The constructive insights, experiences and ideas exchanged during these engagements have helped the Board evaluate and assess key initiatives during GM's ongoing transition to an all-electric future. Learn more about these engagements with shareholders and other stakeholders in our 2024 Proxy Statement.

External Stakeholder Dialogue

For the past decade, our Global Sustainability Team has engaged with stakeholders through Ceres, a nonprofit organization dedicated to transforming the economy to build a sustainable future for people and the planet.

In November 2023, Ceres convened a diverse group of stakeholders to provide recommendations and feedback that we will use to develop our approach for designing our vehicles for a circular economy.

The objectives of this dialogue were to:

- Refine GM's definition of "circular economy"
- Ideate on how GM can design circularity into its vehicles up front
- Identify the most appropriate and useful metrics for measuring the circularity of GM's vehicles
- Establish stakeholder expectations for GM's end-of-life management

Environmental Management and Compliance

GM is a global company with operations in diverse regions. In the course of our work, we must comply with multiple sets of laws. To ensure we act in accordance with a wide spectrum of legislation and regulations, we develop internal commitments with an aim to match or exceed global best practice.

As a responsible corporate citizen, we provide global guidelines to help reduce the impact of our activities on the environment. GM's Management of Environmental Compliance and Guiding Environmental Commitments are the foundation of our Global Environmental Policy. The commitments are a guide for all GM employees worldwide, encouraging environmental awareness in daily conduct and in the planning of future products and programs.

Although GM-owned and -operated facilities have their own operating plans, all function under the common Global Environmental Policy, which provides an effective foundation for environmental stewardship.

We have a robust process to enhance the integration of environmental sustainability practices into daily business decisions and to:

- Comply with applicable environmental laws and regulations globally
- Monitor our performance according to our own Environmental Performance Criteria (EPCs), which are universal corporate performance requirements designed to protect human health and the environment in accordance with the GM Global Environmental Policy
- Conform to key sustainability performance indicators and environmental performance metrics

Each GM manufacturing site has at least one environmental leader who is supported by a GM regional environmental leader and a team of subject matter experts in regional central offices. We also have an annual business planning process, known as Business Plan Deployment (BPD), to strengthen the management of environmental performance. This process links our Global Manufacturing salaried employees to GM sustainability commitments. Performance on BPD metrics and goals is monitored monthly at all GM manufacturing sites. Action plans are developed as needed to keep performance on track.

Environmental Compliance

Our global guidelines play a significant role in our overall environmental compliance, ensuring that local plant policies:

- Are appropriate to each plant's specific environmental impacts
- Reinforce a commitment to comply with applicable laws and regulations
- Include a framework for setting goals and delivering continuous improvement
- Are documented, implemented and communicated to all employees

It is imperative that we comply with all applicable statutory, regulatory and permit programs and other environmental requirements. Compliance issues occasionally arise, and we treat each allegation of noncompliance seriously. In 2023, we received 19 Notices of Violation, 18 of which were in the United States. We paid three penalties over $10,000.

Environmental Management System (EMS)

All manufacturing facilities that GM owns and operates, and most of our global nonmanufacturing sites, have implemented an EMS. Our EMS combines elements of International Organization for Standardization (ISO) 14001 and management system elements that are unique to our operations.

From 2019 through 2023, GM successfully completed our initial, third-party certified audit cycle of our global ISO 14001 enterprise program with only minor findings. This integration ensures we perform our environmental commitments as a normal part of our business activities. All of GM's global manufacturing operations are required to be ISO 14001 third-party certified within two years of the start of regular production.

We continue to expand our EMS program, introducing it into our operations where we see a clear benefit. In 2023, GM successfully added our GM China Headquarters and Center for Advanced Research and Science operations into the global ISO 14001 enterprise program.

Environmental Performance Criteria

We implement GM EPCs in support of our environmental compliance efforts under our Global Environmental Policy at our global facilities and major technology centers. The EPCs are internal performance requirements for the management of environmental matters at our facilities. In many cases, they supplement applicable legal requirements by setting minimum standards for environmental management and performance practices that may be more stringent than those required by law. This supports our work to achieve a base level of environmental performance, regardless of where a facility is located or whether there are local environmental programs in place or not.

We track environmental compliance and sustainability performance in manufacturing operations by using the Manufacturing Excellence Indexes system. This is an internal GM scoring tool that provides real-time, common data to measure performance, assess risk and drive continuous improvement.

Managing Substances of Concern

We have a two-tier system for evaluating chemicals used in our facilities to reduce the risk of exposure to workers and releases into the environment. We have centralized and site-specific reviews where experts in industrial hygiene, environmental subject matters and human health toxicology evaluate new chemicals. In addition, we work with our suppliers to reduce the presence of chemicals that pose a significant health or environmental hazard.

GM has also established policies, procedures and supplier engagement to monitor banned substances and protect the health of our customers. We receive supplier data monthly and cross-reference it with known restricted substances lists to ensure compliance with regulations around the world. Our Vehicle Chemical Regulatory Compliance Team evaluates all materials, components and parts to verify they do not contain substances prohibited or restricted through GM internal standards, approval databases, the Global Automotive Declarable Substance List or the International Material Data System.

Employee Environmental Training

Our employees are key stakeholders in our environmental stewardship and are critical to our environmental performance. In addition to specific facility, country or region training, we provide strategic training and guidance to our environmental professionals to help them keep pace with evolving environmental issues, changing regulations and best practices. Our training addresses a variety of areas specific to the regulatory requirements for air quality, waste management, water quality and other environment-related topics.

Every new employee working in a plant participates in an orientation training that includes environmental training. Employees that need specific environmental management skills or knowledge for their role will receive additional training.

Environmental professionals develop training goals through Workday, our human capital management portal, and seek personal and professional development through a range of channels. In North America, environmental professionals attend sessions with internal and external speakers. Outside North America, environmental professionals take a Global Environmental Certification and Training Program focused on our Guiding Environmental Commitments and internal EPCs and industry best practices.

Ethics

GM is dedicated to maintaining an ethical performance culture and living up to our core values and behaviors in everything that we do.

Our business is built upon our vision, core values and core behaviors and we believe that the tone for our ethical performance culture starts at the top. Our Code of Conduct—Winning with Integrity—is a guide for how all employees, including the Board and Senior Leadership Team, play their part in fostering our ethical performance culture across GM and protecting our reputation for integrity in the marketplace. Our Chair and CEO and other members of our Senior Leadership Team regularly emphasize to all employees the importance of knowing the Code and striving to do the right thing, even when it is hard. Our behaviors drive our business decisions and activities worldwide. GM takes its ethical culture seriously and regularly conducts ethical culture surveys across all levels of our global salaried workforce to monitor our progress.

GM received external recognition for our ethics and compliance program and ethical leadership.

Recognized

In 2024, for the fifth year in a row, GM was the only original equipment manufacturer (OEM) automaker recognized as one of the World's Most Ethical Companies® by Ethisphere

In 2023, GM Mexico was recognized again as one of the Most Ethical Corporations in Mexico by AMITAI®

The Board's Audit Committee has oversight responsibility for our ethics and compliance program, which promotes a culture of high performance and high integrity worldwide. It is supported in its work by the Global Ethics and Compliance Center (GECC).

The GECC supports GM's efforts to prevent, detect and remediate violations of law and corporate policies and helps promote our ethical performance culture. It is led by the assistant general counsel and chief compliance officer, who reports to the executive vice president—legal, policy, cybersecurity and corporate secretary, and to the Board's Audit Committee. The chief compliance officer provides regular updates to the Audit Committee and attends annual private sessions without other members of management.

In addition to aligning GM's ethics and compliance program with the recognized elements of an effective compliance program, the GECC manages GM's Code of Conduct and other ethics- and compliance-related policies and processes such as training, communications and misconduct reporting.

We regularly conduct independent third-party assessments of our compliance program and completed our most recent review in 2022. We have also developed a risk assessment protocol that will modernize the GECC's ability to assess risk using quantitative and qualitative data, and launched our first risk assessment survey using the new protocol in 2023.

The GECC will continue to play an active role in supplier and strategic transaction due diligence in the EV supply chain, including by partnering cross-functionally in the development of our sustainability-related investigations process.

Compliance Liaisons and Regional Compliance Officers

Compliance liaisons are GM team members that support the local leadership of our various business units and regions in promoting our ethical performance culture and assist the GECC in its compliance risk management efforts. In 2023, we expanded the Compliance Liaison program into GM China, GM International, GM Europe and GM South America to further localize compliance and to serve as an additional knowledgeable compliance resource.

The GECC also has experienced regional compliance officers to ensure our global ethics and compliance program is implemented uniformly with local customizations as needed. We also have functional and geographic compliance advisors that provide legal advice and support on a variety of legal risk areas, including safety and export compliance, antitrust compliance, data privacy and cybersecurity compliance, and records management compliance.

Code of Conduct

GM's Code of Conduct—Winning with Integrity—reinforces our commitment to maintain a work environment founded on integrity, mutual respect, trust and accountability. It outlines the policies and obligations that guide our conduct. The Code also includes information on the mechanisms available to report safety and other concerns and publicizes various points of contact, including local leadership, Human Resources, labor representatives, the GECC, Legal Staff, GM Audit Services and our Awareline.

Available in nine languages, the Code applies across our entire company, including to subsidiaries we control. We also expect third parties, including suppliers and dealers, to act in a manner that is consistent with the principles and values outlined in our Code when conducting business with, and on behalf of, GM. GM maintains an independent Supplier Code of Conduct setting forth the expectations for our suppliers.

Conflicts of Interest

We maintain a robust conflict of interest disclosure process that applies to all salaried employees and members of the Board. Employees are required to complete an electronic conflict of interest questionnaire at least once during their employment and keep it updated as their personal circumstances change. Board members who are not employees provide written disclosure of any actual or potential conflicts of interest at least annually.

Reporting Concerns

We encourage our employees to speak up and provide resources to do so. Our internal "Report Concerns" site helps employees quickly identify the most effective way to report their concern.

The GM Awareline—operated by an independent third party—allows employees and others to anonymously (where permitted by law) report concerns in over a dozen languages at any time by phone, web or email. In 2023, GM received 6,523 reports to the Awareline; 4,635 were classified as allegations, with the remaining classified as suggestions, inquiries and other issues.

We track all reports of misconduct, whether through Awareline or another channel, in a case management system that allows us to preserve a reporter's anonymity while facilitating efficient investigation, follow-up and compliance trend analysis.

Allegations of misconduct are reviewed and prioritized based on a number of factors, including the type of misconduct, the position of the alleged wrongdoer within the company and whether the allegation entails any potential violations of law. We give high-priority cases special scrutiny and review, and a cross-functional committee meets monthly to discuss their progress and resolution. Processes are in place to determine which cases require reporting to the Board or Audit Committee.

Speak Up!, GM's Non-Retaliation Policy, protects GM employees from retaliation when they raise a concern in good faith. Since the majority of misconduct reports are made to an employee's manager, we have developed a website with a range of helpful compliance tools for managers. We also offer a scenario-based course for managers.

The GECC developed and launched a post-investigation anti-retaliation survey in 2021. Its purpose is to initiate outreach to known reporters following an investigation, to identify and respond to potential retaliation and improve the investigative process. The survey was successfully piloted in the United States in 2022 and we started expanding it globally in 2023. We plan to complete the global expansion in 2024.

2023 Allegations Received

Category	Proportion of total
Accounting, Auditing and Financial Reporting Examples: Fraud relating to accounting procedures, internal controls or auditing matters	0%
Business Integrity Examples: Fraud, conflicts of interest, corruption	6%
Human Resources, Diversity and Workplace Respect Examples: Interpersonal conflicts, harassment, discrimination, retaliation	65%
Environment, Health and Safety Examples: Threats and violence, substance abuse, environmental concerns, workplace safety	18%
Misuse, Misappropriation of Corporate Assets Examples: Theft, property damage, information or IP loss, computer misuse	11%

Ethics Training and Education

To reinforce our ethical culture, we educate employees about how to apply our standards and principles at work. The GECC uses insights from external ethics and compliance thought leaders and internal subject matter experts to develop multi-year training, education and policy certification plans, which are reviewed by a cross-functional training governance board.

To ensure the effectiveness of our training, we regularly conduct third-party assessments of our training program against Department of Justice and benchmarking resources, such as Ethisphere's World's Most Ethical Companies® Evaluation Framework.

We require all eligible salaried employees to complete Corporate Required Training courses annually. This is available in seven languages and we deploy new or refreshed content every year. In 2023, we achieved a 100% completion rate across our salaried employees for the required courses, which were:

- GM Code of Conduct: Winning with Integrity
- Cybersecurity
- Data Privacy
- Litigation Hold and ILM Compliance

In connection with our annual Code of Conduct training, salaried employees certify their adherence to it, and declare that they have disclosed any new potential conflicts of interest and reported any suspected Code violations or safety issues. Board members receive in-person Code of Conduct training delivered by the chief compliance officer.

2023 Ethics & Compliance Training

292K
approximate online courses delivered

400K
approximate in-person advanced compliance training modules delivered

67K
approximate employees and select contractor workers who completed ethics and compliance training

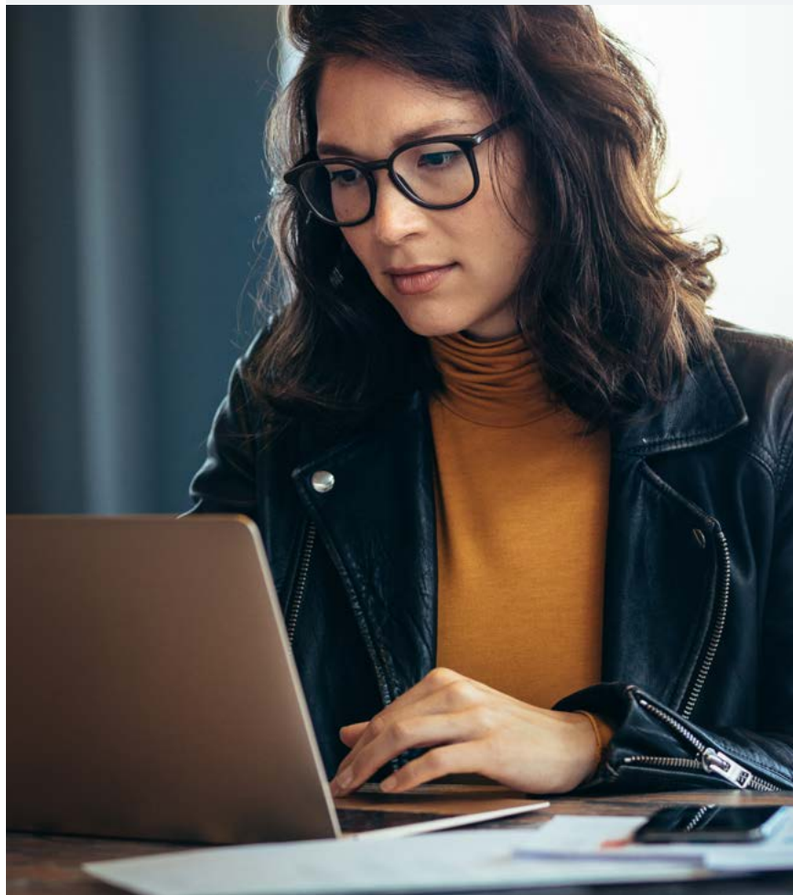
One
customized contract worker course

Four
required courses for employees

Beyond Corporate Required Training and Code of Conduct training, we use risk-based principles to provide live and remote training to thousands of employees each year on topics such as export compliance, antitrust, Foreign Corrupt Practices Act, privacy, working with third parties, winning in the marketplace without sacrificing our values, the Speak Up! policy and other relevant compliance topics. We also use on-demand microlearning modules so that employees can access refresher training on gifts and entertainment and conflicts of interest processes as needed.

Winning with Integrity at the Speed of Business

GM's Compliance and Ethics Week, held in May 2023, emphasized that integrity is fundamental, the importance of our Speak Up/Listen Up Culture and the importance of protecting GM's confidential information. During Compliance and Ethics Week, we engaged employees through leadership messages and interviews, a pulse survey, compliance toolkits, Speak Up! video and infographic and other measures to promote our Win with Integrity behavior.



Public Policy

Our global commitment to advancing an all-electric, zero emissions future is unwavering. GM consistently advocates for policies that support the adoption of EVs and help to decarbonize industry.

We continue to work closely with governments worldwide to implement the complementary policies and to accelerate EV adoption. Our focus is on the building out of infrastructure, developing pathways for low-carbon electricity and supporting the overall manufacturing footprint necessary for the success of our all-electric vision and carbon neutrality goals.

To reach these goals, GM's Global Public Policy (GPP) organization leverages the expertise of the broader GM team, industry subject matter experts, coalitions and industry trade associations. We see challenges as opportunities to develop informed policy positions to effectively advocate for legislative and regulatory actions that will support decarbonizing on-road transportation and the grid. For example, in our response to the Environmental Protection Agency's (EPA) Tier IV Multipollutant and National Highway Traffic Safety Administration's (NHTSA) Corporate Average Fuel Economy (CAFE) proposals, GM reaffirmed our commitment to support standards for the U.S. market aimed at ensuring 50% EVs by 2030. These comments indicate our continued support for well-structured regulations that underpin the Biden Administration's Executive Order 14037, and is based on the passage of the Infrastructure Investment and Jobs Act (IIJA) and Inflation Reduction Act (IRA). We are optimistic that the EPA and NHTSA can finalize a successful, durable, achievable and aligned set of rules, and our public comments provided detailed recommendations for alignment. Finalizing aligned regulations ensures the industry's ability to meet our collective EV transition and climate goals.

Further, we support policies that accelerate the EV transition to ensure the United States can remain globally competitive. New technologies take time to scale and reduce costs—EVs are no different, but we are determined to ensure that the U.S. auto industry leads the way in transportation electrification.

We advocate for states to implement the National Electric Vehicle Infrastructure (NEVI) Program in order to roll out EV infrastructure as soon as possible to support the growing EV fleet. For more examples of our work to advance our climate policy agenda, see our 2023 Sustainability Advocacy Report.

Advocating for Technologies to Improve Mobility

GM envisions a future where we can all enjoy the freedom and convenience of vehicle use while also striving for a world with zero crashes and zero congestion. A combination of AV technology, new mobility solutions and supportive public policy will enable reductions in congestion as we continue to push toward a future of zero crashes, zero emissions and zero congestion.

We are engaging in policy discussions and relentlessly working on technologies that will make this future possible. We have a strong track record of collaboration with the public sector and community partners, such as the deployment of sustainable last-mile solutions. We will continue building on this foundation through engagement with a diverse array of stakeholders, crafting meaningful pilots and using our knowledge and experience to drive innovative policymaking.

As we explore future markets for our AV and fleet offerings, we work closely with communities to find solutions together. Gains in efficiency and safety create opportunities for increasing community access to employment, education and health care.

We are also optimistic that innovations in vehicle connectivity will help optimize traffic flows and reduce traffic crashes, ultimately easing congestion. To help achieve these objectives, we are focused on deploying advanced driver assistance technologies and fully autonomous vehicle technology services with Cruise.

Corporate Political Contributions and Lobbying Expenditures

We believe we should make meaningful contributions to shaping public policy and addressing legislation that impacts our company, industry and stakeholders. We have and will continue to support candidates and public policies that drive our long-term, sustainable growth. Recent enhanced disclosures led the Center for Political Accountability to award GM their highest "Trendsetter" status in their annual CPA-Zicklin Index of Corporate Political Disclosure and Accountability.

Our Board receives regular reports on priority policy issues and actively oversees our participation in the political process. GM's Board adopted a U.S. Corporate Political Contributions and Expenditures Policy, overseen by the GCRC. Through the GCRC, GM's Board annually reviews all corporate political contributions, GM Political Action Committee contributions, which are funded entirely by voluntary employee contributions, and the process by which contributions are made. The GCRC also oversees the company's direct and indirect lobbying activities and expenditures.

Learn more in our 2023 Sustainability Advocacy Report.

Appendix

Estimated Impacts Calculation Assumptions

1. Intensity reduction was calculated by subtracting the EV intensity from the ICE intensity.

2. KWh/100 mile for the 2024 Chevrolet Silverado EV, 2024 GMC HUMMER EV Pickup and 2024 Chevrolet Blazer EV AWD are based on the EPA accepted combined value.

3. The grid emission factor used for the calculations is 857.0 lb/MWh. This is from the 2021 US average grid factors from the EPA.

4. Comparable ICE performance data came from the US EPA Automotive Trends Report "Estimated Real World MPG" using the 2022 model year and the Pickup (20) and Car SUV (33.4) vehicle types.

5. The following factors were used in the calculation to determine a FTP well-to-wheel emissions intensity of gCO2e/km from the MPG data: Fuel well-to-tank gasoline emissions factor of 0.581 kgCO2e/L (Petrol average biofuel blend, UK Greenhouse Gas Reporting: Conversion Factors 2023) and fuel tank-to-wheel (TTW) emissions factor of 2.328 kgCO2e/L (EPA Emissions Factors for Greenhouse Gas Inventories—Table 1 Stationary Combustion—Motor Gasoline (CH4 and N2O) and Table 2 Mobile Combustion CO2—Motor Gasoline (CO2)). Used the AR5 Global Warming Potential Values of 28 for CH4 and 265 for N2O to calculate CO2e for TTW emissions.

6. Based on requirements for science-based targets intensity calculations, ICE intensity needs to be put in WLTC Real World (RW). To determine the WLTC-RW emissions intensity of gCO2e/km, the following conversion calculation was performed: WLTC-RW = (FTP intensity*1.0454+12.59)*1.1.

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