

# GM to Pay \$900 Million Fine for Ignition Switch Tragedy

GM has agreed to pay \$900 million in fines in order to avoid criminal prosecution over the deaths of customers who had ignition problems in certain Chevrolet Cobalts.

In an address that was transmitted to General Motors facilities around the world, GM CEO Mary Barra spoke from the Tech Center on Sept. 17 about the company's settlement with the

U.S. Justice Department. According to the *Associated Press*, the automaker will retain an independent monitor to review and assess its policies to ensure compliance with the agree-

ment with the government, according to court papers released by U.S. Attorney Preet Bharara in Manhattan. Besides the \$900 million forfeiture and the monitor, *AP* report-

ed that the deal calls for two criminal charges to be dismissed if the company complies with terms of the agreement for three

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### FCA and UAW Reach Tentative Agreement

by TOM KRISHER and DEE-ANN DURBIN  
AP Auto Writers

DETROIT (AP) – A tentative contract agreement reached late in the day on Sept. 15 between the United Auto Workers and Fiat Chrysler addresses pay and health care issues, but neither side would give specifics about the pact.

The Italian-American company and union announced the accord covering about 40,000 workers nationwide after a furious and almost continuous 48 hours of bargaining. It will serve as a template for Fiat Chrysler's Detroit counterparts, General Motors and Ford, both of which are operating on contract extensions.

But UAW President Dennis Williams made it clear that he would treat the other two differently because they are more prosperous.

Union officials still must be

briefed on the four-year package, then the full membership will vote on it.

At a hastily called news conference after the deal was announced early in the evening of Sept. 15, Williams said the agreement meets the union's goals but still keeps Fiat Chrysler competitive with other automakers. He told reporters he had three goals for the contract: giving entry-level workers a path to higher pay, rewarding members for sacrifices they made while Fiat Chrysler struggled financially, and dealing with escalating health care costs.

"We believe that we have met those goals, but ultimately our membership will make the final decision," Williams said.

The union was seeking hourly pay raises for longtime workers who haven't had one in a decade. It also wanted to narrow or close the wage gap for new hires, who start at about half the \$29 per

hour that longtime workers are paid.

The UAW agreed to the two tiers of pay when then-Chrysler was near bankruptcy in 2007. But Fiat Chrysler CEO Sergio Marchionne agreed with the UAW that tiered wages were unfair to workers. Marchionne said negotiators came up with a carefully crafted agreement "whereby that issue will go away." But he wouldn't give further details.

The UAW began bargaining in July with Ford, GM and Fiat Chrysler. Contracts with all three companies – which cover around 140,000 U.S. hourly workers – expired Monday night but were extended while talks continued.

Fiat Chrysler, or FCA, was picked as the lead company in the talks this year, making it the focus of bargaining and a potential strike target if talks hit a snag.



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Marchionne, left, and Williams agree on contract.



GM recycles wastepaper from its Detroit headquarters at the RenCen.

### It's Not Easy Being Green, But GM, Ford Are Doing It

When GM and Ford go green, it doesn't mean they're Michigan State fans.

It just means they're focusing on being more environmentally friendly.

General Motors, for example, was just named to the Dow Jones Sustainability Index, the leading global benchmark for corporate sustainability. GM is the only automaker to make the list in North America, said GM spokeswoman Sharon Basel.

Launched in 1999, the Dow Jones Sustainability Indices annually assess companies for environmental, economic and social sustainability performance and disclosure.

The sustainability investment firm of RobecoSAM identifies companies that are named to the Dow Jones Index for being the best equipped for long-term success measured against sustainability risks and oppor-

tunities, said Basel.

More than 1,800 global companies were analyzed this year. GM received top scores in climate strategy and operational eco-efficiency, and a perfect score in environmental policy and management.

"We're on a mission to transform transportation, from designing more efficient vehicles to redefining how they're built to reduce environmental impact," said Greg Martin, executive director of Global Public Policy. "These efforts allow us to deliver top-line vehicles to customers and bottom-line benefits to investors."

GM generated \$2.5 billion in revenue through various recycling activities from 2007 to 2010 and now counts about \$1 billion in byproduct reuse and recycling revenue annually, Basel said. The

CONTINUED ON PAGE 5

### Fiat Chrysler's Matchmaker Program Has Generated \$2.3B in Business Opportunities

As the saying goes – show, don't tell. And that's exactly what Fiat Chrysler did at the 16th annual Matchmaker event held at the company's headquarters in Auburn Hills on Sept. 17.

Matchmaker, said Fiat Chrysler spokesman Mike Palese, is designed to expand the company's supplier diversity base. It provides minority-owned, women-owned and veteran-owned businesses access to Fiat Chrysler Tier I suppliers and to decision makers in the Fiat Chrysler procurement organization, Palese said. The program has generated

more than \$2.3 billion in new business opportunities for exhibitors since 2000.

Matchmaker continues to be the much-copied, premier networking trade event in the automotive supplier community, said Tom Finelli, vice president of NAFTA Purchasing and Supplier Quality at Fiat Chrysler.

This year's Matchmaker attracted more than 3,100 participants. More than 270 minority-owned, women-owned, veteran-owned and majority-owned Fiat Chrysler suppliers participated in the day-long event, Palese

said.

"FCA US is committed to creating a diverse and sustainable supply base that directly reflects our customers," said Finelli. "Programs like Matchmaker enable FCA US to operate efficiently and sustainably, and to bring innovative new products to market that resonate with a diverse customer base. These programs also ensure that the economic benefits of our business are shared with members of our diverse communities."

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From left: Kevin Bell and Tom Finelli, FCA US; Scott Motherwell and Jay Bocci, Hollingsworth Logistics Group.

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## Chance to See Great Pumpkin in Rochester Hills

The Rochester Hills Museum at Van Hoosen Farm will host its annual Stone Wall Pumpkin Festival on Saturday, Oct. 10, from 10 to 4 p.m.

The presenting sponsor for the event is Genisys Credit Union, with event sponsorship from Noodles and Company. Activities during the day include the Dinosaur Hill Pioneer Homestead and Playground, music, food, Guy Louis family concert, Stoney Creek High School Drum line and a Rochester Hills Fire Truck.

Local story readers will be reading their favorite pumpkin-themed stories. Guests are invited to carve a pumpkin and place it on the stone walls surrounding the Museum property and return that evening to see all the pumpkins lit.

In addition, an outdoor exhibit of scarecrows made by local organizations will be on display.

Admission to the Pumpkin Festival is \$7 per person and includes a pumpkin. Kids under 2 years of age are free.

The Museum will provide stencils and carving tools, but guests are encouraged to bring their own carving tools from home.

Evening lighting of the pumpkins runs 7-9 p.m. and a financial donation in any amount is requested to support the Rochester Area Neighborhood House.

The Rochester Hills Museum is located at 1005 Van Hoosen Road, off Tienken between Rochester and Dequindre Roads.

The Rochester Hills Museum is a 16-acre complex listed on the National Register of Historic Places. For more information, visit [www.rochesterhills.org/museum](http://www.rochesterhills.org/museum) or call 248-656-4663.

# GM Fined \$900M for Ignition Switch Tragedy

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years. The \$900 million must be paid by Sept. 24. The two-count criminal information accuses GM of wire fraud and scheming to conceal material facts from a government regulator.

At the Tech Center televised event, Barra and Mark Reuss, GM executive vice president of Global Product Development, Purchasing and Supply Chain, spoke to employees worldwide about the agreement and where GM goes next.

Barra said, "Today, the government is announcing an agreement that resolves that investigation, and I felt it was important that we have an all-employee meeting to discuss what's happening – just as we did 15 months ago, when I shared the findings of the Valukas Report."

"Before I talk about the settlement agreement, let's pause for a moment and remember that people were hurt and people died in our cars. That's why we're here."

"I have said many times how sorry I am for what happened. On behalf of all of us, I have apologized to the families who lost love ones and to those who were injured. I do so again today."

"We let these customers down in this situation. We didn't do our jobs. As part of our apology to the victims, we promised to take responsibility for our actions."

"So, we accept the penalties being announced today because they are part of being held accountable."

Barra said the centerpiece of the deal with the government is its "Deferred Prosecution Agreement" in which the government defers prosecution of charges against GM for three years.

"After three years, if we meet all of the terms and conditions set by the government, federal prosecutors will seek to dismiss all of the charges and the matter will be completely closed," Barra said.

GM's obligations under the agreement, Barra said, include:

- GM to continue cooperating with the federal government and obey all laws;
- GM to work with the government to establish an independent monitor to review and assess its policies and procedures in specific areas relating to safety issues and recalls;
- GM to pay a \$900 million financial penalty.

"This is a tough agreement. It further highlights the mistakes that were made by certain peo-

ple in GM, and it imposes significant penalties and obligations. Make no mistake – we are committed to honor the obligations," Barra said.

Reuss said that while the settlement is tough on GM, "we must remember that it was devastating for people who bought our cars."

Reuss went on to say that GM must never forget what happened with the ignition switch tragedy, nor should anyone at the company want to.

"You can put it in the mirror and go forward," Reuss said, "but always see it back there. And remember – it's closer than it appears."

Reuss said he's proud of the progress GM has made but still has much work to do.

"When you make mistakes, you accept them, you correct the situation and you take the necessary steps to make sure you nev-



Mary Barra



Mark Reuss

er make the same mistakes again," Reuss said.

That's why GM has reorganized its engineering departments for greater transparency and accountability. The improvements that GM will make in the future can only be done with the help of

its employees, Reuss said.

"I have said many times I wish I could turn back the clock," Barra said. "If I could, I would do so in a heartbeat. But I can't. What we can do is make sure we respond the right way. We have done that, and we will continue to do so."

## 'Taste of Auburn Hills' to be Held Oct. 8

Again this year, the Auburn Hills Chamber of Commerce, in conjunction with co-sponsors Fiat Chrysler, Faurecia, Autoliv Americas, the city of Auburn Hills, Delphi Automotive and Palace Sports & Entertainment, is hosting "A Taste of Auburn Hills" on Thursday, Oct. 8, from 5 to 7:30 p.m. at the Walter P. Chrysler Museum in Auburn Hills.

"Culture, entertainment and networking blend together in a unique way through this signature event, designed to connect Auburn Hills and the greater community," said Cynthia Hutchison, executive director of the Auburn Hills Chamber.

"Meals-on-Wheels was selected again as the charitable partner for this event and the Auburn Hills Chamber is very pleased to donate a percentage of its proceeds to such a deserving outreach."

Hutchison added that the Auburn Hills Community Foundation granted \$3,500 in 2014 to the Auburn Hills Senior Meals-on-Wheels Program as a donor-directed contribution from the Auburn Hills Chamber of Commerce.

"Once again, the Chrysler Mu-

seum will be the venue for our annual Taste of Auburn Hills," Hutchison said.

"The Chrysler Museum is generally closed to the public, so we are quite honored that our museum friends and Fiat Chrysler invite us to share their space."

Participating businesses include: Applebee's, Brown Rd; bd's Mongolian Grill; B Spot Burgers; Cellar Door; Costco Wholesale; Cottage Inn Pizza; Fieldstone Vista Grille & Cater-

ing; Fieldstone Winery; Great American Bar & Grill; Hilton; Kruse & Muer in the Village; Lelli's Restaurant; LongHorn Steakhouse; Mitchell's Fish Market; Mr. Pita; On The Border; Panera Bread; Rangoli Indian Cuisine; Red Wood Grill; Rochester Mills Beer Co.; and TokyoSAN Fresh Japanese.

To learn more about the event, call 248-853-7862. To order tickets, contact the chamber at [info@auburnhillschamber.com](mailto:info@auburnhillschamber.com).



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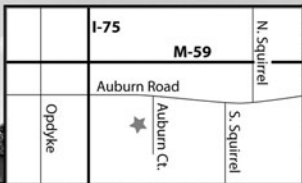
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## Fiat Chrysler and the UAW Reach Tentative Agreement

CONTINUED FROM PAGE 1

The deal with FCA came after two days of talks that included an all-night session from Sept. 14 to Sept. 15. Both sides had agreed to extend the contract on an hour-by-hour basis while talks continued, even as some members called for an end to talks and a strike at FCA plants.

The main issue in the talks was pay raises. The current wage gap between entry-level workers and veteran employees benefits FCA the most, since 45 percent of its hourly workers make entry-level wages. Only around 20 percent of workers at Ford and GM make the lower wage. Fiat Chrysler had no cap on the number of entry-level workers it could hire, but that was to be negotiated in the contract talks.

Marchionne has been outspoken about wanting to eliminate the wage gap. But he has indicated the top wages should come down in favor of fatter profit-sharing checks. Over the past four years, Fiat Chrysler workers have gotten annual profit-sharing checks totaling \$9,000 a worker.

The union is also seeking guarantees from all three automakers that new vehicles will be built in U.S. factories and not in Mexico, where companies have been moving some of their production.

While the agreement will serve as a pattern for pacts with Ford and GM, there are significant differences in the companies. Ford and GM are larger and make more money. Also, FCA is the only one of the Detroit Three whose U.S. labor costs are lower than foreign competitors like Toyota; Ford and GM think that's an unfair advantage and want to be on par with FCA.

Williams said some parts of the deal will transfer to Ford and

GM, but some financial provisions will be different.

"It's about whether or not the company has a greater ability to pay," he said. "I don't want people to think for one minute that I'm not looking at the other companies and the amount of money that they have made," Williams said.

To fund some of the union demands, Williams has proposed a giant health care pool to save money for the union and the three companies. Currently, a union-run trust pays most health insurance costs for about 600,000 retirees and their spouses, and the companies fund health care for about 551,000 hourly and salaried workers and their families.

Neither would say if they agreed to set up a giant health care pool, but Marchionne said there are inefficiencies in the way they now run health care.

"We have an obligation to find a better way to manage this cost," he said.

Williams and Marchionne praised each other for a cooperative relationship during the talks. The agreement came about 19 hours after the contract with FCA expired at 11:59 p.m. Sept. 14. Williams said union leaders will have to be briefed on the pact this week, and said he didn't expect a deal with GM or Ford this week.

## Chrysler's Matchmaker Program a Success

CONTINUED FROM PAGE 1

Fiat Chrysler supplier diversity goals require that 11.5 percent of a Tier I supplier's procurement buy be sourced to certified minority suppliers, Palese said. The goal for women-owned suppliers is 3 percent.

Fiat Chrysler itself spent \$2.6 billion with approximately 200 minority suppliers in 2014, representing 7.2 percent of the company's total annual purchasing, Palese said.

Since 1983, the company has purchased nearly \$53 billion in goods and services from a variety of minority-owned suppliers, Palese said.

In addition to its business-to-business feature, Palese said

Matchmaker offers minority-owned suppliers unique opportunities to participate in a wide range of development seminars designed to give these suppliers knowledge that can help strengthen their businesses.

The seminars, led by the U.S. Small Business Administration, the Minority Business Development Agency, the Michigan Economic Development Corporation and others, cover such topics as access to capital and minority business services, merger and acquisition strategies.

Other topics of discussion include the use of various computer programs designed to assist Tier I and minority suppliers to do business with one another and the implications of federal

healthcare reform for small and medium-sized businesses and their bottom lines.

Fiat Chrysler continues to support several organizations that assist Tier I suppliers with achieving their minority-owned and women-owned sourcing goals, Palese said.

These organizations include the National Minority Supplier Development Council, the Canadian Aboriginal and Minority Supplier Council and the Women's Business Enterprise National Council.

In addition, Fiat Chrysler supports veteran-business ownership through membership with the National Veteran-Owned Business Association, Palese said.

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### Daimler Leaving New Jersey for Michigan HQ

FARMINGTON HILLS, Mich. (AP) – Daimler North America Corp. is moving its headquarters to Michigan from New Jersey, and with it 30 white-collar jobs.

Gov. Rick Snyder announced the relocation last week after meeting with Daimler executives at Germany's Frankfurt Auto Show. The jobs currently in Park Ridge, N.J., include treasury, accounting and legal positions.

Daimler's Michigan operations include the headquarters for Mercedes-Benz's financial services and research and development, and Daimler Trucks' subsidiary Detroit Diesel.

Daimler spokeswoman Andrea Berg says the move will start next year. The headquarters will be in Farmington Hills, where the financial services operations are based.

Snyder, who has completed a trade trip to Germany and Japan, also announced the opening of a Michigan Europe Center to boost trade and exports.

Those offices will be in Berlin and London.

### Convertible Fans Stir Memories of Soft Tops Gone By

ERIE, Pa. (AP) – Howie Friedman starts getting a little depressed when September arrives and he begins thinking about putting the top up and the Beetle away.

The approach of fall brings an end to the convertible cruising season for Friedman and wife Jean. The Millcreek Township pair has been driving convertibles for more than 50 years. The Friedmans, and other owners of cars that can go from closed to open with the push of a button, said there's nothing like riding in a car without a roof between you and the outside.

"They're a whole bunch of fun," Friedman, 74, said.

Like their tops, convertible sales have gone up and down over the years, almost dying out in the 1970s before resurging the following decade. Dale Kallenbach's first was a 1954 Pontiac.

"When you were a kid, you always liked convertibles," he said.

Kallenbach, 78, of Fairview Township, has driven them on and off since high school.

"They're cars that people look at," he said.

He and wife Mary Ann, have had a 1955 MG Model TF for about 15 years. The roadster, with a soft top, is red.

Dale Kallenbach said it's the kind of car, with just two seats, that's more appropriate for baby boomers with time to play than for a family.

An Experian Automotive analysis from 2014 found convertible owners were more likely to be successful, college-educated and live in sunny states.

But sometimes the sun can be too much. Sitting in an open convertible can be unbearable during the heat of the day, especially when stopped in traffic, Jean Friedman said. But once the sun heads down, so does the top.

"There's nothing like it on a beautiful evening," she said.

Jean Friedman, 72, still remembers when her young man would come courting in his 1957 Chevrolet convertible. She had her own 1957 Ford retractable hardtop, but she said she prefers soft tops now. She thinks they're easier, with less to go wrong. The couple has always had a car with a top that goes down.

"We can't even think what it would be like not to have convertibles in our lives," Jean Friedman said.

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# It's Not Easy Being Green, But GM, Ford Are Doing It

CONTINUED FROM PAGE 1

company has saved more than \$196 million in energy costs through the voluntary energy-reduction challenge set by the U.S. EPA and \$70 million in renewable energy investments.

Earlier this year, GM earned 2015 ENERGY STAR Partner of the Year award for Sustained Excellence, the highest recognition a corporation can receive from the EPA for superior energy efficiency.

In July, GM joined a dozen other companies to launch the White House's American Business Act on Climate Pledge, a commitment to address climate change through \$140 billion in new low-carbon investments and more than 1,600 megawatts of new renewable energy collectively, Basel said.

GM wasn't the only automaker to see the business wisdom of going green. Ford recently declared that its Research & Engineering Center is now landfill-free, said Ford spokesman John Cangany. This action is helping the auto-maker achieve its goal to trim global waste-to-landfill by 40 percent per vehicle produced from 2011 to 2016.

The R&E Center sits on 720 acres in Dearborn near Ford World Headquarters. With more than 12,000 employees working out of 34 buildings – including research labs, design studios, and a major data center, the campus is much like a small city, Cangany said. Paring waste streams will allow Ford to be more efficient while helping to improve the environment.

"Our global waste strategy commits Ford to reducing waste-to-landfill, and we have made

great progress at our manufacturing plants," said Andy Hobbs, Ford's director of the Environmental Quality Office.

"We are now extending this effort to our office and research facilities, and are proud to recognize the Research & Engineering Center for sending zero waste to landfill."

The nearly three-year effort to achieve landfill-free status started by identifying various waste streams and categorizing them from smallest to largest. Waste managers and environmental engineers then worked to find creative solutions to avoid using landfills while not incurring additional cost to manage the waste. The move also included recycling training for campus employees. The Research & Engineering Center houses test operations – including a test track, wind tunnels, crash sleds and dynamometers.

The campus now diverts 230,000 pounds of waste from landfills annually, Cangany said. Ford has reduced the amount of global waste sent to landfills by 50 percent per vehicle over the last five years.

Thirty Ford facilities no longer send any waste to landfills, Cangany said. This includes all Canadian and Mexican manufacturing plants. The company is working to shrink greenhouse gas emissions from manufacturing facilities by 30 percent per vehicle between 2010 and 2025.

Ford eased global water use by 30 percent per vehicle from a 2009 baseline – reaching its goal two years ahead of schedule, Cangany said.

Since 2011, Ford has been working to trim energy consumption by 25 percent by 2016.



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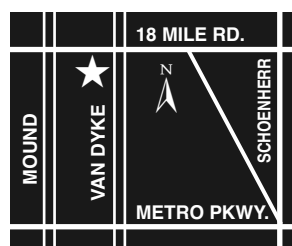
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# GM to Pay \$575 Million to Settle 1,385 Civil Lawsuits

by TOM KRISHER  
AP Auto Writer

DETROIT (AP) — General Motors will pay \$575 million to settle hundreds of civil lawsuits filed against the company over faulty small-car ignition switches, including the bulk of pending wrongful death and injury cases.

The company, on Sept. 17, said it reached a deal with Texas personal injury lawyer Bob Hilliard to settle 1,385 death and injury cases that he filed over crashes caused by the switches.

The money also will be used to settle a 2014 class-action lawsuit filed by shareholders claiming that General Motors' actions reduced the value of the company's stock.

Neither General Motors nor Hilliard would say how much money was set aside for the death and injury claims, but Hilliard said the number was substantial and he is confident it's enough to settle all the lawsuits.

The announcement comes the same day that the U.S. Attorney's Office in Manhattan is to detail an agreement with General Motors to settle a criminal investigation into the switch case.

It will be a costly close to a sad chapter in the company's history. In addition to the \$575 million, General Motors has agreed to pay a \$900 million fine to the federal government to avoid prosecution on wire fraud charges.

With the settlements, General Motors is taking big steps toward moving past the ignition switch scandal, which tarnished the company's reputation, but also touched off a series of company-wide safety reforms designed to

prevent such incidents from happening in the future. General Motors' CEO Mary Barra appointed a new safety chief who reports directly to her and added 35 product safety investigators to its staff.

The company, in response to what happened over the ignition troubles, changed its product development process to focus more on safety and it started a program that encourages employees to speak up if they find a safety issue.

GM also reviewed a backlog of safety issues in 2014 and issued a record 84 recalls covering more than 30 million vehicles, including 27 million in the U.S.

By comparison, this year the company has issued 33 recalls covering 2.6 million cars and trucks.

In the wrongful death cases, Hilliard said a special master will be appointed to decide how much to offer each of the plaintiffs he represents.

Hilliard said the lawsuits include 45 deaths. Including 124 death cases settled previously by General Motors, that brings the number of deaths caused by the switches to 169. Hilliard estimates that number will rise to 250 by the time all cases are settled or tried.

Even with the settlements, another 454 death and injury cases remain as part of the consolidated federal court claims against GM.

Hilliard, one of the lead attorneys in the consolidated cases, said he is encouraging the company to set aside money to settle those as well. Six cases have been scheduled for trial, including a trial that is set to start beginning in January of 2016.

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