GENERAL MOTORS
DIVERSITY & INCLUSION
At a time when our industry, technology and customer preferences are changing rapidly, diversity and inclusion are more vital to GM’s success than ever before. For all of us at GM, it starts with putting the customer at the center of everything we do, each and every day. To win in this dynamic, competitive environment, GM needs a talented, diverse workforce that shares a passion for solving the world’s mobility challenges, and employees who want to make the world a better place. At GM, we’re creating a culture, an energy and an attitude that says anything is possible, especially when we ensure that every employee has a chance to contribute to his or her full potential.”

– MARY BARRA, GM CHAIRMAN & CEO

GM is a stronger, more cohesive company because we celebrate and embrace differences among us. Diversity and a culture of inclusion are part of a winning formula that drives us to the forefront of technological innovation and industry leadership. The wide array of backgrounds, perspectives and experiences represented in our global workforce enable better connections with our customers and improved business performance.”

– JOHN QUATTRONE, SENIOR VICE PRESIDENT, GM GLOBAL HUMAN RESOURCES

A STRONG LEGACY OF FIRSTS

- 1968: 1st minority supplier program in the auto industry
- 1971: 1st Fortune 500 company to have an African American director on its Board
- 1972: 1st minority dealer program in the auto industry
- 1972: 1st company to sign a letter of support for the National Guard and Reserve
A pioneer in building a diverse and inclusive business, General Motors has long understood that unique perspectives are key to success in the marketplace and being on the cutting edge of technological innovation in the fast-paced automotive industry. General Motors is determined to be at the forefront of change, leveraging our creativity and different perspectives to define the new era of mobility. Today, these perspectives are more important than ever, empowering us to press onward through an era of unprecedented industry change and supporting our transformation from an automotive manufacturer into a global mobility services provider. Being made for more is a concept that reflects General Motors’ constant pursuit of fresh ideas and groundbreaking solutions by leveraging these diverse perspectives and skills. In every way, GM people and products are made for more.
WHO WE ARE TODAY

225,000 EMPLOYEES

WHO SERVE CONTINENTS 6
ACROSS TIME ZONES 23
AND WE SPEAK LANGUAGES 70

WE ENJOY LEADING MARKET SHARES IN MANY REGIONS OF THE WORLD

#1 North America
#1 South America
#2 China
#3 Asia Middle East Africa
#8 Europe

THERE ARE OVER 19,000 DEALERS IN 140 COUNTRIES

WE SOLD VEHICLES AROUND THE WORLD IN 2016 10 million
Women comprise 45% of GM’s Board of Directors, making us a leader among the Fortune 100 for board diversity.

Women and minorities represent 30% of GM corporate officers.
A MORE Diverse & Inclusive Workforce

GM views diversity and inclusion as a strength, based on our ability as an organization to recognize, value and draw upon unique perspectives to help drive innovation.

We appreciate what each individual brings to our team, including background, education, gender, race, ethnicity, working and thinking styles, sexual orientation, gender identity, veteran status, religious background, age, generation, disability, cultural expertise and technical skill. We believe that our ability to meet the needs and expectations of an increasingly diverse and global customer base is tied closely to diversity and inclusiveness. To this end, we are focused on:

- Finding and growing the best and brightest talent from around the world.
- Capitalizing on new and emerging markets.
- Leveraging the different traits and attributes inherent in our workforce.

Today, GM continues to be among the most diverse automotive employers globally, from the board room to the plant floor. It’s what makes our global culture an exciting one. We’re constantly pushing technological innovation to meet our customers around the world with a portfolio of industry-leading cars and trucks and a growing portfolio of cutting-edge mobility solutions such as ride- and car-sharing programs.

If you’re made for more, then you’re made for GM.

In 2016, 35% of all U.S. hires were minorities, and 27% of all global hires were women.
How We Manage Diversity

The GM Executive Leadership Team, chaired by our Chairman and CEO, serves as the company’s senior diversity council. Other diversity-focused councils within our organization include: Supplier Diversity Council, Employee Resource Group Leader Council, Disabilities Advisory Council, Minority Dealer Advisory Council, Women Dealer Advisory Council and the ERG Executive Champions Roundtable. Further, our Global Chief Diversity Officer chairs the Strategic Diversity Working Group which aligns all D&I efforts across functional areas. Additionally, GM’s diversity initiatives are routinely reviewed with the executive leadership team and the Board of Directors.

Recruiting the Best & the Brightest

GM is focused on expanding the diverse pool of talent we attract globally. This includes building key relationships and strong strategic partners with organizations that include:

- Society of Women Engineers
- National Society of Black Engineers
- Society of Hispanic Professional Engineers
- Black Engineer of the Year
- Great Minds in STEM
- Out in Science, Technology, Engineering and Mathematics
- National Black MBA
- Prospanica & The Consortium for Graduate Studies in Management
- Women of Color in Technology
- American Indian Science and Engineering Society
- Historically Black Colleges and Universities
- Hispanic Serving Institutions
- United Negro College Fund
- U.S. Hispanic Leadership Institute

Additionally, we have partnerships at 20 universities, such as the University of Puerto Rico, University of Texas Al-Paso, North Carolina A&T and Howard University, where we have a direct presence on campus to recruit top talent.

“We’re proud of GM’s long-standing commitment to diversity, but we know there is more to do. Empowering employees at all levels of the organization helps infuse new ideas and sparks groundbreaking innovation that keeps GM as a leader in the competitive global marketplace.”

– KEN BARRETT, GM GLOBAL CHIEF DIVERSITY OFFICER
You Can Find “You” at General Motors

Our employee resource groups (ERGs) play a key role in fostering an inclusive place to work. These groups provide a forum for employees to share common concerns and experiences, gain professional development support and engage in local communities.

All ERGs are working toward our corporate effort to make GM a Workplace of Choice. ERGs provide us with insights that help us better understand diverse and emerging consumer markets, while offering a platform for our employees to contribute to diversity initiatives within our community. Each GM ERG also has a business plan tied to talent acquisition, talent development, community outreach and business support.

1 out of 3 GM employees involved in an ERG or Chapter

12 ERGs

GM African Ancestry Network (GMAAN) has a mission to provide GM a competitive advantage in attracting, developing and retaining African Ancestry employees while engaging our communities to drive GM business priorities/performance.

Asian Indian Affinity Group serves as a link for our employees from Indian subcontinent countries within the company and outside communities. It raises cultural awareness by providing educational tools and resources to employees and our dealer network.

Chinese Employee Resource Group (CERG) aims to provide opportunities for cultural awareness, career development and community interactions for all GM employees, while integrating membership with GM’s business objectives to increase U.S.-Chinese market share.

GM Veterans Group creates positive, lasting relations with veteran communities, union partners and organizations, while striving to make us a workplace of choice by recruiting talented military veterans and empowering and engaging current veteran and military employees.

GM Hispanic Initiative Team (GM HIT) has a mission to attract, develop and retain Hispanic employees, grow our relationships with the Hispanic community, and promote growth of our Hispanic market share.

GM PLUS is the ERG for lesbian, gay, bisexual and transgender (LGBT) employees and their allies, with a vision that all GM employees feel safe, respected, valued and supported in their workplace.

Photo credit: Alan Karchmer/NMAACH

GM is a founding donor of the Smithsonian National Museum of African American History and Culture. One of the many collections chronicles the career of Edward T. Welburn, who was the first African American head of design for any automaker, and is a celebrated member of GM’s corporate officers.
GM WOMEN assists women with professional development resources, establishing GM as a workplace of choice, creating leadership opportunities for women and impacting GM’s ability to connect with the female consumer.

JumpStart is an ERG focused on connecting, engaging, developing and retaining the newest employees at GM. Our goal is to create lifelong ambassadors for GM. With operations ranging globally, JumpStart provides opportunities for networking, professional development, leadership exposure and community service. JumpStart an Executive is a program that connects senior leaders with new employees through a one-on-one reverse mentoring partnership.

Middle-East, Southeast Asian (MESEA) strives to make GM the workplace of choice for people of the Middle East, North Africa, Southern Europe and Southeast Asia, and is our most diverse ERG, representing 48 countries.

Native American Cultural Network (NACN) seeks to educate, inform and create a greater awareness among our employees, customers and the general public about Native American Indian culture, beliefs and values. NACN strives to grow Native American youths’ interest in STEM, especially engineering, through involvement in the American Indian Science and Engineering Society (AISES).

GM Able is focused on building a culture of inclusion that serves customers, employees, and community through innovation, talent enrichment, awareness, and outreach for people with disabilities and their allies. They provide valuable perspectives to the company regarding autonomous vehicle design, facility design and recruiting talent with disabilities.

Vietnamese Affinity Group (VietAG) aims to provide employees with a means to connect with local Vietnamese communities to learn about Vietnamese heritage and to enhance their leadership skills.
A World for Women

Women comprise nearly half of our Board of Directors; we are the first and only automotive company to be led by a woman CEO; and we are proud to employ the highest-ranking African American and Asian-Indian American women in the auto industry.

**Women’s Leadership Development**

Our Executive Leadership Program in the U.S. focuses on further development of leadership capabilities of executive-potential women and to build a support network of women leaders. The program targets “ready now” female leaders, already in executive positions, with 5 to 12 years of managerial experience. The training and development sessions – hosted by female executives from different areas of the business – include a combination of lectures, group activities and self-reflections.

**Global Women’s Councils**

GM has 24 women’s councils globally. We are focused on increasing the number of women in our ranks at every level of the organization and around the world. These strategic groups are integral to connecting directly with female populations in local automotive markets. In addition, our ERG GM WOMEN aims to assist women with professional development, establishing GM as a workplace of choice, creating leadership opportunities for women and impacting GM’s ability to connect with the female consumer.

**Take 2 Internships**

One of the biggest obstacles facing women’s careers in the U.S. is the difficulty in taking time off work to raise children or care for family members, only to try to break back into the workforce several years later while facing an experience disadvantage. That’s why GM in 2016 launched our groundbreaking Take 2 project. This 12-week internship is for women, as well as men, with technical backgrounds in vehicle engineering, manufacturing engineering or manufacturing operations. The program provides training, professional development and networking opportunities to give them a head start in refreshing their skills, building their professional networks and securing long-term employment while working on GM engineering programs. Our first cohort of 10 engineers took part in Spring 2016, nine of whom are now employees, and interest in the program more than tripled in time for the Fall 2016 cohort.

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**Top 60**

Company for Executive Women National Association for Female Executives.

- GM Egypt – named “Best Company for Women to Work For” in 2015 by the American Chambers of Commerce in the Middle East/North Africa region.
- GM Korea – recipient of the grand prize given by the Korea Chamber of Commerce and Industry Chairman for Women Talent Management in 2015.
Far-Reaching LGBT Support Pride

Our commitment to the lesbian, gay, bisexual and transgender (LGBT) community starts at the core of the company’s policies and extends out to the community. GM has a strong anti-discrimination policy that protects LGBT employees.

We are the only automotive company to support the Employment Non-Discrimination Act (ENDA), as well as the first and only automaker to be a member of the National Gay and Lesbian Chamber of Commerce (NGLCC). For more than a decade, we have offered same-sex domestic partner benefits, and we extended same-sex spousal benefits to married LGBT couples in 2012, as laws recognizing same-sex marriage began to change. LGBT outreach efforts extend to our brands and include groundbreaking LGBT-inclusive advertising, sponsorships and promotional events, internal employee training and innovative employee development programs.

GM PLUS is the ERG for LGBT employees and their allies, with a vision that all GM employees feel safe, respected, valued and supported in their workplace. In 2015, GM PLUS launched a mentor program for LGBT and ally employees in order to provide our rising talent with targeted support for achieving their individual and professional development goals.

GM facilities in the U.S. and Canada fly the rainbow LGBT Pride Flag in June in observance of LGBT Pride Month. GM is committed to building a global culture of diversity and inclusion, and has been a leader in its support of LGBT equality in the workplace.

GM hosted an #OutWithChevy event at a recent New York Auto Show for key influencers in the LGBT community.
In Step With Our Vets

With thousands of military veteran employees, GM support for the United States armed forces spans generations and continues today. In 2016, 5.1 percent of all new hires were veterans, and we continue to support several training and recruitment programs for veterans, including:

• The U.S. Chamber of Commerce Foundation’s “Hiring Our Heroes Program,” a national grassroots effort to find jobs for returning veterans and their spouses.
• The “Veteran Jobs Mission,” a coalition of private-sector businesses dedicated to hiring 1 million veterans.
• The Shifting Gears Program that trains current military members to become certified technicians prior to leaving service.
• Free automotive training to all veterans through our Service Technical College.

Our GM Veterans Group creates positive, lasting relations with veteran communities, union partners and organizations, while striving to make us a workplace of choice by recruiting talented military veterans and empowering and engaging current veteran and military employees. With eight chapters in four states, GM Veterans supports a variety of programs and organizations, including the Building For America’s Bravest, Operation Stand Down and the Fallen and Wounded Soldiers Fund.

GM was the first and only automotive manufacturer named:
• to Military Times’ Top 10 “Best for Vets Employers” and;
• as a Military and Spousal Friendly Employer.

GMC partnered with America’s Bravest to provide smart homes for catastrophically injured veterans.
Support for People With Disabilities

We are building on our efforts to hire people with disabilities in the U.S. We are among six Fortune 500 companies participating in a three-year initiative to recruit, hire, develop and retain persons with disabilities. As a member of the “Going for Gold” disability hiring initiative, we have hired over 240 people with disabilities, surpassing our 190-person target.

Our GM Able ERG promotes awareness of the abilities of those with disabilities and serves as a resource to our employees who are disabled, or who care for a person with a disability, by providing valuable input to the company relative to accessible design of our products and facilities. In 2015, GM formed a Disability Advisory Council of cross-functional leaders to identify opportunities and processes that promote an inclusive environment for employees with disabilities. Among their first priorities: captioned broadcasts, providing an escalation process for reasonable accommodations requests and adding accessible campus shuttles to their fleet.

Our support of persons with disabilities also extends to our customers. GM is one of only a few automotive OEMs that has a program to reimburse customers a portion of the cost to adapt their qualified new GM vehicle to accommodate the needs of its customers with disabilities or those customers with caretaking responsibilities for people with disabilities. Learn more about our GM Mobility Incentive Program here at www.gmfleet.com/overview/mobility-vehicles.html.
A MORE Diverse & Inclusive Supply Chain

GM’s annual Supplier Connections event.

The GM Supplier Diversity Program is focused on developing and growing a competitive diverse supply base that can thrive in the marketplace. We were the first automotive company to establish a formal Supplier Diversity Program in 1968 and since then have received many accolades for our record of setting industry standards.

Over the past several decades, GM has spent more than $90 billion with diverse suppliers. We are one of 26 members of the Billion Dollar Roundtable (BDR) that leads, influences and shapes supplier diversity excellence globally. The BDR was created in 2001 to recognize and celebrate corporations that achieved spending of at least $1 billion annually with diverse suppliers. The BDR promotes and shares best practices in supply chain diversity excellence. GM has been a member of the BDR since its inception. Learn more at www.billiondollarroundtable.org.

GM continues to focus support toward our diverse suppliers by sharing industry-best practices in the procurement process, enhancing our suppliers’ ability to grow into Tier I or Tier II suppliers. Fostering stronger relationships with our suppliers remains a priority.
A core element of GM’s Supplier Diversity program is our development strategy. This plan focuses on two key areas: mentoring and training. GM supports the development of diverse suppliers through several initiatives:

- **5 Point Development Curriculum** – training sessions that focus on GM Process, Talent Acquisition, Operational Excellence, Financial Literacy and Tier II Inclusion
- **Diverse Supplier Development Program (DSDP 3.0)** – third-generation mentoring program where targeted diverse suppliers are mentored by a GM Executive over a two-year period with quarterly meetings and defined deliverables
- **Supplier Diversity Council** – a quarterly meeting forum for diverse suppliers and executive purchasing team members to share supply chain information, best practices and new initiatives
- **GM Supplier Connections** – annual supplier matchmaker event where diverse suppliers have the opportunity to connect with buyers, Tier I suppliers and other diverse suppliers. This event welcomes over 1,000 attendees annually
- **Partnership with the Tuck School of Business** – where GM funded 30 Executive Education Programs in 2016

Our supplier diversity initiatives include several scholarships to help underprivileged students attend major colleges and universities. In 2016, these scholarships benefitted 32 students through Detroit Cristo Rey, the Detroit Hispanic Development Corporation (DHDC), and the National Association of Black Suppliers (NABS).
With more than 19,000 dealers worldwide, our dealerships are integral to the distribution of our product and serve as the local face of GM in communities around the world. The GM Dealer Development organization is responsible for managing diversity in our dealer network. Its mission is to create a profitable dealer network across all GM brands that reflects consumer diversity in the U.S. The GM Dealer Development organization supports three specific programs:

- **Minority Dealer Development (MDD)**, launched in 1972, was the first program of its kind. MDD focuses on developing, building and retaining a profitable minority dealer network. The Minority Dealer Advisory Council (MDAC) gives GM insights into the concerns of the dealer network. Learn more at www.gmdealerdevelopment.com.
• **Women’s Retail Network (WRN)**, launched in 2001, is the first and only structured program in the industry developed exclusively to attract and develop women dealers. WRN expanded its reach in 2013 to represent the interests of GM women dealers and management staff in the U.S. and Canada and, most recently, in 2015, globally through the establishment of WRN Germany. Under WRN, GM Women’s Dealer Advisory Council (WDAC) aims to grow GM’s purchase consideration and market share among women buyers. WDAC includes women dealers, women in automotive retail management and other key stakeholders. Learn more at [www.gmwomensretailnetwork.com](http://www.gmwomensretailnetwork.com).

• The **National Candidate Program** is the training and development arm of the Dealer Development program. Its mission is to prepare minority and women candidates to become GM dealer operators/owners. One component of this is our longstanding Motors Holding investment group which provides qualified dealer candidates financial resources with a means to own dealerships through structured investment partnerships and buyout plans. Learn more at [www.gmminoritydealer.com](http://www.gmminoritydealer.com).

Today, ethnic minority and women dealerships represent nearly 12 percent of GM’s U.S. dealer network. GM’s dealer diversity programs, along with partnerships such as with the National Association of Minority Automobile Dealers in the U.S., are critical for our commitment to grow a dealer portfolio that more closely reflects the diversity of GM’s customer base. Through these efforts, GM continues to lead the industry with the number of ethnic minority and women owned dealerships in the U.S.

**Serving a Diverse Marketplace**

With vehicles sold in more than 140 countries, our global customer base is, by definition, diverse. In the U.S., we have made a significant effort through our diversity branding and communications to reach out to minority consumers to better understand their needs. We listen to our customers, appreciate their differences and leverage our collective diversity to continually evolve as a company. The Diversity Marketing Center of Excellence provides a centralized team of multicultural experts within GM that is focused on broadening the organization’s understanding of today’s diverse consumer, while also supporting key diversity brand marketing objectives. Some of our most recent diversity marketing programs have focused on Financial Literacy, Educational Empowerment Initiatives that support Historically Black Colleges & Universities and a number of experiential opportunities that allow us to organically connect with today’s Hispanic consumer. Most recently, Chevrolet and Rainbow PUSH teamed up to develop and launch the Chevrolet Rainbow PUSH Money Matters Financial Literacy Program, an initiative that started off in three markets and has since expanded to include three additional markets.
A MORE Diverse & Inclusive Community

One of our corporate purposes is to serve and improve the communities in which we live and work around the world. Business sustainability is directly linked to the health of the communities in which GM resides, and our mutual long-term success is interdependent.

While it is often difficult to define the business case for community engagement, and equally difficult to quantify its social impact, we know we do well by doing good. This is why we work to ensure that community programs are embedded in our decision-making and business processes around the world. Over the past year, we’ve transitioned to a new strategy that will accelerate our efforts.

GM’s new strategy for social impact will place sharp focus on investments that create sustainable economic growth around the world. This strategy allows us to create and measure positive social change and business outcomes; and, is built around three key pillars: STEM education, vehicle and road safety and sustainable communities.

**STEM Education**

Given the strategic importance of STEM education to the long-term sustainability of our business, GM and our employees are involved in hundreds of STEM education initiatives around the world annually. We are focused on driving the following social outcomes:

- Increase the number of students who earn a STEM degree that matches market needs
- Increase the presence, achievement and persistence for underrepresented minorities in STEM fields
- Increase the supply of qualified teachers, for teacher training in STEM-related subjects
For 20 years, the Safe Kids Buckle Up Program, supported by GM, has promoted child passenger safety from the car seat to the drivers seat, in the U.S. and around the world.

**Vehicle and Road Safety**

In keeping with GM’s value that safety and quality are foundational commitments, the second focus area of our strategy guides us to support global efforts to increase safe practices in and around vehicles. Our funding targets parents, grandparents, young drivers and children. We know motor vehicle crashes are the number one cause of unintentional death among children ages 1-19. Further, six teens ages 16-19 die every day from motor vehicle injuries.

Through education and training, we aim to reduce the number of vehicle-related injuries and deaths by increasing the number of drivers and passengers who use seat belts and restraints, decreasing the number of distracted drivers and raising awareness, knowledge and skills of vehicle and road safety issues. We are focused on driving the following social outcomes:

- Increase seat belt and restraint usage
- Decrease number of distracted drivers
- Raise awareness and knowledge of vehicle and road safety issues

**Sustainable Communities**

Our third focus area spotlights holistic efforts to support the poorest districts and neighborhoods in select global communities, with a mission of strengthening neighborhoods and empowering residents. Our funding supports urban renewal and neighborhood revitalization projects, as well as efforts to improve education and skill-building to help youth and adults earn and keep good jobs. We are focused on driving the following social outcomes:

- Increase the number of people who improve education levels and/or marketable technical and vocational skills
- Reduce the number of high school students who are not college-ready
- Support neighborhood revitalization and urban renewal programs.

Alicia Boler-Davis, Executive Vice President of Global Manufacturing, and teamGM Cares volunteers work alongside GM Student Corps interns on neighborhood cleanup projects in Detroit, MI.

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**BY THE NUMBERS**

- 12,000 GM employee volunteers
- 109,556 volunteer hours
- 674 community service projects
- 1,113,600 pounds of food provided
- 148 non-profit partners / organizations
- 10,000 students participating in STEM related activities
- 3,200 school lockers cleaned
- 5,600 stuffed backpacks for students in need
LEARN MORE

GM DIVERSITY
www.gm.com/company

GM CAREERS
www.careers.gm.com

GM SUPPLIER DIVERSITY PROGRAM
www.gmsupplierdiversity.com

GM DEALER DIVERSITY PROGRAM
www.gmdealerdevelopment.com

GM CORPORATE GIVING
www.gm.com/company/giving-back/gm-foundation.com