



# SSDA News

Service Station Dealers of America and Allied Trades

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## Government Affairs Update

By Roy Littlefield

As we wended down 2020, SSDA-AT took part in a series of virtual government affairs meetings gearing up for our legislative actions in 2021. We anticipate a wrath of legislation to impact our industry in 2021 on both the state and federal levels.

In December, SSDA-AT took part in the 2020 Highway Users Virtual Annual Meeting. The event featured key Congressional lawmakers and policy experts who gave a post-election analysis, and discussed issues including the highway reauthorization, COVID relief, and other major issues facing the industry. Legislators discussed transportation policy and the funding landscape and offered insights into the 117th Congress.

During the meeting SSDA-AT spoke with, Senator Tom Carper (D-DE), House Transportation & Infrastructure Committee Chairman Peter DeFazio (D-OR), Representative Earl Blumenauer (D-OR), Senate Commerce, Science & Transportation Committee Chairman Roger Wicker (R-MS), House Ways & Means Committee Chairman Richard Neal (D-MA), and Representative Sam Graves (R-MO).

In 2021, Congress will address highway funding and SSDA-AT is concerned with some of idea being proposed including an indexed gas tax, a vehicle miles traveled tax (VMT), and several tire and auto part taxes. SSDA-AT will remain in contact with these Congressional leaders on our positions.



Just before Christmas, Congress passed another COVID relief bill. In a huge legislative victory for SSDA-AT, included in the bill was a five-year extension of

WOTC (Work Opportunity Tax Credit) to January 1, 2026. Another victory was that included in the bill was \$45 billion total for transportation funding. Other highlights of the bill include:

- PPP second draw for businesses with 300 or fewer employees that experience a 25% reduction in gross receipts in any quarter in 2020 as compared to the same quarter in 2019).
- Expansion of the forgivable purposes for which PPP loan funds may be used.
- Expanded PPP loan eligibility for 501(c)(6) (with certain limits based on lobbying activity – see Small Business Title summary attached for details).
- Simplified PPP forgiveness process for loans under \$150k.
- Confirmation that expenses paid using forgiven PPP funds may still be deductible (reversal of IRS position).
- Extension and expansion of the Employee Retention Tax Credit (ERTC).

SSDA-AT will continue to review the nearly 6,000-page bill and the impact it will have on our members. Although the bill was not as robust as SSDA-AT was advocating for, we are pleased that Congress was able to compromise and pass a bill.

## The Online Edge – What Your Business Needs to Thrive

*By: Stephanie Santore, Net Driven*

Does your business have an online presence? If so, are you doing all you can to ensure its virtual success? If not, what are you waiting for? Let's take a sneak peek at some statistical findings from the Pew Research Center. According to their most recent studies on the use of internet and technology it was found that:

- Roughly three-quarters of Americans, or 77%, now own a smartphone, which nearly doubles the former findings since the Center began its research in 2011.
- As of November 2016, nearly three-quarters, or 73% of Americans indicate that they have broadband service at home.
- Nearly seven-in-ten Americans now use social media. When the Center started tracking social media adoption in 2005, just 5% of Americans said they used these platforms. Today, 69% of U.S. adults are social media users.
- Half the public now owns a tablet computer. When the Center first began tracking tablet ownership in 2010, just 3% of Americans owned a tablet of some kind.

As you can see, now more than ever before, an online presence for your business is significant. And not just any online presence, but a quality one that provides a sense of credibility and legitimacy, turning its visitors into leads and sales, and contributing to the success of your business.

First impressions matter. If your business has a website, rest assured that internet users are navigating to it to formulate their opinion, to see what other people have to say about you, and to "screen" shop your services and products, which is much like window shopping, but with the ease of never having to actually visit your business's location.

Your business can now be accessible to the masses thanks to technology. Therefore, it's vital to have a way for potential clients to find you with the swipe of their fingertip and also to ensure you have a website that makes a good impression.

So, how do you go about trying to meet your customers' needs online?

### Let's Talk Internet Marketing Best Practices

There are several factors that play into the creation of a well-made website that will help your business's online presence generate traffic and rank effectively:

#### **Design & Layout**

Visual presentation plays an important role in the functionality of a website. A high-performing website will provide a positive user experience. It helps to have a responsive web design. What makes a website responsive? Responsive design helps to generate leads and sales without any limitations based on user devices. So, customers can find your automotive service site on their tablet, smartphone, smart watch, etc., viewing your website efficiently from any screen size.

#### **Content**

Content is the reason why visitors come to a site. They are seeking information about your business and its services. The key is to provide relevant content that is easy for visitors to digest. Too much or too little and your visitors might go elsewhere to find what they're looking for. Check out what Moz has to say about content regarding search engine ranking. By providing unique content that moves beyond self-promotion and is easily digestible to the user, your website offers valuable information.

#### **Calls to Action**

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# NET DRIVEN

*Continued from page 2*

Calls to action within a site's content and design come in the form of clickable links or custom buttons. It entices a visitor to take action beyond the page they are on, an action like submitting a form, requesting a quote, purchasing a product, or even just clicking a link that leads to another page with relevant information. Through a CTA, a user moves to take a specific action that will benefit your business. And action is what it's all about.

## Credibility

A business with an online footprint is a business that can be found, recognized, and confided in.

From building a solid and consistent brand across all channels, to maintaining an active social media presence, gaining positive reviews, managing your online reputation with products like Net Driven's Reputation Management.

## Mobile Viewability

More and more people are looking at your site from a mobile phone or web enabled device. It seems like anything with a screen and a microchip in it is capable of getting on the internet these days.

Make sure your site is viewable on a mobile internet enabled device.

## Search Engine Optimization

At Net Driven, we drive the traffic that drives your business! It begins with a website that keeps local search in mind.

A strong SEO foundation puts proven strategies to work and improves your ability to get found.

From understanding searcher behavior to using tested best practices, the SEO team at Net Driven works hard to ensure that your site has all of the key ingredients for SEO success. Look to us for:

- Keyword research performed for your business and target geographic
- Optimized meta tags for click through success
- Relevant industry content
- Local directory management
- SEO-friendly site architecture
- and more!

Don't have a website yet? What are you waiting for?!

Talk to a representative from Net Driven today and ask about how we can help you create a website that not only generates traffic, but turns your traffic into leads and sales!

Net Driven should be your choice for all your automotive internet marketing needs.

[Contact us today!](#)

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## WPX Energy sees Oil Supply and Demand Balancing in Second Half of 2021



(Reuters) - Oil supply and demand, hard hit by the COVID-19 pandemic, will not come back into balance until the second half of 2021, WPX Energy WPX.N CEO Rick Muncrief forecast at a Federal Reserve Energy Conference.

Prices could see some uplift in the second half of the coming year as supply and demand balance, Muncrief added.

U.S. oil futures CLc1 were trading around \$42.44 recently. They have languished around \$40 a barrel for months, below the cost of production for some U.S. oil producers.

## Global Oil Demand to Stay on Growth Track in 2021

Global oil demand will increase by over 6 million barrels per day in 2021 but remain more than 2 million bpd below 2019 levels as "the global middle class -- the real engine of oil demand -- faces continued pressures from wealth inequality and the ongoing COVID-19 cloud," according to

S&P Global Platts Analytics. The short-term demand outlook is expected to remain subdued as the second wave of the coronavirus pandemic sweeps around the world.

**S&P Global**  
Platts

## Fortune: Chevron Grapples with a New Oil Reality



**Chevron**

Of the businesses most hurt by the pandemic, Chevron is near the top. Oil prices plummeted earlier this year after it became clear that the world's economy—and all the commuting, trucking, and shipping that fuels it—would go into lockdown.

To make matters worse, the energy industry had been pursuing a two-decades-long expansion in fracking. It didn't matter that many experts had predicted that the world had reached or was near reaching "peak oil," the point at which global oil consumption would start to drop because of a shift to more sustainable energy sources.

Interviewed on Fortune's Leadership Next podcast, Chevron CEO Michael Wirth acknowledged the current difficulties in the oil patch. But he argued that oil would play a major role in the global economy for the foreseeable future.

"Oil is an enormous part of the energy economy today and will be for a long, long time to come," Wirth said.

Still, Chevron, which pumps oil everywhere from Texas to Nigeria to Kazakhstan, has tried to weather the current slump by cutting thousands of jobs and by reducing planned spending by billions of dollars over the next few years. In the past 12 months, the company has written down the value of its energy fields by nearly \$16 bil-

lion, an admission that there won't be a quick turnaround.

The complexity of Chevron's situation, and that of its rivals, is compounded by a global reckoning over climate change. Nearly 190 countries have signed the Paris Agreement, a plan to reduce carbon emissions. Meanwhile, the United Nations is pushing countries to achieve net-zero carbon emissions by 2050. Both plans would require countries to make a dramatic shift to renewable energy and forgo oil and natural gas.

Wirth said that Chevron and the rest of the energy industry can nevertheless play a big role by shifting more of its focus to green energy. He pointed to an existing Chevron project in Australia that involves taking carbon dioxide emissions and storing them underground, and another that transforms methane from dairy cow manure into natural gas.

But achieving any meaningful reduction in carbon emissions will require additional tools, and Chevron, Wirth said, is investing in several carbon-free technologies including nuclear fusion and hydrogen. Yet even if countries achieve their carbon goals, he added, fossil fuels will still be part of the energy mix.

"I think we're going to need a lot of technologies and solutions that don't exist today to actually take carbon out of the atmosphere to get to net zero," Wirth said. "Because the reality is there will still be carbon emissions in the system as we get to 2050, under any scenario."

## The Hill: Biden to Champion Climate Action in 2021



Climate change is poised to receive a much bigger spotlight in 2021 as President-elect Joe Biden's incoming administration puts a renewed focus on tackling various environmental and energy issues.

Biden has made combating climate change one of his top priorities when he enters office and has set a goal to make the U.S. carbon neutral by 2050 while pushing different ways to reduce emissions.

While Biden's focus on climate change is set to mark a drastic shift in U.S. policy compared to the Trump administration, complexities in the rulemaking process and pushback from a likely divided government could slow some of his moves.

Here's what to watch on environmental policy in 2021:

### Reducing emissions

Biden is expected to take several actions in the new year aimed at reducing greenhouse gas emissions.

He has promised to sign executive orders on his first day in office that “put us on the right track” toward net-zero emissions by 2050 and a 100 percent clean energy economy, though what those orders will say exactly is unclear.

One step he's expected to take is reviving a major Obama-era rule governing fuel econ-

omy standards that the Trump administration rolled back. The previous rule pushed automakers to produce fleets averaging 55 miles per gallon by 2025, while Trump officials relaxed it to 40 mpg by 2026.

The new administration also plans to require “aggressive” methane pollution limits for oil and gas producers. An analysis from September found that the Trump administration's rules could cause an extra 1.8 billion tons of greenhouse gas emissions over 15 years.

The Trump administration's weakening of coal-fired power plant regulations and rescission of a regulation that would have phased out the use of greenhouse gases called hydrofluorocarbons in appliances are also likely to be targeted by environmentalists in the new year.

Biden has further said he wants to end subsidies for the fossil fuel industry, which could harm the industry and help shift the country more toward renewable energy.

### Making climate part of diplomacy

Biden has signaled he'll incorporate climate change into foreign policy, tapping former Secretary of State John Kerry as a climate envoy and pledging to rejoin the Paris climate agreement on day one.

Kerry, who will sit on the National Security Council, has said since his new role was announced that “Paris alone is not enough.”

Biden has pledged in his first 100 days to meet with leaders of the countries with the most carbon emissions to persuade them to set more ambitious goals.

He has also said he would push for international agreements aimed at lowering emis-

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## The Hill: Biden to Champion Climate Action in 2021

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sions from shipping and aviation, and he has pledged to “embrace” an international agreement called the Kigali amendment that aims to reduce the use of hydrofluorocarbons.

Less drilling, more conservation for public lands

The Biden administration is expected to lessen fossil fuel production on public lands and take steps to increase public lands conservation.

Biden's plan calls for banning new oil and gas drilling permits on public lands and in public waters. He has not called for the end of existing permits to drill on federally owned lands and waters, but has endorsed boosting payments to the government to account for climate costs.

In addition to trying to prevent new drilling in general, Biden has vowed to “permanently” protect a wildlife refuge in Alaska where the Trump administration advanced drilling.

Biden may have a hard time avoiding oil and gas production there, since a 2017 law requires two drilling lease sales in the refuge by the end of 2024, but there are steps he can take to limit drilling there or create obstacles.

Biden has said he wants to create programs for producing renewable energy on public lands and waters, and specifically wants to double offshore wind by 2030.

He will also push to make more of America's lands public, with his climate plan calling for conserving 30 percent of the nation's lands by 2030. According to the left-wing Center for American Progress, the U.S. was conserving 12 percent of its lands as of 2018.

Focusing on environmental justice

Biden has floated putting a major focus on addressing environmental inequities faced by marginalized groups, which more often live near polluting facilities and may suffer health issues as a result.

As president, Biden has said he will “revise and reinvigorate” a 1994 executive order on environmental justice and will create an Environmental and Climate Justice Division at the Justice Department to enforce environmental rules and support climate litigation against polluters.

He has also said he would target 40 percent of clean energy investments to disadvantaged communities while his White House will publish a report in its first 100 days on strategies and technology to improve air and water quality.

Navigating a likely divided Congress

While Biden can achieve some goals unilaterally, others would require Democrats pulling out victories in two Georgia Senate runoff elections in January to take total control of Congress — an unlikely scenario.

If Republicans keep at least one of the two Georgia seats, they would maintain their Senate majority and the power to stymie climate legislation and possibly some of Biden's Cabinet picks.

Still, Biden has said he will demand that Congress pass legislation establishing climate targets, investing in clean energy and climate research, and incentivizing fast deployment of clean energy.

He's also said he would “seek additional legislation to hold corporate executives personally accountable” for environmental law violations.

## Sesco: Workplace Stress and Employee Morale

The year of 2020 with COVID-19, economic challenges and other societal conflict has compounded employee stress. Nearly 70% of American workers reported that the COVID-19 pandemic has been the most stressful time of their career. Similarly, 88% of employees reported moderate to extreme stress in the first months of the pandemic.

The primary causes that have compounded work related stress and anxiety for employees during 2020 include:

- Personal health or the health of family and friends
- Related financial circumstances or worry about being laid off or furloughed
- Difficulty in maintaining focus
- Worsening of existing mental health or physical conditions
- Increased consumption of caffeine, nicotine, alcohol and other legal and illegal substances

With stress, anxiety and uncertainty at all-time high levels, it is important for businesses to implement morale — boosting measures to establish and maintain an effective workforce and a positive company culture.

Employee morale describes the "overall outlook, attitude, satisfaction, and confidence that employees feel at work." In basic terms, employees with high levels of morale are happy, productive and produce a high quality of customer service and team support.

Major benefits of high employee morale include:

- High employee morale results in increased teamwork
- Companies with high employee morale retain productive staff
- Good morale improves office and customer relationships
- The higher the morale, the more productive the team
- High morale results in less absenteeism, high quality of work and high customer satisfaction
- Improved morale results in greater attention to detail
- Employees represent your good name and organization at a much higher level

How to Boost and Maintain Employee Morale

1. Improve workplace communications. Effective owners and leaders fill the void with effective and positive communications. These types of communications take a number of forms to include:

Daily "touch base", meet and greet with employees to see how they are doing, feeling, etc. An effective leader will establish that personal relationship exhibiting personal concern for an employee's and their family's wellbeing.

Daily, weekly and certainly no longer than monthly, communicate with employees business results, goals, positive client feedback, recognize individuals before the team who have performed exceedingly well and other "catch up" meetings and luncheons. During these meetings, always request and allow for employee feedback.

2. Encourage employee feedback. An effective organization fosters a culture that encourages employee feedback. Whether it's through the "catch up" communications as previously noted or more formal employee surveys, suggestion boxes, etc., employee feedback should be a part of leadership efforts.

3. Create a culture of being positive. Company owners and leaders must set the example in creating an enjoyable work environment. This can be done through positive thinking. If the leader is positive, it will trickle down throughout the rest of the organization. A leader must remain optimistic in the face of adversity and serve as a role model for all employees in all situations — no matter how challenging or frustrating things may be.

Create Employee Recognition Opportunities

As with any relationship, positive recognition is extremely important to employee morale. Leadership needs to acknowledge staff's exceptional and hard work through informal as well as formal recognition programs. Informal programs can be as simple as positive feedback as noted in the "catch up" meetings as well as individual meet and greet on a daily basis. More formal programs can include nominations of managers or employees to be recognized. These recognition opportunities may include gift cards, cash rewards and other items of "value." Other types of recognition can be letters to employees and their families in their homes, emails, recognition of employee efforts in newsletters, company websites, bulletin boards, etc.



## Sesco: Workplace Stress and Employee Morale

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Recognize Individual Performance with Increased Compensation

The kiss of death to employee morale is an employee who shows up, does an outstanding job, is committed but receives the same or less in pay and benefits as an employee who shows up and just gets through the day. Employees must be recognized both with employee recognition programs as previously noted but also, more importantly, through increased pay and benefits. Those employees who are your most effective need to know that there are increased career opportunities through promotions and/or compensation. Financial opportunities encourage hard working employees to remain with your organization instead of seeking other career opportunities with higher pay.

Create Opportunities for Employees to Bond

Positive morale is closely tied to how employees feel about their manager as well as team members. So it's important to be creative and provide activities that bring employees closer. It may be as simple as hosting weekly lunches or happy hours. Organize events to include celebrating birthdays, anniversaries or other important milestones. Try to think outside the box asking your team to come up with activities they would like to do together. For those that are working from home, consider hosting virtual happy hours and one-on-one video chat meetings.

Challenge Health, Wellness and Mental Health Programs

Employers should review their formal, defined offerings as well as informal offerings. Informal efforts include offering flexible schedules, providing additional paid time off, encouraging employees to take regular breaks as well as taking earned vacation.

Many organizations are establishing wellness programs where fitness classes or health education classes are provided. Some organizations are bringing in occupational nurses to do individual mental and health "work ups" to establish a roadmap to improve health and wellness. Others are providing everyone with a wearable tracker, like a Fitbit, and have office competition on who has the highest number of steps. Again, these efforts should be creative and involve employee input and development.

As owners and leaders place employee morale as a priority for 2021, pay attention to the following:

Employees who stop communicating

Employees whose energy level has dropped



Employees who are showing signs of burnout

Employees who are missing work

Employees who are becoming frustrated at work

Employees who may be having financial, family or other personal challenges

These warning signs are not only issues as relates to employee morale but also employee health, wellness and safety. Managers shouldn't hesitate to engage these individuals to see what the organization can offer to support the individual.

The following are SESCO's reminders to owners and managers of what employees want and need from their organization. Further, one of the most effective communications programs an employer can engage is that of an employee satisfaction survey. This will provide owners and leaders a baseline of employee satisfaction and also employee feedback to improve the organization's overall productivity and success.

What Employees Want and Need

Employees want to do interesting, challenging work in which they can assume some responsibility. Employees welcome work that is challenging and want the chance to think for themselves and contribute new ideas. If you don't give people work that is challenging and motivating, you force them to get job satisfaction through compensation — more money and higher benefits. This results in more wage and benefit demands and labor unrest. Spiraling wages over the years have not motivated working people except to look for their next wage increase. So-called "fringe benefits," which now cost employers approximately 35% of their annual payroll, do not motivate employees. People spend less time working for money and more security than ever before, and the trend cannot be reversed.

Employees want recognition for good work. Verbal and tangible recognition is often more important than pay increases. "Recognition" from management makes an employee feel important and appreciated. These basic "self-esteem" needs, when consistently met by management and supervision, is one of the most powerful, intrinsic job motivators.

## Opinion: Strategic Leadership 2021: Lessons from Strategy Class, Lead Change

Strategic leadership means leading for today, tomorrow, and beyond. It manifests through helping shape a continually evolving organizational paradigm while operating effectively in the current environment. Leading the long view takes place by engaging team members in creating co-ownership of the future-state vision and strategy that brings the vision to life. Vision is distilled into actionable priorities, which become the day-to-day operating plan guiding all team members in performing their work.

As I work with organizations preparing for the new year, one of the most common topics of discussion is what it takes to set a strategic course through times of uncertainty. In part, this requires acknowledgment that the operating landscape is a dynamic environment in continuous change. Under more normal circumstances, we might not feel base-level change; similarly, even though planet earth moves at a speed of 1,000 miles per hour at the equator, we don't feel that baseline movement. Events like Covid-19 accelerate and focus change, but even absent extraordinary accelerants, the nature of business is dynamic motion.

When I taught a college course in strategic management, the notion of strategy as a fluid process rather than a static document created confusion for some of my students. How could an organization be both, clear in its' path forward, and malleable as conditions changed? My answer: Strategic leaders must achieve balance, with the business's vision as the fulcrum. The future state picture vision describes is the destination; the path, aka: strategy, may need to change as conditions shift. When environmental changes accelerate, a strategic leadership approach becomes essential.

Here are five ideas to help sustain a strategic leadership approach with your organization:

Recognize that defining, designing and delivering strategy is a team sport. The environment – within and outside your organization – is dynamic, and your team is the source of rich, diverse observation and interpretation of what the changes mean. Capture their input for distillation into strategy adjustments designed to fulfill your future state vision.

Acknowledge that it's daily actions that matter, not the strategy document. Future state vision informs organizational priorities. Priorities define activities. Strategies are bundles of activities. The aggregation of activities create operating results. Having a great plan that doesn't translate into what team members do in their work every day is a waste of the paper it's printed on. A CEO I worked with said "if a competitor got a copy of our strategic plan, it wouldn't matter because they wouldn't be able to execute the activities the way we do".

Align expectations – yours and your team members – in the dynamic nature of your operating environment. When expectations differ from reality, people are frustrated or disappointed. If your team expects status quo, it will be harder for them to adjust to varying rates of change. Spinning in space at 1,000 miles an hour is an overwhelming concept if you were expecting something different.

Adjust activities to fit the current environment. Adjustment is easier for some organizations than others. If adjustment is difficult for your business, 2021 is the time to build up your adaptability competency.

Own the Tone - Leaders are vision stewards. Set the tone by giving voice to the vision. Holding vision as the destination, without attachment to the path, is essential to sustaining balance between where your organization is today, where you're going and how you get there.

As you fine-tune your 2021 business plan, remember - strategic leadership is about achieving balance between today's reality, tomorrow's aspirations and connecting the two.



## Reuters: Phillips 66 Lowers 2021 Spending Budget After Pandemic Hit

U.S. oil refiner Phillips 66 recently set its 2021 capital budget at \$1.7 billion, around 43% lower than forecast for the previous year, as the energy industry struggles to recover from the blow of the COVID-19 pandemic.

The coronavirus crisis and resulting lockdowns upended global travel and fuel demand, creating a supply glut that pushed U.S. crude oil prices briefly into negative territory in April.

West Texas Intermediate crude futures have recovered much of those losses on the back of COVID-19 vaccine progress, although they have shed about 23% of their value so far this year.

Phillips 66 Chief Executive Officer Greg Garland warned that market conditions remain challenging, even as smaller rival

HollyFrontier Corp last month outlined plans to double its spending next year, counting on an expected recovery in fuel demand.

Garland said the company's focus will be on cutting expenditures and for 2021, it will prioritize completion of projects in progress and renewable fuels, which have seen a demand surge this year.

Phillips 66 said its 2021 budget includes capital expenditures of \$776 million on the refining segment and \$610 million on midstream.

Including contributions from affiliates, the company's adjusted 2021 capital program will be about \$2.38 billion, below 2020's forecast of \$2.9 billion.



## U.S. Oil Industry Group Pledges to Fight Possible Biden Fracking Limits

(Reuters) - If U.S. President-elect Joe Biden tries to restrict development of oil and gas drilling on federal lands, the American Petroleum Institute (API) will use “every tool at its disposal” including legal action, chief executive Mike Sommers said in an interview with Reuters on Monday.

Biden has said he supports a ban on new gas and oil permits — including fracking — on federal lands.

Fracking, or hydraulic fracturing, is a drilling technology that has allowed the U.S. oil industry to vastly boost output in recent years, making the United States the world’s largest producer of crude oil. Environmental groups oppose fracking, saying it pollutes groundwater and exacerbates climate change.

Sommers said the API looks forward to working with the incoming Biden administration on energy, but would “draw the line” if Biden implemented restrictions on lands that were “always meant for multi-use.”

“This would be a far reaching proposal that would undermine American national and energy security to the detriment of the American people,” Sommers told Reuters.

He cited potential loss of jobs and gross domestic product in states that rely on revenues from oil and gas production.

“We would be very concerned about those kinds of proposals coming out of the Biden administration,” he added.

The Biden transition team did not reply to a request for comment.

Sommers said the oil industry group wants to be involved in discussions on issues such as future federal regulation of methane emissions.

Biden has vowed to take actions including requiring “aggressive” methane pollution limits for new and existing oil and gas operations.

Sommers said Biden “should want the people who know this issue best, in the oil and gas industry, at the table to discuss the right way to do this.”

Biden has also pledged to reverse course on climate from President Donald Trump, who pulled the United States out of the 2015 Paris agreement on climate and dismantled Obama-era climate and environmental regulations. Sommers said the API supports the fundamental tenets of the agreement and will work with the incoming administration as it transitions back into the agreement.

The API’s alliance with the National Building Trades Union will be important under a Biden administration, Sommers said. Biden has publicly opposed construction of pipelines that employ union workers.

He also said he sees a possibility of alliance with labor unions and biofuels groups on policies supporting vehicles that use the internal combustion engine.



## Exxon Announces New Emissions Targets After Investor Criticism, Bloomberg

Exxon Mobil Corp. entered 2020 with a multiyear growth plan projected to significantly increase its greenhouse-gas emissions. Then came Covid-19 and criticism from activist investors over its record on climate and financial returns.

Now the year will end with Exxon setting new, more ambitious targets to reduce emissions per barrel of oil and disclose, for the first time, data on pollution related to customers' use of its fuels.

The Irving, Texas-based company said Monday it will reduce upstream emissions intensity -- those caused by pumping oil and gas from the ground -- by as much as 20 per cent by 2025 as well as cutting flaring and methane leaks. Exxon described its new plan as consistent with the goals of the Paris Agreement, which calls for countries to limit global warming to 1.5 degrees Celsius above pre-industrial temperatures.

Like Chevron Corp., Exxon's climate goals are linked to reducing emissions intensity, meaning less pollution per barrel of oil produced, as opposed to cutting absolute emissions. That leaves the company wiggle room to increase its overall contribution to climate change in the future if crude output grows.

"This was a company that was way behind the industry in terms of how they were thinking about a low-carbon world," Aeisha Mastagni, a fund manager at California State Teachers' Retirement System, the second-largest U.S. public pension fund, said in an interview. "The fact that they're just now getting on board to announce some of those reduction plans tells us a lot about their long-term strategy."

Exxon's targets appear weaker than many of those made by European oil companies that have set reduction goals linked not only to internal operations but to customers' use of products like gasoline. These so-called Scope 3 emissions had not previously been disclosed by Exxon, even as many other oil majors have published such figures.

All major European oil companies have set net-zero goals. BP Plc, Repsol SA and Eni SpA aim to deliver absolute reductions in the short term, whereas Royal Dutch Shell Plc, Total SE and Equinor ASA have set emissions intensity goals. Exxon's goals are "specific, actionable plans that we can hold our organization accountable" for, said Pete Trelenberg, Exxon's director of greenhouse gas and climate change, during a call with reporters. The targets will be updated over time, he said.

Will Exxon's Emissions Targets Satisfy Larry Fink?: Bloomberg Opinion's Liam Denning

Activist investors Engine No. 1 and D.E. Shaw & Co. went public last week with criticisms of Exxon for not acting quickly enough on emissions as well as for years of poor shareholder returns. Engine No. 1, which counts CalSTRS among its supporters, called for "more significant investment in net-zero emissions energy sources," in its letter to Exxon's board.

CalSTRS would like to see the new climate targets form part of a wider, long-term strategy to better navigate the energy transition,

Mastagni said. The fund wants Exxon to appoint four new independent directors who it believes would help create value within a transformation of the energy industry.

### Detailed Analysis

Exxon said Monday its emissions pledge was made as part of its annual business planning process and was a "result of several months of detailed analysis and includes input from shareholders."

At the beginning of the year, internal Exxon projections showed that emissions would rise 17 per cent over the next five years, according to company documents reviewed by Bloomberg. That increase in greenhouse-gas emissions was tied to a \$210 billion expansion of oil and gas production set forth by Chief Executive Officer Darren Woods in 2018.

Exxon said estimates in the planning documents are preliminary and did not include additional measures to cut emissions. The company recently radically scaled back the expansion plan in response to the pandemic-driven reduction in oil demand.

The new targets include:

Upstream emissions intensity to drop 15 per cent to 20 per cent by 2025 compared with 2016 levels

Methane intensity to decline by 40 per cent to 50 per cent

Flaring intensity to fall by 35 per cent to 45 per cent

Routine flaring will be eliminated by 2030

Exxon also plans to provide annual Scope 3 emissions data

Exxon chose to target emissions intensity rather than absolute emissions because "we want to try and achieve first-quartile performance" relative to peers, Trelenberg said.

"To achieve the intensity targets we do need absolute emissions reductions as well, and those will be particularly focused in the methane and the flaring areas," he said.

### Wyoming Project

Exxon's new plan also includes continued investment in what the company terms "lower-emission technologies such as carbon capture." This technology to collect carbon dioxide from oil and gas production and safely bury it under ground is often discussed by the company. But earlier this year, as Bloomberg reported this month, Exxon delayed indefinitely a project in Wyoming that would have become one of the largest carbon capture facilities in the world.

Internal documents reviewed by Bloomberg refer to carbon capture, reductions in methane leaks and improvements in energy efficiency as "self-help measures." At the start of this year, the Exxon documents show that these measures would have amounted to a reduction of 11 million metric tons per year by 2025—less than 10 per cent of Exxon's most-recently reported direct emissions.

## Opinion: How To Anticipate And Adapt To The Unforeseeable, Strategiccfo360

Scientists believe humans are the most adaptable species on the planet. Our capacity to adjust to change is why we are still here and has a lot to do with why we have outlasted other life forms. The dinosaurs disappeared not because of bigger, faster, or meaner beasts coming after them. They disappeared because they failed to anticipate and adapt. Humans have a good track record of reacting to what is within sight and what we can believe with sufficient certainty. We adapt when the upside or downside are great enough to overcome inertia. We seek to minimize uncertainty to survive. We don't generally adapt to live larger.

Today's challenge is that adapting to market conditions by making what appear to be predictable, controllable, incremental moves after the fact is no longer good enough. Among the many lessons of 2020, being able to anticipate – in a market where speed and unpredictability seem to be constants – will be far more useful than the slow and measured responses that may have been adequate for the slow, measurable and controllable shifts of pre-digital and pre-pandemic times.

The new ground rule: Anticipate whenever you can and be prepared to adapt when the inevitable unanticipated happens.

Why is it so critical for the CFO to anticipate and adapt? The CFO has a unique lens on the business, covering the entire scope of what all individual units and functions are producing and spending, their results, and the implications for how the totality of everyone's efforts delivers against shareholder expectations.

In an environment of rapid and unforeseeable change, the CFO can help the CEO and their c-suite colleagues get a head start on seeing what may be around the corner and as a result improve agility and their ability to manage risk. The CFO who accomplishes this will be stepping up their contribution as a strategic business partner.

Why are some teams better at anticipating and adapting than others?

Businesses that are able to reinvent have five traits in common. They:

1. Proactively and consistently pay attention to and act upon social and economic trends.
2. Know and are passionate about their purpose.
3. Routinely experiment and learn in the course of operating the business.
4. Seek and value diverse perspectives.
5. Have alignment with their investors on purpose, vision and strategy.

Why is it so hard to anticipate?

Absent a known future it's hard for most people to anticipate. There's no target timing, and there is no certainty of a positive outcome. If things are good, why bother even imagining having to change?

We all have biases, formed naturally by our accumulated knowledge and experience. Our biases can act like blinders,

limiting our thinking, and actually blocking out our ability to see new possibilities which would lead us to reallocate resources, reprioritize, shut down favorite projects, restructure, or turn our attention to work that was not part of our plans. Enabling the ability to anticipate and adapt Distill anticipating and adapting down to decisions and behaviors. Start by deploying these tactics:

1. Recognize and question biases, whether your own or those of colleagues and team members, vendors and partners. Being able to set biases aside will allow you to see your business' situation differently.
  2. Send the message to the organization that anticipating is a valid use of effort and resources. This means investing routinely in trend identification, assessment and analysis, engaging in customer listening, seeking different perspectives from external experts, advisors, or others who can look at your situation in ways completely differently than your own. It means synthesizing what you discover into "so what's" – implications – that should be inputs to the planning process and affect decisions and actions.
  3. Challenge how you execute, not just what is executed. Old methods generally don't work to solve entirely new problems. As you anticipate alternative futures, do not underestimate that retooling will be required — people, process, infrastructure, how resources are allocated, how decisions are made. We have all seen during 2020 extreme changes not only in priorities, but also in how we executed to deliver.
  4. Connect your organization's vision and purpose to your priorities. Not clear on your business's vision and purpose? Push for resolution, starting with the CEO and your colleagues. Lack of purpose in these times could become the equivalent of sitting on a foundation made of sand.
  5. Value people whose strength is imagining and shaping the future. Some people are simply better than others at seeing beyond what is happening right now. Their specialty is making non-linear moves. But especially in a mature business these people can be dismissed as dreamers because they may not affect short-term results. They may not be making the numbers for the quarter, but they could be the ones who rescue the year or next year. So be sure the anticipators have a home on the team and provide them with air cover.
  6. Set appropriate expectations. Effort invested in anticipating and readying the organization to adapt with agility will not deliver linear results and will not deliver on a typical timeline. Assume setbacks. Be ready to accelerate. Expect to iterate, experiment, prototype and learn to build your anticipation muscle and mindset.
- Anticipating, and then being ready to adapt effectively, are no longer optional. The CFO is well positioned to play a leadership role in building the organization's capacity to anticipate and adapt. These competencies are built-in to the CFO's elevated role as a strategic business partner, and to their responsibility to manage business risk.

## SSDA-AT Issues FTC Challenge to GM Customer Acknowledge Form on non-GM Products

SSDA-AT, the Tire Industry Association, and the Automotive Oil Change Association have written to the Federal Trade Commission, concerning an internal General Motors (GM) customer acknowledgment form for disclosure of non-GM products.

This form was recently brought to our attention, and is a clear attempt by GM to actively discourage consumers from using non-original parts based on incorrect information regarding the quality of non-original equipment replacement parts; and further mislead the public into believing that use of non-OEM part would in itself void their new car warranties. There is little doubt that this form which is being used today at a dealership is a clear violation of the Magnuson-Moss Warranty Act (MMWA), which prohibits the conditioning of warranties based on the use of non-original equipment part.

The four national trade Associations urged the Commission to take action against GM for this MMWA violation based on the intention to mislead the public regarding their rights under MMWA. Our groups have brought similar actions to the attention of the Commission, but with limited success. Obviously, the absence of enforcement has provided the manufacturers with encouragement to continue to mislead the public and to attempt to use a new car warranties as a tool for capturing increased market share in the aftermarket without regard for the anti-tying provisions included in MMWA.

After stating the obvious, "Non-GM parts are not covered under the GM New Vehicle Limited Warranty," the following blanket statement that, "They also may damage the vehicle, compromise its compliance with safety standards or void the GM warranty itself" is purposely murky and misleading. Consumers reading the warning would be convinced that the simple act of using a non-OE part would create a right for the manufacturer to void the warranty. GM fails to mention that under the MMWA, the manufacturer would need to demonstrate that the aftermarket part caused the vehicle failure for the warranty to be voided. This is a critical disclosure that must be provided to provide context to the manufacturer's statement regarding the new car warranty. The statement further states that use of non-OE part might

compromise vehicle safety standards where this no proof that this occurs frequently with non-OE parts.

The statements made in the document are clearly meant to direct a consumer away from using any aftermarket parts on their vehicle, and to cement this falsely-created apprehension in the consumer's mind. The document concludes with the statement at the bottom of the form stating: "Note: A copy of this signed form must be kept in the Customer New or Used Sales Jacket and/or Vehicle Service History File". The connotation here is obviously that the consumer's poor decision choice will reflect badly on them and stay with them throughout their continued engagement with the dealership service department.

Additionally, in connection with the warranty for certain Chevrolet models, GM has required owners to have a routine tire rotations at least every 7,500 miles performed by only GM dealers and authorized tire service centers (owner's manual) or "authorized tire dealers for your brand" (warranty booklet), all which are brand service designations. Limiting tire rotation service to authorized tire service centers/tire dealers is also anti-competitive in that it restricts tire services to companies that sell tires. Most aftermarket automotive service facilities don't sell tires or carry constant stock if they do. For example, over 80% of professional fast lube operators rotate tires, but less than 40% sell them. Moreover, even if it were acceptable to eliminate service professionals due to lack of tire sales, no process exists for aftermarket automotive service center to be "authorized" tire service centers by GM or every tire manufacturer, which is what would be required of most aftermarket centers given GM installs a variety of tire brands.

GM's tire service restrictions are also nonsensical as applied to the major tire manufacturers' dealer network, wherein there may be multiple levels to consider. For example, Goodyear has a Tire & Service Network (TSN) that they recommend on the dealer search. When you expand the search criteria to all results, there are other "Goodyear" locations that are not part of the TSN. Are they all authorized? Only the TSN dealers are authorized? And what about the thousands of other independent tire dealers who are qualified to rotate tires but may not be part of any

# SSDA-AT Issues FTC Challenge to GM Customer Acknowledge Form on non-GM Products

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manufacture network? DO GM’s restrictions mean Michelin tires can only be rotated by a Michelin dealer? Goodyear and Bridgestone have company-owned stores, would they be part of the “authorized tire dealers” category or the only authorized tire dealers for those brands?

There are easily 100,000 points of sale between the tire dealers, automotive repair shops, and fast lube facilities where millions of tires have been safely and properly rotated without any OEM factory training from a vehicle of tire manufacturer. Restricting the common maintenance service to the GM dealers or “authorized” anything is the definition of anti-competitive.

Under a vehicle care “Warning” heading, the owner’s manuals for affected models, like 2020 Chevy Colorado owner’s manual excerpts provided below, state the following:

“Only the dealer or an authorized tire service center should repair, replace, dismount, and mount tires”.

In order to perform required routine tire rotations, the tires must be dismounted and mounted. The inescapable logic of GM’s brand service limitation on dismounting and mounting tires means only the cited brand service providers may provide the required tire rotations. Further supporting the company’s logic that only dealers or authorized tire service centers are allowed to do tire rotations and any other service requiring tire removal, GM also includes a brand tire parts commandment in the owner’s manual:

“Replace wheels, wheel bolts, wheel nuts, or Tire Pressure Monitoring System (TPMS) sensors with new GM original equipment parts.”

## 262 Vehicle Care

Warning (Continued)	
•	Replace any tires that have been damaged by impacts with potholes, curbs, etc.
•	Improperly repaired tires can cause a crash. Only the dealer or an authorized tire service center should repair, replace, dismount, and mount the tires.
•	Do not spin the tires in excess of 56 km/h (35 mph) on slippery surfaces such as snow, mud, ice, etc. Excessive spinning may cause the tires to explode.

### Wheels and Tires

**Tires**  
Every new GM vehicle has high-quality tires made by a leading tire manufacturer. See the warranty manual for information regarding the tire warranty and where to get service. For additional information refer to the tire manufacturer.

Warning	
•	Poorly maintained and improperly used tires are dangerous.
•	Overloading the tires can cause overheating as a result of too much flexing. There could be a blowout and a serious crash. See <i>Vehicle Load Limits</i> ▷ 153.

(Continued)

### Vehicle Care 261

#### Warning (Continued)

- Underinflated tires pose the same danger as overloaded tires. The resulting crash could cause serious injury. Check all tires frequently to maintain the recommended pressure. Tire pressure should be checked when the tires are cold.
  - Overinflated tires are more likely to be cut, punctured, or broken by a sudden impact — such as when hitting a pothole. Keep tires at the recommended pressure.
  - Worn or old tires can cause a crash. If the tread is badly worn, replace them.
- (Continued)

#### Tire Inspection

We recommend that the tires, including the spare tire, if the vehicle has one, be inspected for signs of wear or damage at least once a month.

- Replace the tire if:
- The indicators at three or more places around the tire can be seen.
  - There is cord or fabric showing through the tire’s rubber.
  - The tread or sidewall is cracked, cut, or snagged deep enough to show cord or fabric.
  - The tire has a bump, bulge, or split.
  - The tire has a puncture, cut, or other damage that cannot be repaired well because of the size or location of the damage.

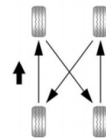
#### Tire Rotation

Tires should be rotated every 12 000 km (7,500 mi). See *Maintenance Schedule* ▷ 315.

Tires are rotated to achieve a uniform wear for all tires. The first rotation is the most important.

Anytime unusual wear is noticed, rotate the tires as soon as possible, check for proper tire inflation pressure, and check for damaged tires or wheels. If the unusual wear continues after the rotation, check the wheel alignment. See *When It Is Time for New Tires* ▷ 276 and *Wheel Replacement* ▷ 281.

#### Vehicle Care 275



Use this rotation pattern when rotating the tires. Do not include the spare tire in the tire rotation. Adjust the front and rear tires to the recommended inflation pressure on the Tire and Loading Information label after the tires have been rotated. See *Tire Pressure* ▷ 268 and *Vehicle Load Limits* ▷ 153. Reset the Tire Pressure Monitor System. See *Tire Pressure Monitor Operation* ▷ 270.



# SSDA-AT Issues FTC Challenge to GM Customer Acknowledge Form on non-GM Products

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## Maintenance Schedule

### Owner Checks and Services

#### At Each Fuel Stop

- Check the engine oil level. See *Engine Oil* ◊ 230.

#### Once a Month

- Check the tire inflation pressures, including the spare. See *Tire Pressure* ◊ 268.
- Inspect the tires for wear. See *Tire Inspection* ◊ 275.
- Check the windshield washer fluid level. See *Washer Fluid* ◊ 241.

#### Engine Oil Change

When the CHANGE ENGINE OIL SOON message displays, have the engine oil and filter changed within the next 1,000 km (600 mi). If driven under the best conditions, the engine oil life system may not indicate the need for vehicle service for up to a year. The engine oil and filter must be changed at least once

a year and the oil life system must be reset. Your trained dealer technician can perform this work. If the engine oil life system is reset accidentally, service the vehicle within 5,000 km (3,000 mi) since the last service. Reset the oil life system when the oil is changed. See *Engine Oil Life System* ◊ 232.

#### Extended Idle Use

When the vehicle is used in a way that requires extended idle time, one hour of use shall be deemed the same as 33 miles. See *Driver Information Center (DIC) (Base Level)* ◊ 114 or *Driver Information Center (DIC) (Uplevel)* ◊ 116 for hourmeter.

#### Passenger Compartment Air Filter

The passenger compartment air filter removes dust, pollen, and other airborne irritants from outside air that is pulled into the vehicle. The filter should be replaced as part of routine scheduled maintenance. Inspect the passenger compartment air filter every 36,000 km

## Service and Maintenance 315

(22,500 mi) or two years, whichever comes first. Replace if necessary. More frequent replacement may be needed if the vehicle is driven in areas with heavy traffic, areas with poor air quality, or areas with high dust levels. Replacement may also be needed if there is a reduction in air flow, excessive window fogging, or odors.

#### Air Conditioning Desiccant (Replace Every Seven Years)

The air conditioning system requires maintenance every seven years. This service requires replacement of the desiccant to help the longevity and efficient operation of the air conditioning system. This service can be complex. See your dealer.

#### Tire Rotation and Required Services Every 12,000 km (7,500 mi)

Rotate the tires, if recommended for the vehicle, and perform the following services. See *Tire Rotation* ◊ 275.

## Things to Know About the New Vehicle Limited Warranty 15

components. Examples of the types of components that might be serviced in this fashion include: engine and transmission assemblies, instrument cluster assemblies, radios, compact disc players, batteries, and powertrain control modules.

#### Warranty Repairs – Recycled Materials

Environmental Protection Agency (EPA) guidelines and GM support the capture, purification, and reuse of automotive air conditioning refrigerant gases and engine coolant. As a result, any repairs GM may make to your vehicle may involve the installation of purified reclaimed refrigerant and coolant.

#### Tire Service

Any authorized Chevrolet or tire dealer for your brand of tires can assist you with tire service. If, after contacting one of these dealers, you need further assistance or you have questions, contact the Chevrolet Customer Assistance Center. The

toll-free telephone numbers are listed under *Customer Assistance Offices* ◊ 35.

#### Aftermarket Engine Performance Enhancement Products and Modifications

Some aftermarket engine performance products and modifications promise a way to increase the horsepower and torque levels of your vehicle's powertrain. You should be aware that these products may have detrimental effects on the performance and life of the engine, exhaust emission system, transmission, and drivetrain. The Duramax Diesel Engine, Allison Automatic Transmission™, and drivetrain have been designed and built to offer industry leading durability and performance in the most demanding applications. Engine power enhancement products may enable the engine to operate at horsepower and torque levels that could damage, create failure, or reduce the life of the engine, engine emission system, transmission, and

## Wheel Replacement

Replace any wheel that is bent, cracked, or badly rusted or corroded. If wheel nuts keep coming loose, the wheel, wheel bolts, and wheel nuts should be replaced. If the wheel leaks air, replace it. Some aluminum wheels can be repaired. See your dealer if any of these conditions exist.

Your dealer will know the kind of wheel that is needed. Each new wheel should have the same load-carrying capacity, diameter, width, offset, and be mounted the same way as the one it replaces.

Replace wheels, wheel bolts, wheel nuts, or Tire Pressure Monitor System (TPMS) sensors with new GM original equipment parts.

### Warning

Using the wrong replacement wheels, wheel bolts, or wheel nuts can be dangerous. It could affect the braking and handling of the vehicle. Tires can lose air, and cause loss of control, causing a crash. Always use the correct wheel, wheel bolts, and wheel nuts for replacement.

### Caution

The wrong wheel can also cause problems with bearing life, brake cooling, speedometer or odometer calibration, headlamp aim, bumper height, vehicle ground clearance, and tire or tire chain clearance to the body and chassis.

## Vehicle Care 281

### Used Replacement Wheels

#### Warning

Replacing a wheel with a used one is dangerous. How it has been used or how far it has been driven may be unknown. It could fail suddenly and cause a crash. When replacing wheels, use a new GM original equipment wheel.

### Tire Chains

#### Warning

If the vehicle has 255/55R20, 255/65R17 AT, 265/60R18, 265/65R17 or 265/70R16 size tires, do not use tire chains. There is not enough clearance. Tire chains used on a vehicle without the proper amount of clearance can cause damage to the brakes, suspension, or other vehicle.

(Continued)

## 16 Things to Know About the New Vehicle Limited Warranty

drivetrain. Damage, failure, or reduced life of the engine, transmission, emission system, drivetrain or other vehicle components caused by aftermarket engine performance enhancement products or modifications may not be covered under your vehicle warranty.

#### After-Manufacture "Rustproofing"

Your vehicle was designed and built to resist corrosion. Application of additional rust-inhibiting materials is neither necessary nor required under the Sheet Metal Coverage. GM makes no recommendations concerning the usefulness or value of such products.

Application of after-manufacture rustproofing products may create an environment which reduces the corrosion resistance built into your vehicle. Repairs to correct damage caused by such applications are not covered under your New Vehicle Limited Warranty.

#### Paint, Trim, and Appearance Items

Defects in paint, trim, upholstery, or other appearance items are normally corrected during new vehicle preparation. If you find any paint or appearance concerns, advise your dealer as soon as possible. Your owner manual has instructions regarding the care of these items.

#### Vehicle Operation and Care

Considering the investment you have made in your Chevrolet, we know you will want to operate and maintain it properly. We urge you to follow the maintenance instructions in your owner manual.

If you have questions on how to keep your vehicle in good working condition, see your Chevrolet dealer, the place many customers choose to have their maintenance work done. You can rely on your Chevrolet dealer to use the proper parts and repair practices.

#### Maintenance and Warranty Service Records

Retain receipts covering performance of regular maintenance. Receipts can be very important if a question arises as to whether a malfunction is caused by lack of maintenance or a defect in material or workmanship.

A "Maintenance Record" is provided in the maintenance schedule section of the owner manual for recording services performed. The servicing dealer can provide a copy of any warranty repairs for your records.

#### Chemical Paint Spotting

Some weather and atmospheric conditions can create a chemical fallout. Airborne pollutants can fall upon and adhere to painted surfaces on your vehicle. This damage can take two forms: blotchy, ring-shaped discolorations, and/or small irregular dark spots etched into the paint surface.

In 2020 GM Chevrolet Warranty Booklet, under the heading "Tire Service", GM limits service providers to "[a]ny authorized Chevrolet or tire dealer for your brand of tires," and then orders owners to retain receipts covering performance of regular maintenance because "[r]eceipts can be very important if a question arises as to whether a malfunction is caused by lack of maintenance or a defect in material or workmanship." Additionally, the same warranty booklet declares the use of any non-GM part to be a non-covered "equipment alteration," in one instance referring to the warranty-negating standard as use alone and in another referring to it as where components are "damaged or otherwise affected by the installation of a non-GM part" (emphasis added). Those terms would include non-GM brand wheel nuts and other parts that may be necessary to complete a tire rotation or other service where the tires must be removed.

## 18 Things to Know About the New Vehicle Limited Warranty

#### Permanent Relocation

This warranty applies to GM vehicles registered in the United States and normally operated in the United States. If you have permanently relocated and established household residency in another country, GM may authorize the performance of repairs under the warranty authorized for vehicles generally sold by GM in that country. Contact an authorized GM dealer in your country for assistance.

**Important:** Chevrolet warranty coverages may be void on Chevrolet vehicles that have been imported/exported for resale.

#### Original Equipment Alterations

This warranty does not cover any damage or failure resulting from modification or alteration to the vehicle's original equipment as manufactured or assembled by General Motors. Examples of the types of alterations that would not be covered include cutting, welding,

or disconnecting of the vehicle's original equipment parts and components.

**Additionally, General Motors does not warranty non-GM parts, calibrations, and/or software modifications.** The use of parts, control module calibrations, software modifications, and/or any other alterations not issued through General Motors will void the warranty coverage for those components that are damaged or otherwise affected by the installation of the non-GM part, control module calibration, software modification, and/or other alteration.

The only exception is that non-GM parts labeled "Certified to EPA Standards" are covered by the Federal Emissions Performance Warranty.

#### Recreation Vehicle and Special Body or Equipment Alterations

Installations or alterations to the original equipment vehicle or chassis, as manufactured and assembled by GM, are not covered by this warranty. The special body company, assembler, or equipment installer is solely responsible for warranties on the body or equipment and any alterations to any of the parts, components, systems, or assemblies installed by GM. Examples include, but are not limited to, special body installations, such as recreational vehicles, the installation of any non-GM part, cutting, welding, or the disconnecting of original equipment vehicle or chassis parts and components, extension of the wheelbase, suspension and driveline modifications, and axle additions.

## SSDA-AT Issues FTC Challenge to GM Customer Acknowledge Form on non-GM Products

*Continued from page 17*

The auto care industry has worked diligently over the last century to maintain a competitive service and repair environment for consumers. However, over the past twenty years, as automobile manufactures and their dealerships have sought to extract ever more profit from ancillary sales, manufacturers have been more aggressive in trying to convince consumers that vehicle maintenance and repair should be the sole domain of the vehicle dealership. While we have appreciated the Commission’s willingness to listen to our concerns, we strongly urge that appropriate action be taken as soon as possible in order to mitigate confusion and distress for consumers. The battle of a competitive vehicle service and repair environment is rapidly growing more difficult and more heated, and we believe the Commission should resolutely assert itself in defense of the MMWA.

In a letter dated November 23, 2020 and received on November 30, 2020 Louis C. Greisman , Marketing Practices Division, Bureau of Consumer Protection, Federal Trade Commission, confirmed securing our complaint and asserted, “we take very seriously the concerns you raised

and appreciate you bringing their issues to our attention.”





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