

## START-UPS, AUTONOMOUS CARS AND EVERYTHING (COMPLIANCE) IN BETWEEN

SUCSESSES IN COMPLIANCE PROGRAM MANAGEMENT BETWEEN A STARTUP & FORTUNE 10 COMPANY

GENERAL MOTORS



### We Are General Motors

WE ARE COMMITTED TO **SAFETY** IN EVERYTHING WE DO

WE EARN **CUSTOMERS** FOR LIFE

WE BUILD **BRANDS** THAT INSPIRE PASSION AND LOYALTY

WE TRANSLATE BREAKTHROUGH **TECHNOLOGIES** INTO VEHICLES AND EXPERIENCES THAT PEOPLE LOVE

WE CREATE **SUSTAINABLE** SOLUTIONS THAT IMPROVE THE **COMMUNITIES** IN WHICH WE LIVE AND WORK

### OUR VALUES

#### CUSTOMERS

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

#### EXCELLENCE

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

#### RELATIONSHIPS

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

#### SEEK TRUTH



We pursue facts, respectfully challenge assumptions, and clearly define objectives. When we disagree, we provide additional context and consider multiple perspectives.



# GM'S CODE OF CONDUCT

WINNING WITH INTEGRITY

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GM'S CODE OF CONDUCT

WINNING WITH INTEGRITY

## SAFETY IS A FOUNDATION COMMITMENT – NEVER COMPROMISED

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- Safety is everyone's responsibility. Communication of potential safety issues is required
- Safety is incorporated into our day to day activities (from Vision & Values to CAP)
- Cost is not a factor when safety is involved. Safety matters most. Always
- We are committed to ensuring a safe and healthy workplace through the Employee Safety Concern Process
- We "Speak Up for Safety"



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## Cruise **Behaviors**

Stay safe

Stay focused

Own it

Seek truth

Work together

Stay humble

2014  
The RP-1

"People are injured or killed in car accidents that are preventable with the kind of technology we've developed at Cruise. We'll look back at 2014 and realize how barbaric it is that we've let this go on for so long."

2015  
Shift in focus

**Cameras**

Detect and track pedestrians/ cyclists, traffic lights, free space and other features

**Short-range radars**

Detect objects around the vehicle

**Lidar**

High-precision laser sensors that detect fixed and moving objects

**Articulating radars**

Detect moving vehicles at long range over a wide field of view

**Long-range radars**

Detect vehicles and measure velocity

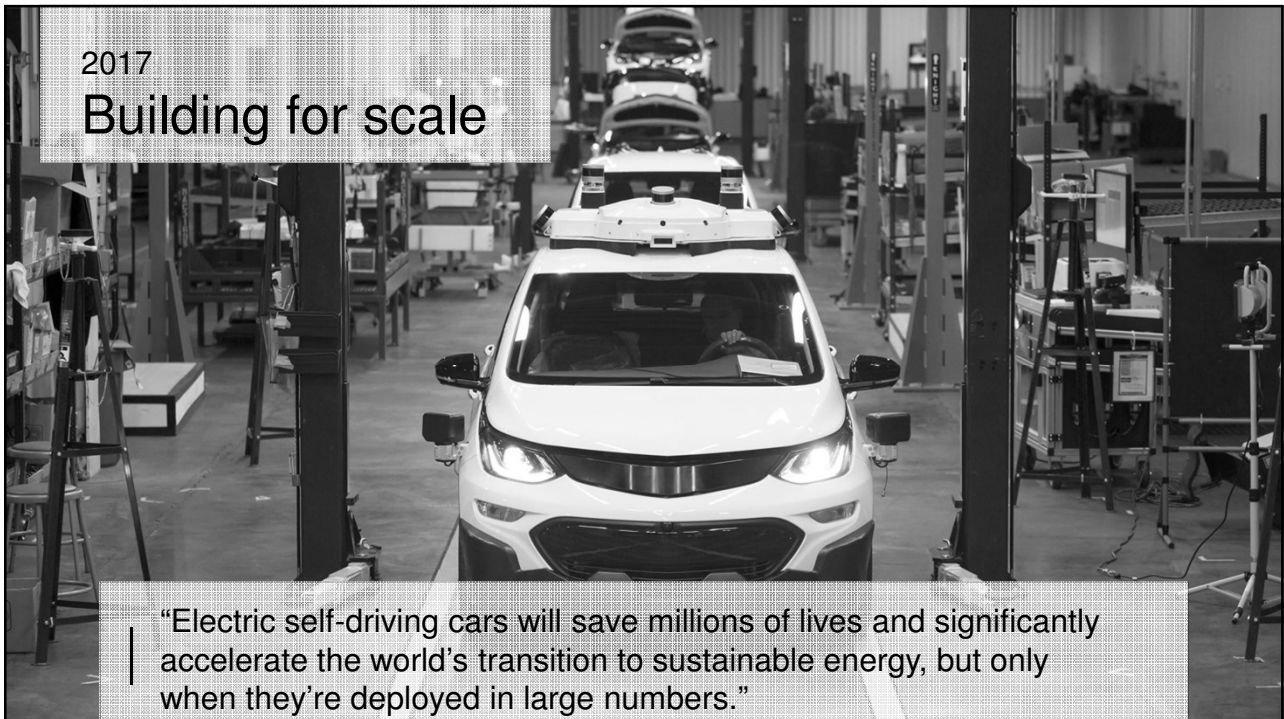
Our self-driving vehicle is the result of intensely focused development, and countless hours of real-world testing and validation. It doesn't drink and drive, doesn't text and drive, doesn't get upset, doesn't get tired, never gets distracted and doesn't produce any emissions.

2016  
GM acquisition



"We believe this is the best path forward to implement Cruise tech at a massive scale...this is a ground-breaking and necessary step toward rapidly commercializing autonomous vehicle technology."

2017  
Building for scale



"Electric self-driving cars will save millions of lives and significantly accelerate the world's transition to sustainable energy, but only when they're deployed in large numbers."

# Today



## Working Together



STROBE



- Automotive safety and durability validation
- Core EV platform
- Automotive safety and durability validation
- Large scale production readiness
- Customer support & remote assistance (OnStar)
- AV-specific vehicle design
- Total cost optimization
- Proprietary AV sensors
- Self-driving software "brain"
- Operations infrastructure
- Deep simulation capability
- HD mapping and Routing
- Cyber-security and electrical architecture
- UX interfaces (in-car & app)
- Vehicle connectivity and data collection
- Customer support & remote assistance
- AV-specific redundant hardware systems

## Our Focus on Safety



**The status quo is unacceptable:**

- **Roadway Fatalities:**  
Each year close to 1.25 million people die in car crashes around the world, 40,000 in the United States alone. More than 2 million people are injured.
- **Impaired Driving:**  
Drunk driving remains the number one cause of death on our roadways.

## Cruise Mission

To build the world's best autonomous vehicle network to safely connect people to the places, things, and experiences they care about.

# Social Opportunity



**94%**  
OF ALL  
TRAFFIC FATALITIES  
ARE CAUSED BY  
HUMAN ERROR



WE BELIEVE  
**ALL AVs  
MUST BE EVs**

COMMUTERS  
**WASTE A  
FULL WEEK**  
OF THEIR LIVES IN  
TRAFFIC EACH YEAR

THE U.S. HAS  
**3 NON-  
RESIDENTIAL  
PARKING  
SPACES**  
FOR EVERY CAR  
ON THE ROAD



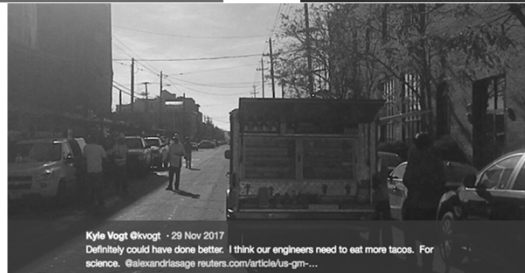
# Our Focus on Fun!



Ortise Automation @Ortise - 9 Oct 2017  
Due to the overwhelming response, we have added a banana for scale.  
[medium.com/kylevogt/here-e-2017-10-09](https://medium.com/kylevogt/here-e-2017-10-09)



Ortise Automation @Ortise - 22 Sep 2016  
Thanks @FortuneMagazine for featuring @kvoigt, @danielkhan and our team!  
[fortune.com/fortune-autonom-2016-09-22](https://fortune.com/fortune-autonom-2016-09-22)



Kyle Vogt @kvoigt - 29 Nov 2017  
Definitely could have done better. I think our engineers need to eat more tacos. For  
science. @alexandritasage [reuters.com/article/us-gm-2017-11-29](https://www.reuters.com/article/us-gm-2017-11-29)



## GM & Cruise Early Compliance Activity

- Integration of Cruise
  - Post closing is key factor in overall success
  - Identified integration lead
  - Documented objectives & progress
- Immediate Adoption of Code of Conduct & Training
- Identify Compliance Champions
- Connect the dots, counterparts and business roles
- Don't Swoop In
- "Cruisify"

## GM & CRUISE EARLY COMPLIANCE ACTIVITY



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## GM & Cruise Early Compliance Activity

- Compliance Programs are not One Size Fits All
- Adopt, Integrate, Create?
  - Identify resources & responsibilities
  - Share resources & expertise
- Respect Boundaries & Uniqueness of Each Organization
  - Importance of Culture
- Scale & Promote Compliance Message & Program
  - But who's program and what's the message?



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## Promote & Continuously Improve Compliance Program

- Hire & Scale
  - Lead Counsel, Compliance
  - Identify additional compliance champions
  - Consultants and subject matter experts as required (*e.g.*, CA specific or recurring and no in-house expertise at GM)
- Cruise Code of Conduct
- Safety Committee
- Unified Reporting System
- Corporate Required (online) Training
  - Tailored to Cruise
- Export Controls
  - More education, easier controls, faster vendor review
- Formal lines of communication
- FCPA Due Diligence
  - Unify with GM system



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