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Society

2010 HIGHLIGHTS...

Global lost-time case rate improved 11 percent from 2009 to 2010	Continuing to win recognition for our diversity efforts	Gave \$29 million to hundreds of charitable organizations in 2010	Provided 112,000-plus hours of service work in 2010
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Our operations affect a broad range of stakeholders. We believe that maintaining strong and open relationships with our employees, customers, suppliers, dealers, investors and society at large plays an important role in our ability to meet our goals.

Positive relationships with employees and business partners help us to improve efficiencies, cost and quality, and to develop and deliver new innovations. Effective two-way communication with our customers, dealers and other stakeholders helps us to understand and deliver the products that customers want. Strong relationships with our suppliers enable us to work together to implement the environmental and human rights initiatives that are critical to a sustainable business.

### Assessing Materiality

Our recently updated [materiality analysis](#) confirms that our relationships with stakeholders remain an important issue for both the Company and our stakeholders. Specifically, the analysis identified the issues of employee relationships, supplier relationships, dealer relationships, and diversity and inclusion as highly or moderately important. Supplier relationships, in fact, increased in importance from our last analysis and are now considered among Ford's top material issues.

In addition, workplace health and safety continued to remain an issue of high potential impact on Ford and of moderate concern to stakeholders. We also found the issues of community engagement, impacts and contributions to be of high concern to Ford and of moderate concern to stakeholders – a reversal from our last materiality analysis, which found these issues to be of higher concern to stakeholders than to our Company itself. All of these types of issues are addressed in this section.

The materiality analysis showed customers to be most concerned with issues related to the competitiveness of our products, including fuel economy, quality, safety, emerging markets products and strategies, and tailpipe emissions. They were also concerned about clean vehicle and fuel technologies, as well as issues of community engagement. These issues are addressed in the [Climate Change](#), [Environment](#) and [Economy](#) sections of this report.

Related Links

This Report:

- [Materiality Analysis](#)



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## Progress

Over the last year, we made progress in a number of areas related to our key stakeholders. For example, we:

- Announced plans to add 7,000 new hourly and salaried jobs in the United States between 2011 and 2012
- Paid profit sharing to eligible UAW members and awarded bonuses to U.S. employees
- Continued our trend of steady and marked improvement in our global lost-time case rate (a major safety indicator); it dropped 11 percent from 2009 to 2010
- Continued to win recognition for our diversity efforts
- Supported hundreds of organizations with charitable grants totaling \$29 million
- Provided more than 112,000 hours of employee and retiree community service work – the equivalent of \$2.25 million in in-kind corporate contributions

To learn about our commitments in some of these areas, see our [Goals and Commitments](#) table.

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## Who Are Our Stakeholders?

We have sustained, interdependent relationships with several distinct categories of stakeholders: employees, customers, dealers, suppliers, investors and communities. Also important is our relationship to “society,” which includes government agencies, nongovernmental organizations (NGOs) and academia. We identified these categories of stakeholders through internal analysis and discussion during the early phases of developing our sustainability programs.



<h3 style="margin: 0;">Employees</h3> <p style="margin: 0;">At year-end 2010, we employed approximately 164,000<sup>1</sup> individuals at 73 plants, 41 distribution centers/warehouses, 57 engineering research/development facilities and 106 sales offices worldwide. Substantially all of the hourly employees in our Automotive operations in the U.S. are represented by unions and covered by collective bargaining agreements. Most hourly employees and many nonmanagement salaried employees of our subsidiaries outside the U.S. are also represented by unions. These unions are key partners with Ford in providing a safe, productive and respectful workplace.</p> <p style="margin: 0;">Ford faces workplace health and safety challenges similar to those of many multinational manufacturing companies. These challenges include, for example, establishing and reinforcing high, common expectations for the safety of our employees worldwide. Most of our manufacturing facilities have joint union/management safety committees that guide the development and implementation of safety programs in their operations.</p> <p style="margin: 0; font-size: small;">1. In 2009, we had 177,000 employees. The year-over-year decrease primarily reflects completion of the sale of Volvo, as well as Ford Credit global personnel-reduction programs, offset partially by increases in employment in our North America and Asia Pacific and Africa regions largely to support increased production. In addition, the 2009 figure reflects retrospective application of the accounting standard for consolidation of variable interest entities. (Our previous Sustainability Report had noted employment for 2009 at 176,000.)</p>	<p style="font-size: 24pt; margin: 0;">164,000</p> <hr style="border: 2px solid #8B4513; margin: 5px 0;"/> <p style="margin: 0;">Employees</p> <hr style="border: 2px solid #8B4513; margin: 5px 0;"/>
<h3 style="margin: 0;">Customers</h3> <p style="margin: 0;">Ford’s customers make us who we are. Ford Motor Company serves more than 5.5 million customers worldwide. Our major regional markets include North America, South America, Western Europe, Eastern Europe, Russia, Asia and Australia.</p> <p style="margin: 0;">In these regions, we serve three primary types of customers: individual retail consumers, small business customers and large commercial fleet customers. We will continue to expand our products and services for these existing customers while working simultaneously to gain new customers in emerging markets. In North America, we are focusing on increasing our offerings of smaller and more fuel-efficient vehicles. In all of our markets, our customers’ mobility needs and desires are changing faster than ever.</p>	<p style="font-size: 24pt; margin: 0;">5.5 million</p> <hr style="border: 2px solid #8B4513; margin: 5px 0;"/> <p style="margin: 0;">Customers</p> <hr style="border: 2px solid #8B4513; margin: 5px 0;"/>
<h3 style="margin: 0;">Dealers</h3> <p style="margin: 0;">Our dealers are the face of Ford to our customers and communities. They are key employers and contributors to local economies. Ford and Lincoln dealers in the United States alone employed 156,551 individuals at the end of 2010, with an annual payroll of approximately \$5.7 billion. Worldwide, we had 12,000 Ford and Lincoln dealerships at the end of 2010.</p>	<p style="font-size: 24pt; margin: 0;">12,000</p> <hr style="border: 2px solid #8B4513; margin: 5px 0;"/> <p style="margin: 0;">Dealers</p> <hr style="border: 2px solid #8B4513; margin: 5px 0;"/>
<h3 style="margin: 0;">Suppliers</h3> <p style="margin: 0;">Suppliers are an integral part of our business, and our success is interdependent with theirs. We rely on more than 1,400 production suppliers to provide many of the parts that are assembled into Ford vehicles. Another 9,000 supplier companies provide a wide range of nonproduction goods and services, from industrial materials to computers to advertising.</p> <p style="margin: 0; font-size: small;">Our supply base is increasingly global. We are expanding production in several regions to</p>	<p style="font-size: 24pt; margin: 0;">1,400</p> <hr style="border: 2px solid #8B4513; margin: 5px 0;"/> <p style="margin: 0;">Production Suppliers</p> <hr style="border: 2px solid #8B4513; margin: 5px 0;"/> <p style="font-size: 24pt; margin: 0;">9,000</p> <hr style="border: 2px solid #8B4513; margin: 5px 0;"/>

serve the sales growth that is expected to occur in emerging markets. We are also expanding our sourcing in these lower-cost emerging markets, as a way to serve both local markets and the global supply chain. These changes, and our efforts to ensure good working conditions in our supply chain, are discussed in detail in the [Supply Chain](#) section of this report.

## Investors

Our success as a company directly affects our approximately 162,000 investors, and we have been focused on improving Ford's financial health. More information on our investors is available in the [Economy](#) section of this report. For detailed investor relations information, please visit our [Investor Relations](#) website.

We continue to maintain open communication with the investment community. We regularly host conference calls and participate in key automotive conferences during the year. In addition, our Investor Relations website is a good source of information for investors. It contains various Company reports, a schedule of events and investment information.

## Communities

Our Company impacts the communities in which we operate in numerous ways, from the employment we provide and the taxes we pay, to the environmental and safety performance of our operations, to the ways in which we support and participate in civic life. Responsibly managing these impacts is not just about being a good neighbor; it is fundamental to the success of our business.

The communities in which we operate are composed of a diverse range of individuals and groups. They include our customers, our employees, our business partners and their employees, government regulators, members of civil society and community organizations, and those individuals who live and work around our facilities, among others. Developing and maintaining positive relationships with these varied groups is an important factor in our reputation and operational efficiency.

Nonproduction Suppliers

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162,254

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Investors

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\$29 million

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in Contributions

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## Engaging with These Stakeholders

Stakeholder engagement takes place in countless formal and informal ways every day across our Company, from meetings with local community groups to market research with customers to gatherings of Ford dealers and suppliers.

At the corporate level, we use a variety of mechanisms to engage with stakeholders on sustainability issues to help us better understand the broader societal issues that our Company addresses. Some of these mechanisms are informal and ad hoc. In fact, simply picking up the telephone to discuss an issue with any of the numerous sustainability-related organizations or individuals with whom Ford has a relationship is a part of our standard protocol.

Indeed, the very process of engaging with stakeholders on our Sustainability Report has led to expanded and enhanced information in the report in a number of areas, including our positions on key public policy and other issues.

Some of our more formal engagement mechanisms include the following:

- The creation of forums to gather stakeholder input on our activities, challenges and performance. We work with stakeholder committees to help shape and provide feedback on our Sustainability Reports. For example, working with a Ceres Stakeholder Committee is one of the important ways we get input from stakeholders – including environmental NGOs, engaged shareholder groups and investors – to inform and shape our reporting approach and our [materiality analysis](#). We have also organized meetings with individuals and groups of stakeholders to solicit input on the key sustainability challenges and opportunities facing Ford. These and other engagements have provided valuable feedback on our sustainability strategy.
- Outreach on emerging and ongoing issues of particular importance to Ford or our stakeholders. We believe we have taken a thoughtful approach to our stakeholders as we work through challenging issues. For example, stakeholder input has been critical to the development and testing of our approach to human rights over the past several years. Several organizations, notably the Interfaith Center on Corporate Responsibility (ICCR), have been key partners with Ford, providing information, input and feedback at every step of the process, especially during conversations around shareholder resolutions. Our engagement with the ICCR and others helped us formulate our public commitment to product carbon-dioxide reductions. We have done outreach to the United Nations Global Compact, particularly as we developed our strategy to be a global leader in human rights, and have worked with stakeholders to address specific issues in the automotive industry supply chain. (See the [Human Rights](#) section for more detail.)
- Engagement with local stakeholders in the communities in which we operate as part of our Code of Basic Working Conditions assessment process.
- Consultation with organizations that have implemented campaigns targeting Ford.
- Engagement with rating and ranking organizations in the investment community. This has provided insight into external perspectives on some important issues and our relative performance in addressing them.
- Offering new product test-drive opportunities to our employees, who, in turn, communicate about our vehicles to their friends and families.

Stakeholder	Communications Forums
<p><b>Communities/Society</b></p> <p>277 plants, distribution centers/warehouses, and engineering, research/development and sales facilities worldwide*</p> <p>*We have announced plans to close a number of North American facilities as part of our restructuring actions; facilities already closed are not included. The number includes five facilities operated by Automotive Components Holdings, LLC (ACH), which is controlled by us. We have been working to sell or close the majority of the 15 ACH manufacturing plants; to date, we have sold five ACH plants and closed another five. We plan to close a sixth plant in 2011. We are exploring our options for the remaining ACH plants (Milan, Saline, Sandusky and Sheldon Road) and intend to transition these businesses to the supply base as soon as practicable.</p>	<ul style="list-style-type: none"> <li>■ Community Relations Committees</li> <li>■ Interactions with governments</li> <li>■ Membership in associations</li> <li>■ NGO dialogues</li> </ul>
<p><b>Investors</b></p>	<ul style="list-style-type: none"> <li>■ Investment community forums</li> </ul>

162,254 stockholders\*  
\*As of February 14, 2011

- Quarterly earnings communications
- Annual shareholders' meeting
- Annual report
- Proxy statement
- SEC filings (e.g., 10-K, 10-Q, 8-K)

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### Customers

5.5 million vehicles

- Consumer Insight process
- Customer care programs
- Dealer interactions

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### Suppliers

1,400 production suppliers  
9,000 nonproduction suppliers  
Over \$65 billion annual buy

- Top supplier meetings
- Aligned Business Framework supplier dialogue sessions
- Supplier quality roundtables
- Supplier Diversity Development Networking
- External supplier organizations, such as the Automotive Industry Action Group and the Original Equipment Suppliers Association

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### Dealers\*

Ford: 10,719  
Ford-Lincoln (combined) 997  
Lincoln 284  
Total: 12,000

\*Worldwide dealerships, as of December 31, 2010.

- Intranet communications
- Brand sales and service representatives
- Brand Dealer Councils
- Dealer roundtables
- President's Circle
- Salute to Dealers
- Advertising and public service announcements

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### Employees

Approximately 164,000 employees\*

\*As of December 31, 2010. The year-over-year decrease from 2009 primarily reflects completion of the sale of Volvo, as well as Ford Credit global personnel-reduction programs, offset partially by increases in employment in our North America and Asia Pacific and Africa regions largely to support increased production.

- Town hall meetings
- Labor-management committees
- Pulse survey
- Union representation
- Intranet surveys and chats
- Executive Council on Diversity
- Local Diversity Councils
- Employee Resource Groups



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## Employees

Our employees are our most valuable resource. They are the ones who have helped us weather this most recent difficult period and who are moving us forward on our path to success.

While we have many types of employees and work arrangements, all of our employees together create a skilled and motivated team aligned around our overall ONE Ford objectives. Our ONE Ford plan aligns our efforts toward a common definition of success: having ONE Team, ONE Plan and ONE Goal for an exciting, viable Ford that delivers profitable growth for all. ONE Ford also provides consistent goals and expectations for employees, whether they work in Michigan or China, with a clear focus on the skills and behaviors we must demonstrate to accomplish our goals. All members of our global team are held accountable for incorporating ONE Ford into their daily work.

We have integrated ONE Ford into our people processes to support employee development and drive accountability for moving the Company forward while demonstrating expected behaviors that are fundamental to the success of ONE Ford:

- F: Foster Functional and Technical Excellence
- O: Own Working Together
- R: Role Model Ford Values
- D: Deliver Results

Over the last few years, ONE Ford has required that we enhance our human resource strategies in order to create a great place to work; develop a capable and effective workforce; align our organizational structure with our global business footprint; and provide the “people”-related processes to support our workforce.



### Diversity and inclusion in the workplace

Read more about our efforts around diversity and inclusion.

[READ MORE](#)



**ONE FORD**  
ONE TEAM • ONE PLAN • ONE GOAL

**ONE TEAM**

People working together as a lean, global enterprise for automotive leadership, as measured by:  
*Customer, Employee, Dealer, Investor, Supplier, Union/Council, and Community Satisfaction*

**ONE PLAN**

- Aggressively restructure to operate profitably at the current demand and changing model mix
- Accelerate development of new products our customers want and value
- Finance our plan and improve our balance sheet
- Work together effectively as one team

**ONE GOAL**

An exciting viable Ford delivering profitable growth for all

**Expected Behaviors**

**Foster Functional and Technical Excellence**

- Know and have a passion for our business and our customers
- Demonstrate and build functional and technical excellence
- Ensure process discipline
- Have a continuous improvement philosophy and practice

**Own Working Together**

- Believe in skilled and motivated people working together
- Include everyone; respect, listen to, help and appreciate others
- Build strong relationships; be a team player; develop ourselves and others
- Communicate clearly, concisely and candidly

**Role Model Ford Values**

- Show initiative, courage, integrity and good corporate citizenship
- Improve quality, safety and sustainability
- Have a can do, find a way attitude and emotional resilience
- Enjoy the journey and each other; have fun - never at others' expense

**Deliver Results**

- Deal positively with our business realities; develop compelling and comprehensive plans, while keeping an enterprise view
- Set high expectations and inspire others
- Make sound decisions using facts and data
- Hold ourselves and others responsible and accountable for delivering results and satisfying our customers

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## Supporting a Great Place to Work

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### Related Links

- This Report:
- [Supplier Diversity Development](#)

Ensuring a great place to work requires an understanding of employee satisfaction and what employees value about being part of Ford Motor Company. A great place to work must include a diverse workplace where employees feel valued and included. A [safe workplace and a healthy workforce](#) are also critical elements.

### Employee Satisfaction

Each year, we ask our salaried workforce to participate in the Pulse survey to gain insight into employees' overall satisfaction with the Company, their jobs, diversity and other aspects of workplace satisfaction. We encourage our employees to provide candid feedback, and we benchmark results and participation externally. Results of the survey are incorporated into our business planning review processes. Improving Pulse scores is an annual performance objective for many of our senior managers.

In 2010, 75 percent of our salaried employees participated in the survey, which includes a total of 52 items, eight of which make up what we call the Employee Satisfaction Index (ESI). Sixty-eight percent of respondents gave favorable ratings on the ESI in 2010, unchanged from 2009 levels. We continue to be above external benchmarks on this index.

The areas showing the greatest improvement were employee safety and employee adoption of the ONE Ford behaviors. Other areas showing improvement included employee satisfaction with supervision and diversity. Employee satisfaction with actions that are taken to improve quality maintained a high level of favorable employee satisfaction. In addition, employees continued to respond favorably to questions concerning quality work practices.

As part of our efforts to increase satisfaction, we are constantly improving our strategies for fostering open dialogue with employees. We have been enhancing our internal communication efforts to build trust and increase transparency. For example, we hold regular interactive webcasts with all employees, during which employees can submit questions directly to top executives. We also have a web-based forum for submitting and discussing innovative ideas.

In 2010, we created another index to measure what employees value about being part of Ford. The new Global Skilled & Motivated Team Index will provide insight into employee experiences in areas such as leadership quality, working together, employee development and work/life flexibility.

For more information on the [Pulse survey](#), see the Data section of this report.

In 2010, we were pleased to be included among the "World's Top 50 Most Attractive Employers," a global index of employer attractiveness. Universum, an employer branding company, compiled the list based on responses from nearly 130,000 students at top academic institutions.

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### Diversity and Inclusion in the Workplace

Ford makes diversity and inclusion a priority of our Company. We believe that building and supporting a culture of respect is a business imperative that enables all of our employees to do their best work. A critical element of ONE Ford is our ability to work together across a global enterprise. Diversity and inclusion play a key role in creating the culture that brings our different perspectives and experiences together. This helps us work as a unified team to most effectively improve our business.

Ford values the skills, strengths and perspectives of our talented and diverse team. Our



customers are located around the world, and we believe our diversity helps us achieve global automotive leadership, enabling the Company to be more innovative and focused on individuals in the workplace and marketplace.

Our employees recognize Ford's efforts in this area. According to our 2010 Pulse survey, 82 percent of our workers globally believe Ford's management is committed to diversity.

For detailed information on our U.S. workforce by minority groups and gender, please view the [data charts](#).

Our definition of diversity includes all those things that make each of us unique individuals. Our backgrounds, opinions, experiences, perspectives and life situations are just some of the distinctions we bring to the global workplace. At Ford, diversity is:

- Respect – for our employees, customers, communities, dealers, suppliers and retirees
- Appreciation – of our differences
- Inclusion – of every person and every perspective
- Integrity – to do the right thing, always

We integrate our diversity strategy into our business using five strategic areas of focus:

- **Leading the way** – The executive leadership team, led by our CEO, champions diversity and inclusion at Ford. To work together effectively across the global enterprise, the leadership team ensures that diverse perspectives are integrated into business objectives and key human resources processes.
- **Supporting our diverse workforce and strengthening our external partnerships** – Ford currently supports a number of employee networks, including 11 Employee Resource Groups that help to foster diversity and inclusion. These include groups for employees of African ancestry; Hispanic, Asian-Indian, Chinese and Middle Eastern employees; veteran and active military employees; employees dealing with disabilities; female professionals; working parents; gay, lesbian, bisexual and transgender employees; and employees of multiple religious faiths. In addition to supporting our employees, these Resource Groups organize community volunteer activities and provide us with an opportunity to better understand the consumer needs and wants of individuals of diverse backgrounds. A number of these groups have chapters in our business units throughout the world.
- **Fostering a respectful and inclusive environment** – Ford's commitment to inclusion is incorporated in ONE Ford expected behaviors and communicated in ongoing forums such as town hall meetings and training. As a part of these efforts, we have held a Diversity & Inclusion Summit each year since 1999 to recognize individuals and teams who have exhibited the inclusive ONE Ford behaviors critical to our success as a company. The participation of our employees from around the world in this Summit continues to grow. In 2010, our CEO and other senior executives honored 32 teams and individuals in a global ceremony, with participation from Brazil, China, Germany, Great Britain, India, Mexico, Turkey and the U.S.
- **Supporting work/life flexibility** – We encourage employees and managers to discuss both business and personal goals. Work/life flexibility creates a competitive advantage and addresses the needs of our global, multi-generational workforce. Ford Digital Worker is a global information technology program that supports ONE Ford and enhances employees' ability to work remotely. Ford's efforts to provide employees with tools such as WebEx, Instant Messenger and enhanced mobile access capability has increased employee productivity and satisfaction. Flexibility solutions vary depending upon locations, teams and employees. Examples include the following:
  - In the U.S., almost all of the salaried workforce occasionally use "flextime," which allows employees to vary their daily work times. We have approximately 3,000 employees on formal work programs that involve telecommuting, part-time work and compressed work arrangements. Many more employees develop informal arrangements with their supervisors for occasional work from home. Our Flexible Work Network provides "flex mentors" to help advise employees on effective ways to work differently.
  - In Europe, we offer a variety of flexible working patterns. In the UK and Germany, for example, we support part-time working and telecommuting and offer child care facilities for the children of our employees.
  - In Canada, our many programs include "Summer Hours," which gives employees an opportunity to work with their managers to identify a compressed work-week schedule during the summer months.
  - Ford South America established several programs aiming to leverage work/life flexibility, including flexible work locations.

Other employee resources include Employee Assistance Programs, "mothers' rooms" for nursing mothers in some of our global locations, and wellness initiatives.

Ford has longstanding policies clearly stating that harassment in the work environment because of race, religion, color, age, sex, national origin, disability, sexual orientation or veteran status is a violation of the spirit and intent of the Company's nondiscrimination policies, and Ford has a commitment to zero tolerance of this type of behavior. These policies apply to all individuals, including part-time, supplemental and agency employees. Ford understands its responsibility to foster a respectful work environment free of harassment or discrimination at all levels of the organization. We take this responsibility extremely seriously and thoroughly investigate any claim of violation(s).

Our collective bargaining agreements address this issue and allow union-represented employees the right to use the grievance process. Ford's Code of Basic Working Conditions, as well as several global Policies and Directives, directly address the issue of respect and inclusion. These include:

- Local Equal Employment Opportunity Policy Statement
- Policy Letter No. 2: "Relationships with Employees"
- Policy Letter No. 6: "Equal Opportunity and Affirmative Action"
- Directive B-110: "Anti-Harassment/Zero Tolerance"

In the U.S., a number of avenues are available to employees who wish to make and/or document a complaint. These processes are communicated to all employees through the Open Door Policy and through various policies posted online. Some of these avenues are:

- Reporting the incident or concern to a supervisor or any other member of management
- Filing a complaint with the local human resources office
- Contacting the human resources representative at the division office or personnel relations at World Headquarters in Dearborn, Michigan
- Calling the corporate hotline, which is answered at World Headquarters
- Using peer review, which is an internal alternative dispute resolution process

The Company also has longstanding strong relationships with the Equal Employment Opportunity Commission (EEOC) and state civil rights agencies. In 2004, the Company signed a Universal Agreement to Mediate with the EEOC, which enhances our pledge to address claims of discrimination and/or harassment quickly and efficiently. We stand committed to cooperating with those civil rights agencies that provide resources to the people of our diverse communities in an effort to eliminate discrimination or harassment in the workplace.

Furthermore, the Company tracks data internally, which enables us to measure the effects of our policies and practices for prohibiting and preventing discrimination, harassment and any other unwanted or illegal behavior, and to leverage those policies to address issues efficiently and improve the overall morale of our workers. The internal tracking data and results are proprietary to Ford Motor Company.

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## Diversity and Inclusion Awards

We have received hundreds of awards in the last few years from publications and organizations that recognize the value we place on our employees and our ability to work inclusively. For example, we have been recognized by DiversityInc as a Top Company for Diversity since that award's inception. Specific diversity awards given in 2010/2011 include the following:

- 100 Leading Women – *Automotive News* (Ford had more women recognized than any other automotive company)
- America's Top Organizations for Multicultural Business Opportunities – DiversityBusiness.com
- Best Company for Maternity – Working Families, UK
- Best Diversity Company – *Diversity/Careers in Engineering and Information Technology*
- Corporate Equality Index, 100% Rating – Human Rights Campaign
- Diversity Elite 60 – *Hispanic Business*
- Diversity Leader – *Profiles in Diversity*
- 50 Best Places to Work – Glassdoor.com
- 40 Best Companies for Diversity – *Black Enterprise*
- Most Admired Employer for Minorities in Research Science – *U.S. Black Engineer & Information Technology*
- Top 10 Best Companies for Supplier Diversity – *DiversityInc*
- Top 25 Supplier Diversity Company – *Hispanic Business*
- Top 30 Employers for Working Families – Working Families, UK
- Top 50 Companies for Diversity – *DiversityInc*
- Top 50 Companies for Engineers – *U.S. Black Engineer & Information Technology*
- Top 50 Employers – *Minority Engineer*
- Top 50 Employers – *Workforce Diversity for Engineering & IT Professionals*
- Top 100 Employers – *The Black Collegian*
- Top 100 Employers – Stonewall (a UK-based lesbian, gay and bisexual advocacy group)
- Top Supporter of Historically Black Colleges and Universities – Career Communications Group, Inc., survey
- Top Company for Diversity & Inclusion – *UPTOWN Professional*

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## Working Conditions in Ford Plants

Ford's Code of Basic Working Conditions (CBWC) applies to our own facilities as well as those of our joint venture partners and suppliers. Since 2004, we have conducted 53 formal assessments

of Ford facilities, five of which were joint-venture facilities.

During 2010, we conducted assessments at our Louisville plant in Kentucky; our Valencia plant in Spain; Cuautitlan in Mexico; São Bernardo in Brazil; Pretoria in South Africa; and our joint-venture plant in Jiangling, China. These sites were selected by Ford's Sustainability and Environmental Policy, Global Labor Affairs and Supply Chain Sustainability functions based on the sites' impact on our supply chain, emerging issues, and the views of thought leaders, nongovernmental organization representatives and human rights activists.

The process for assessing Ford facilities includes a questionnaire completed by facility management and a detailed review of documents related to the full range of working conditions issues (e.g., collective bargaining agreements, grievance procedure logs, employee hotline records and health and safety audit reports).

The findings of the questionnaire and document review serve as the basis for interviews with facility management. Where procedures and/or documentation are lacking, or where we feel it would otherwise be valuable, the assessments also include facility visits.

The findings of the assessments are initially shared with human rights organizations with which Ford works and then published on our website. We have sought the opinions of neutral third parties who have visited plants and/or reviewed the assessment process, and they have agreed that the process is robust and has integrity.

The findings of the 2010 assessments were generally consistent with those of previous assessments. That is, they confirmed that Ford's wholly and majority-owned facilities are operating in compliance with our CBWC. Reflecting the expanded scope of the CBWC, the assessments also discuss and document community engagement efforts, effects on indigenous populations and environmental initiatives. However, work with our partners can be impacted by local government legislation; in some cases, governments in developing economies may own some of a joint venture, and we need to be especially certain that CBWC elements and work rules are enforced. We plan to continue to monitor the facilities to detect and address any potential concerns.

We have received considerable and consistent positive feedback from external stakeholders about the policies and systems in place at Ford facilities. While we and our stakeholders have confidence in our systems, we nonetheless believe it is important to continue conducting the assessments given that conditions can change and new issues emerge.

For information on working conditions in our supply chain, see the [Supply Chain](#) section.

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## Fostering a Capable and Effective Workforce

It is more important than ever that we invest in our employees, strengthen their technical and leadership skills and recognize them for delivering results that cultivate success. Even during our most difficult times, we kept a focus on learning and leadership development to foster a skilled and motivated team.

We have been standardizing, simplifying and integrating talent management processes, implementing global competency frameworks and enhancing leadership development programs for experienced managers.

All employees are encouraged to invest in their own professional development by developing an Individual Development Plan, or IDP, to help them meet current and future goals while maximizing performance in their current assignments. Employees work with their managers to help them identify strengths and areas for improvement.

We provide a comprehensive range of learning and development resources that align with ONE Ford. These include web-based and classroom training, special projects and task forces, as well as mentoring and coaching to foster functional and technical excellence, encourage teamwork, promote Ford values and enhance our ability to deliver results.

Similar to our vehicle development strategy, our learning and development strategy has been to leverage our global scale and “commonize” as much as possible. We are creating internal “colleges” that provide education and training in areas ranging from finance and information technology to product development and marketing. We offer global leadership development programs, including the Global Leadership Summit, which is aimed at executives and general managers, and the Global Executive Leadership Program, which is geared toward directors and senior managers. We also offer the Salaried Supervisor Institute/Program (SSI) for new or experienced leaders who want to enhance their ONE Ford skills.

ONE Ford is designed to build our employees’ individual capability as well as our organization’s capability to drive the business forward.

## A Workforce to Support Our Global Footprint

Over the last few years in our Sustainability Reports, we talked about the difficult reductions made in our salaried and hourly workforce, which were necessary as part of our multi-year effort to return our North American operations to profitability and were aligned to the ONE Ford plan.

This year, we are pleased to discuss our plans to increase our workforce in order to support expected global growth. We have announced plans to add 7,000 new hourly and salaried jobs in the U.S. between 2011 and 2012. In 2011 alone, Ford is adding nearly 4,000 hourly jobs at several of our U.S. plants, including 1,800 at the Louisville Assembly Plant, which will build our next-generation Ford Escape. Ford also will add 750 salaried engineer jobs in product development and manufacturing in 2011. In addition, we are hiring salaried engineers specializing in batteries, system controls, software and energy storage to work on electric vehicles in Detroit and eight other U.S. cities.

As part of our 2007 Collective Bargaining Agreement with the UAW, we committed to in-source 1,559 jobs that were being performed by suppliers. At year-end 2010, we had plans to in-source more than 2,100 jobs, exceeding our commitment by 35 percent. We were able to bring union jobs into our U.S. plants thanks to a collaboration with the union to make the plants more competitive and efficient through modern labor agreements.

These new hires are welcome news for our Company, which witnessed workforce reductions of about 65,700 individuals over a five-year period starting in 2005. Since that time, we have closed or sold 18 manufacturing facilities in North America (including Automotive Components Holding (ACH) plants). Two more Ford facilities are slated for closure in 2011, with an additional facility scheduled to close in the near future.

As of December 31, 2010, our Ford North America business unit had approximately 74,900 salaried and hourly employees, including those at our ACH facilities.

(In the event of workforce reductions, Ford fully complies with the federal Worker Adjustment and Retraining Notification Act (WARN), which requires companies to provide 60-day notifications of plant closures to employees. See the [Economy](#) section of this report for more information on workforce issues.)

We have entered into collective bargaining agreements with the UAW in the U.S. and the CAW in Canada. In 2007, we negotiated a transformational agreement with the UAW, enabling us to improve our competitiveness by establishing a Voluntary Employee Benefit Association (VEBA)

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trust to fund our retiree health care obligations. We completed pre-payment in full of our obligation to the UAW VEBA Trust during 2010 – 12 years before we were required to retire the debt.

In March 2009, Ford-UAW membership ratified modifications to the existing collective bargaining agreement that significantly improved our competitiveness, saving us up to \$500 million annually and bringing us near to competitive labor cost parity with the U.S. operations of foreign-owned automakers. The operational changes affected wage and benefit provisions, productivity, job security programs and capacity actions, allowing us to increase manufacturing efficiency and flexibility. Modifications to the VEBA Trust allowed for the smoothing of payment obligations and provided us the option to satisfy up to approximately 50 percent of our future payment obligations to the UAW VEBA Trust in Ford common stock.

On November 1, 2009, the CAW announced that the majority of its members employed by Ford Canada had voted to ratify modifications to the terms of the existing collective bargaining agreement between Ford Canada and the CAW. The modifications are patterned off of the modifications agreed to by the CAW for its agreements with the Canadian operations of General Motors Company and Chrysler, LLC, and are expected to result in annual cost savings. The agreement also confirms the end of production at the St. Thomas Assembly Plant in 2011.

On November 2, 2009, the UAW announced that a majority of its members employed by Ford had voted against ratification of a tentative agreement that would have further modified the terms of the existing collective bargaining agreement between Ford and the UAW. The latest modifications were designed to closely match the modified collective bargaining agreements between the UAW and our domestic competitors, General Motors and Chrysler. Among the proposed modifications was a provision that would have precluded any strike action relating to improvements in wages and benefits during the negotiation of a new collective bargaining agreement upon expiration of the current agreement, and would have subjected disputes regarding improvements in wages and benefits to binding arbitration, to determine competitiveness based on wages and benefits paid by other automotive manufacturers operating in the U.S.

Even with recent modifications, our agreements with the UAW and CAW provide for guaranteed wage and benefit levels for the term of the respective agreements, and a degree of employment security, subject to certain conditions. As a practical matter, these agreements may restrict our ability to close plants and divest businesses during the terms of the agreements. Our collective bargaining agreement with the UAW expires on September 14, 2011; our collective bargaining agreement with the CAW expires on September 14, 2012.

In 2010, we negotiated new collective bargaining agreements with labor unions in Argentina, Brazil, France, Germany, Mexico, Russia, Taiwan and Venezuela.

In 2011, we are or will be negotiating new collective bargaining agreements with labor unions in Argentina, Brazil, France, Mexico, New Zealand, Romania, Russia, Taiwan, Thailand and the UK, in addition to the U.S.

Our improved financial performance resulted in some tangible improvements for our workforce in 2010. These included things such as paying profit-sharing to eligible UAW members, reinstating a 401(k) matching program, awarding 2010 merit increases for our U.S. salaried employees, and awarding bonuses for U.S. employees in 2011. However, as part of our ongoing commitment to maintaining competitive cost structure, we did not award merit increases for 2011.

We know that these compensation and benefits programs are valuable to our employees and their families, and we were pleased to be able to deliver on our promise to improve the competitiveness of our total compensation, as business conditions allow.

For our retirees, we have two principal qualified defined benefit retirement plans in the U.S. The Ford-UAW Retirement Plan covers hourly employees represented by the UAW, and the General Retirement Plan covers substantially all other Ford employees in the U.S. hired on or before December 31, 2003. We established, effective January 1, 2004, a defined contribution plan generally covering new salaried U.S. employees hired on or after that date. Other U.S. and non-U.S. subsidiaries have separate plans that generally provide similar types of benefits. We report on contributions to, and the funded status of, our pension plans in our Annual Report on Form 10-K.



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## Workplace Health and Safety

### Ford Motor Company Vision for Health and Safety:

Our vision is to achieve zero fatalities and no serious injuries, and to protect and continually improve the health of our workforce.

In 1999, Ford began a Safety Leadership Initiative aimed at making our workplaces safer. In the 12 years since, we have seen dramatic results, with overall injury rates dropping to a tenth of their previous levels. We are competitive within our industry; however, we want to be the best. The practices established in this initiative are now so fully a part of how we run our business that we've dropped the term "Initiative" and now simply call it "Health and Safety Leadership."

The "health" part of health and safety is also an increasing focus for Ford. This is driven by growing recognition of the impact that health issues like heart disease, diabetes and obesity can have on the well-being of our employees, as well as the cost of providing health care to our workforce in the U.S. (See the Economy section for [a discussion of health care costs.](#)) By helping employees to prevent serious diseases and effectively manage chronic conditions, we can have a positive impact on our employees' quality of life and our bottom line.

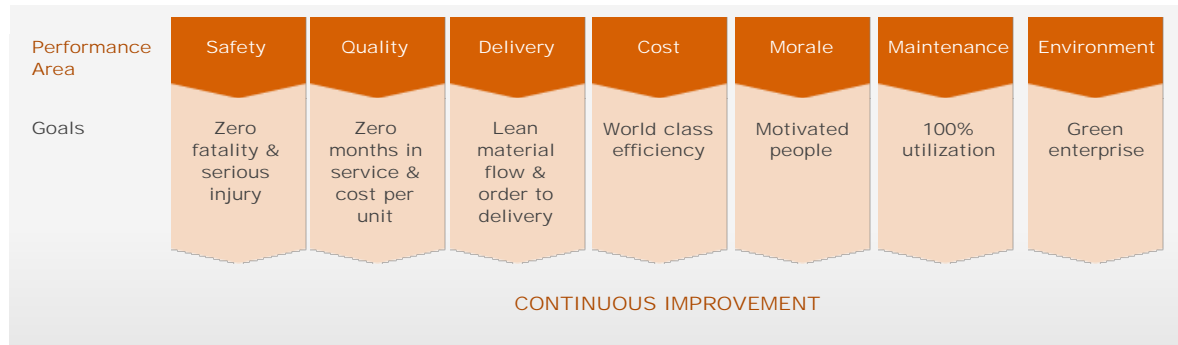
Our top executives and managers remain committed to ensuring that our people remain safe and healthy while working as part of our ONE Ford team. Management compensation has been more heavily weighted to safety results, including serious injury performance.

We recently updated our health and safety management systems with a new Safety Operating System (SOS) that is part of our overall manufacturing strategy, the Ford Production System. Safety is one of the core components of the Ford Production System, along with quality, delivery, cost, morale, maintenance and environment.

Under the SOS, new safety processes identify and assign roles for individuals. Those assigned an "O" are the "owners" of the element; those assigned an "R" are "responsible" for doing the task; and those assigned an "A" are "accountable" for ensuring the task is done.

For more our workplace safety systems, see the corresponding pages on [safety governance](#); [accountability](#); [safe conditions](#); and [relationship management](#).

### Ford Production System



We recently updated our health and safety management systems with a new Safety Operating System (SOS) that is part of our overall manufacturing strategy, the Ford Production System. Safety is one of the core components of the Ford Production System, along with quality, delivery, cost, morale, maintenance and environment.

Each of the seven key performance areas has specific targets and goals associated with it. [Read more on Ford's goals and commitments.](#)

"Our most valuable asset is our people. Nothing is more important than their safety and well-being. Our co-workers and families rely on this commitment. There can be no compromise."

**Bill Ford and Alan Mulally**

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- [Workplace Safety Data](#)

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## Governance

We have comprehensive governance systems for health and safety management. Our overarching Occupational Health and Safety (OHS) policy is established through a corporate Policy Letter and Directives. In addition, global OHS standards cover all health and safety topics, including safety, ergonomics, occupational hygiene, toxicology and clinical operations.

One of the most efficient and cost-effective ways to reduce safety and ergonomic risks in the manufacturing process is to engineer them out upfront. Our global manufacturing engineering teams use the latest technology of “virtual manufacturing” to predict and eliminate risks during the design stage.

We review safety regularly at the plant level and in regional OHS committees. Our President and CEO and our senior operating team review safety performance as part of their regular Business Plan Review, as does the global Manufacturing Operating Committee.

Our new Safety Operating System (SOS), a pillar of both our global manufacturing strategy and our ONE Ford values, supports the strategic plan for global manufacturing and provides a global template for safety improvement. While the tasks within the SOS are not new, the system now provides a more detailed approach to ensure we address health and safety risks. The SOS assists our plants in identifying all the tasks required by our safety standards and how they should be managed.

We also conduct unannounced audits, as well as audits of special high-risk areas. Facility staff perform quarterly SOS self-assessments and more frequent internal audits to verify key processes. Any significant incidents are reported weekly on a global basis so plant managers at other facilities can learn from each incident and take preventive action.

Nonmanufacturing sites conduct yearly self-assessments of their OHS risks and performance. All sites must respond to a series of safety questions that have been integrated into the Ford General Auditor’s Office basic audit review program.

We also conduct a safety culture survey, which was recently integrated into our overall annual Pulse survey of employees, to assess employee perceptions of our health and safety effectiveness. The results of this survey, combined with audits and routine gathering and sharing of performance data, provide a comprehensive picture of health and safety performance trends, as well as early warning of conditions that could lead to a decline in performance. The results of the 2010 Pulse survey show that the vast majority of Ford salaried employees – 87 percent, up from 85 percent the previous year – are satisfied with the Company’s safety culture.

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## Accountability

We establish accountability for health and safety performance through our business planning and scorecard processes, which set targets and assign responsibility for meeting those targets. Business Operation and plant managers are responsible for health and safety in the operations they manage, and their performance in this area is a factor in their incentive compensation. In addition, safety performance is included in the scorecards of salaried employees as appropriate, including those of the CEO and business unit leaders.

As our safety programs have strengthened, we have looked for ways to increase the accountability of all workers so they not only follow the rules and procedures for themselves, but so they also look out for their coworkers. Our safety data demonstrates to us that the majority of injuries are the result of individuals failing to follow safety protocols. We have increased training programs to ensure that workers understand what is required of them and to further build accountability into individual safety performance.

We aim to improve the culture of workplace safety so employees feel they can point out violations made by their coworkers in an effort to improve safety for everyone.

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## Safe Conditions

A safe workplace is in part a product of the design and maintenance of the facility and its equipment, effective work processes and appropriate safeguards for potentially hazardous conditions. We use a variety of processes and programs to assess and manage risks. When potential hazards cannot be addressed through engineering, we use personal protective equipment and procedural controls to help prevent accidents and exposures.

We use internal and external benchmarking to drive health and safety improvements. Internal benchmarking helps us learn from plants that have demonstrated exemplary results and share the key leadership attributes that drive occupational health and safety excellence. Our annual President's Health and Safety Award program is used to identify the global best practices for replication. For results, see the [Workplace Safety data](#).

External benchmarking on injury performance and safety processes serves to challenge our facilities to achieve best-in-class performance and document effective injury performance and management processes.

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## Relationship Management

We know that to manage health and safety effectively, we must maintain good relationships with all stakeholders. Our unions globally share our commitment to a safe working environment and have been our partners at every step of the Health and Safety Leadership effort and other health and safety programs. We also maintain important external relationships with regulatory agencies, professional organizations and suppliers. In the U.S., formal partnerships among Ford, the UAW, the U.S. Occupational Safety and Health Administration and its state counterparts are a visible example.

We use multiple communication channels to reinforce safety messages, from our internal video broadcast system to messages from senior executives. In addition to regular safety talks, we periodically hold safety stand-downs that shut production at our plants to focus attention on a safety message. We can communicate nearly instantaneously with health and safety specialists worldwide, alerting those at similar facilities when a significant accident occurs, so they can take appropriate preventive action.

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## Health as a Strategic Advantage

We have many programs and processes to ensure that our working environment does not damage the health of our people. A natural extension of this idea is to seek to enhance the health of our workforce, their families and the communities in which we operate. Good health contributes to well-being, longevity and productivity, among other benefits. And since families tend to share health habits – good and bad – promoting health among our employees can contribute to healthier communities.

In the U.S., where health care costs are a major issue for the Company, we have increased our emphasis on health and wellness programs. We are providing resources and tools to employees to help them make sound choices about health care services and coverage, and to help them understand the benefits of being a better health care consumer.

We are collaborating with communities and government agencies by:

- Promoting and investing in the adoption of health care information technology (HIT) through local initiatives, with funding assistance from government. HIT will enable physicians and hospitals to have access to all the information they need to provide their patients with the most appropriate care.
- Participating in regional health care quality measurement and public reporting initiatives, with potential data-sharing and funding assistance from government.

We also provide health programs to our employees and their families in varying forms in many other countries. We are working to ensure that all of these programs are designed and administered in a way that delivers optimum health results. In addition, we are implementing a comprehensive global health strategy to ensure that our efforts are targeted at local health priorities and that our people receive quality health care when they need it. Working with employees to identify and modify their personal health risk factors is a core element of the strategy. We are also working to leverage our global strengths by improving the way we share and coordinate our health promotion programs. We developed and published a global set of standard employee health indicators to be used to assess the health of our workforce and track the results of programs aimed at improving it. Examples of the metrics include smoking and obesity prevalence, rates of diabetes and hypertension, and the number of employees whose diabetes or hypertension is successfully controlled.

Elements of health and wellness programs around the world include health screenings, education and promotional campaigns. For example, Ford of Brazil implemented “Programa Viva Bem,” which promotes health campaigns in areas such as weight control, stress management, nutrition, diabetes prevention, breast cancer prevention and flu vaccination. These campaigns reduce absenteeism while reflecting positively on Ford’s social commitment. Ford of Mexico developed programs at its facilities targeting similar issues. Health strategies vary by region and are flexible, in order to be tailored to local needs.

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## Our 2010 Safety Record

Ford's workplace safety record in 2010 was mixed. On the positive side, a major safety indicator – lost-time case rate – continued to improve, dropping 11 percent compared to 2009.

Improving our safety record is not only good for our employees, it's good for our business. We have calculated that progress in lost-time cases and days lost saves the Company approximately \$30 million in direct costs each year.

Tragically, we experienced one employee fatality during 2010. A young product development engineer was killed in a public road accident in Mexico while with a convoy of test vehicles.

We also had two contractor fatalities on Ford property: a construction contractor on the site of our new facility in Thailand, and a transport driver in our vehicle compound in Camacari, Brazil. Zero fatalities on Ford property remains our primary objective.

We experienced 108 serious injuries among our direct employees. In most of the cases, the causes were related to slip, trip and fall events or performing work not according to our standards. These numbers represent strong improvement over 2009, but we will not be satisfied until we reach zero serious injuries.

For more information, see the [data section](#) of this report.

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## Case Study: The Death of a "Brother" at a Ford Production Plant

***Editor's Note:** Many companies are reluctant to publicly discuss an on-the-job fatality. Here at Ford, we have been disclosing fatalities since we began publishing our annual sustainability reports in 2000. This year, we have chosen to talk about a recent death that had a profound impact on our Company. By telling this story, we hope to spread that impact and further increase awareness of workplace safety. [Find out more information on our safety record.](#)*

It was supposed to be routine.

It was the day after Christmas, in 2009, and the Kentucky Truck Plant in Louisville was preparing to remove some overhead beams in the assembly area – a standard job done countless times at manufacturing facilities. The crew was even running ahead of schedule.

Ronald Cassady was one of several millwrights<sup>1</sup> readying to remove a 10-foot-long steel beam. The beam – weighing 220 pounds– was 12 feet above the plant floor. Tragically, the heavy beam dropped onto Ron Cassady. He died a short while later at a local hospital. He was 54 years old.

Cassady's death ripped a hole in the tight-knit plant, which employs about 4,000 workers, and it drove home a sobering message for Ford employees worldwide: no task should ever be considered routine.

"Ron's death had a very profound impact on our Company," said Dr. Gregory Stone, Ford's director of occupational health and safety.

Ford has made significant strides in reducing on-the-job injuries, but we're not at zero yet. We continue to work on all fronts to improve safety, from the design of manufacturing lines to changing worker behaviors. In order to get to the next level – a goal of zero deaths or serious injuries – a cultural shift needs to take place, Stone explained.

For example, it may be uncomfortable to correct a worker on how he or she is doing a job, or more awkward still to report a colleague for violating safety procedures, Stone said. But isn't it better to do that, he continued, than to stay silent and risk a life-threatening accident?

All serious on-the-job incidents receive in-depth Company reviews to understand what went wrong, how the incident might have been avoided and how to prevent something similar from happening again. After Cassady's death, UAW-Ford safety teams took a more emotional approach, creating a 15-minute documentary that goes straight to the heart.

"We wanted to tell Ron's story. If watching this video doesn't change behaviors, I don't know what will," said John Fleming, Ford's executive vice president for global manufacturing and labor affairs.

The documentary, which was required viewing at all Ford manufacturing facilities, isn't easy to watch. One after another, coworkers describe Cassady – a 16-year Ford veteran and a lifelong millwright – as a good man and a great friend who "smiled so wide that his eyes disappeared." They also share the painful details of a day that went horribly wrong and that continues to haunt.

"Time will slowly help all of us gain closure in the loss of Ron Cassady, but we will never – and we should never – forget what happened," Bob King, who has since been elected to president of the UAW, says in the documentary's opening moments. "None of us can afford to be complacent where the health, safety and well-being of our UAW members and other Ford employees are concerned."

The video emphasizes the fact that the team of workers had performed the task hundreds of times before. "I don't think we can use the word 'routine' anymore, because this job was routine," said Judy Robison, UAW health and safety representative. "I don't care how many times you've done this. Every time, it can be a little bit different."

The video reminds employees that it is critical to report not just accidents that result in injuries, but the near misses, too, in order to help improve safety systems and processes.

"It was just a couple little things to go wrong," said Danny Huffman, a Kentucky plant safety engineer. "And you have something that bad happen."

1. Millwrights are crafts or trades people who work on the construction and maintenance of machinery.



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## Engaging With Our Employees

This section on employees has described the myriad ways we engage with our employees. For example, we work closely with our employees' unions to develop agreements and governance plans through a collective bargaining process. Policy and procedures involving information, consultation and negotiations with employees over changes in the reporting organization's operations (e.g., reorganizations, plant shutdowns, employee transfers and reductions) are negotiated with the appropriate union. In addition, joint labor-management committees are set up at each plant to give employees an opportunity to influence working conditions and practices.

For our salaried employees, most of whom are not covered by union agreements, we have a strong Code of Conduct and comprehensive Policy Letters and Directives covering topics, including diversity, relevant to our employees. We also practice regular two-way communication with all employees through weekly webcasts, quarterly town hall meetings, manager-to-employee business cascades, surveys and informal communications, and we survey our salaried employees annually using the Global Pulse survey.

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## Customers

Our customers' wants and needs continue to evolve. We monitor consumer trends and develop and promote products to fit certain market segments. In recent years, we have paid particular attention to the growing demand for more fuel-efficient and cleaner vehicles. Please see the [Economy](#) section of this report for a full discussion of our customers.

### Diversity of Customers

Our customers are increasingly diverse. Our Insight program helps dealers better understand and serve minority customers. The program includes web-based cultural training, in-dealership workshops and assistance in developing comprehensive multicultural strategies.

As part of our multicultural efforts, we have launched a multi-language Asian-American website. Our integrated Spanish website – Ford's "Mi Negocio" (My Business) – is one of the most comprehensive of its kind in the auto industry, offering a one-stop resource and outreach services in key Hispanic markets.

### Engaging with Our Customers

Maintaining good relationships with our customers is one of our most important activities. We provide a variety of means for customers to reach us, including mail, email and toll-free phone. We reach out to customers and potential customers through focus groups and other market research, and we track customer satisfaction.

We also gather online, consumer-generated content to learn what consumers are saying about both our Company and the industry in general. Increasingly, customers are using these electronic media – including websites, discussion groups, blogs and social networks – to research, discuss and problem-solve topics related to their current vehicles and those they are interested in purchasing. In recent years, we have been participating more actively in this social media arena, monitoring consumer-generated content found online. Summary reports are developed based on what we find and gather online, to convey what consumers are saying about our Company and our products. These reports are cascaded throughout the Company – from brand managers and product development engineers all the way up to senior-level management.

In addition to listening to what customers are saying online, we are also increasingly sharing information and engaging in discussions through various social media. For more on social media, please see the [Economy](#) and [Governance](#) sections of this report.



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## Dealers

As the public face of Ford within our communities, our dealers are key employers and contributors to local economies, especially in rural areas and small towns.

In 2010, we announced plans to expand the Lincoln brand lineup to compete in the luxury marketplace and to discontinue the production of Mercury vehicles in the fourth quarter. In North America, there were no stand-alone Mercury dealerships.

For our Mercury dealers, we provided financial benefit packages in exchange for resigning the franchise. We also supported dealers with special purchase offers on Mercury vehicles to help them sell remaining Mercury inventory.

At our current and expected U.S. market share, we continue to have too many dealers, particularly in some of our largest 130 metropolitan areas. To address this overcapacity, we have been working with our Ford and Lincoln dealers to consolidate and restructure. As part of these efforts, the number of dealers in our Ford and Lincoln network in the U.S. has been reduced from about 4,400 at the end of 2005 to approximately 3,430 at the end of 2010. (For more on our dealer network, see the [Economy](#) section of this report.)

## Dealer Diversity

Ford Motor Company continues to be a leader in the automotive industry in the percentage of minority-owned dealerships, with 185 (or 5.4 percent) of our 3,430 U.S. dealerships minority-owned at year-end 2010. We continue to work with our minority dealers to provide a foundation for a stronger future for ethnic minorities in all aspects of the industry through the creation in late 2010 of a unified minority dealer group – the Ford Minority Dealer Association (MDA). Our mutual goal is to create sustainable business operations that will promote Ford products and services. The MDA will work to address relevant minority dealer concerns and to provide input to senior management on all aspects of dealership sales and service operations. Working together, we will develop a ONE Ford approach to creating minority retail career opportunities, enhancing existing dealer profitability and viability, identifying multicultural marketing opportunities and improving existing education, training and community involvement.

## Dealer Sustainability Program

In 2010, we launched a voluntary sustainability initiative for our dealers to reduce their carbon footprints and improve the energy-efficiency of their dealerships. The goal of the “Go Green” Dealer Sustainability Program is simple: to collaborate with dealers to implement cost-effective ways to improve the energy-efficiency of their facilities. We partnered with the Rocky Mountain Institute, a leading energy-efficiency organization, to pilot new technologies and architectural design principles.

Dealers who choose to participate receive a comprehensive energy assessment from sustainability experts at Ford. After the assessment, Ford and the dealer collaborate on energy-saving options available and tailor a program to meet the specific needs of each dealer.

One dealership, Jarrett Gordon Ford Lincoln in Winter Haven, Florida, recently completed its Go Green sustainability facility project, which focused on ways to reduce the facility’s carbon footprint. Brian Jarrett, president of the dealership, spent more than \$500,000 on renovations, including a new hyper-insulated roof that keeps costs down thanks to its white, heat-reflective coating; installation of more energy-efficient cooling systems; and landscaping that requires less watering.

The renovated facility is largely lit by solar tubes that capture natural light. The new roof funnels rainwater to collection barrels for landscaping maintenance, as well as to a 5,000-gallon cistern and filtration system for other non-potable uses, such as car washing. The renovation projects have cut the dealership’s utility bills roughly in half.

## Engaging with Dealers

Dealer relations are a key priority for us. The Dealer Council was created as a forum for open dialogue between Dealer Council members and Ford. Through the council process, dealers can voice their concerns, needs and ideas for working more productively as a team. In 2010, we agreed to separate the Ford and Lincoln National Dealer Councils to better focus on the unique priorities facing the Company and dealers. Dealer priorities and Ford management responses are published annually, providing transparency to the discussions between the Company and its dealers.

To ensure that communication lines remain open, Dealer Council members also participate as



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members of National Dealer Advisory Panels. The current advisory panels, and the topics they address, are as follows:

- Customer Viewpoint Advisory Panel – customer satisfaction rating system, Viewpoint survey
- Product Committee – current and future product cycle plan, including lineup, design, styling and color/trim
- Order Complexity Task Force – reduction of vehicle ordering complexity, order guide simplification
- Marketing Dealer Advisory Board – vehicle packaging strategy, advertising creative, incentive programs
- Training Advisory Board – dealership employee training and recognition
- Parts and Service Manager Advisory Committee – fixed operations programs, including employee recognition/retention
- Commercial Truck Advisory Board – sales, marketing and product programs
- Service Marketing Advisory Committee – service marketing strategy and advertising
- Consumer Experience/Dealer Profitability Committee – enhancing the overall consumer experience and network profitability

The feedback gathered through these interactions has helped us develop various programs, change policies and enhance processes to improve customer handling and other significant elements of the dealers' businesses.

In addition to the Dealer Councils and Advisory Panels, dealer satisfaction is measured in various ways, including the biannual survey of the National Automobile Dealers Association (NADA), as well as day-to-day interaction with our dealers. Approximately 64 percent of dealers provided feedback through the Summer 2010 NADA survey process, which showed notable improvement in many areas – including some of the highest ratings ever from Ford and Lincoln Mercury dealers. With respect to our Ford dealers, we saw significant positive changes in every overall score. Our dealers rated us more favorably in terms of franchise value, policies and procedures, and people. In fact, the [Overall Index Ranking](#) shows Ford dealers moved up two spots and are now included in the Top 5 list of automotive brands.



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## Salute to Dealers



*Edsel B. Ford II congratulates the 2011 Salute To Dealers Honorees  
Left to right: Ronnie Watkins, Don and Cheryl Brenengen, Edsel B. Ford II, Paul E. Miller, Dr. Klaus Sorg, Philip Pfohe and Keith A. Kocourek.*

Ford annually recognizes dealers' outstanding contributions to their communities through its "Salute to Dealers" program. The program was established in 2001 to demonstrate our commitment to dealers who provide outstanding products and services and improve the lives of those in need. Dealers from our Ford and Lincoln brands, representing thousands of dealers across North America and Europe, were eligible to be nominated. This was the first year we honored European dealers.

Ford is very proud of the contributions made by the dealers who are nominated for this award and the 82 men and women who have been selected as Salute to Dealers honorees since the program's inception. Considering the high quality and community spirit of our dealer body, this is a tribute to their hard work and dedication to make the world a better place.

Our 2011 awards recognized six dealer principals for their unparalleled generosity and commitment to their communities. They are:

- Don and Cheryl Brenengen, Brenengen Ford, Inc., Sparta, Wisconsin: Don and Cheryl Brenengen believe that they and their dealership should give back to the community at every available opportunity. One example is the Boys & Girls Club of West Salem. The Brenengens were the driving force that helped make the club a reality. They spearheaded fundraising efforts, were key financial contributors and worked hundreds of hours on-site to revamp a former medical clinic into a viable, positive place for kids. In addition, the Brenengens purchased land to donate for a nature parkway as well as 24 acres for a paved hiking and biking trail. They have also donated thousands of pounds of beef by raising cattle on their hobby farm, and have spearheaded food drives and fundraising efforts for numerous regional food pantries.
- Keith A. Kocourek, Kocourek Ford Lincoln, Wausau, Wisconsin: Keith Kocourek is dedicated to improving life for others of all ages. He and his wife have been actively involved as mentors with Big Brothers Big Sisters of Northcentral Wisconsin for more than 20 years. (This program matches children in need with adult mentors.) Also, Mr. Kocourek organizes food drives at his dealership every year to support The Neighbors' Place, a community organization that serves more than 1,200 families monthly. In addition, his love of flying is more than just a hobby. He is a volunteer pilot for Angel Flight Central, where he provides a valuable volunteer service by personally flying those in need to doctors' appointments and other locations that otherwise would be inaccessible.
- Paul E. Miller, Paul Miller Ford, Lexington, Kentucky: Paul Miller's deep-rooted commitment to his community has had a positive impact on countless lives in Lexington. The Paul Miller Foundation has contributed significantly to multiple scholarship funds that benefit students at the University of Kentucky College of Medicine. The Miller family actively supports organizations such as the Kentucky Blood Center, United Way of the Bluegrass and the Susan G. Komen Race for the Cure®. The family has been instrumental in the success of a local environmental initiative called "Reforest the Bluegrass" by donating more than 15,000 trees to be planted. Miller also donated critical financial support, vehicles and space to more than 7,000 volunteers for the 2010 Alltech FEI World Equestrian Games, an event that brought

renewed life and commerce to Lexington's horse industry.

- Philip Pfohe and Hugo Pfohe, Moto-Pfohe, Hamburg, Germany, and Sofia, Bulgaria: Philip Pfohe has established a proven record of service in his region and is dedicated to supporting a number of important cultural and social causes. His financial support through Moto-Pfohe Conservation Grants is key to important archaeological research conducted at the historically significant Thracian Royal Residence site in the Kozi Gramady region, and to the protection and breeding of endangered land tortoises in the Dragoman, Kalogina, region. This work has also helped shift attitudes of local citizens to more actively support national heritage efforts and the preservation of nature. Mr. Pfohe has also been instrumental in supporting a kindergarten and secondary special education program for children with hearing disorders.
- Dr. Klaus Sorg, Edmund Sorg GmbH, Fulda, Germany: Dr. Klaus Sorg is a tireless advocate and supporter of numerous charities and causes in the communities in and around his Ford dealerships. His unwavering commitment to and support for the Caritas Workshop have given new hope and a feeling of self-worth to hundreds of disabled people in the region. The workshop provides important skills and job training, enabling participants to become meaningful contributors to society. Dr. Sorg also provides critical resources as well as his personal engagement with patients at Hospice Fulda, a local organization that provides humane and compassionate care to the terminally ill. Dr. Sorg credits his hundreds of dealership employees for their humanitarian involvement in their communities.
- Ronnie Watkins, Ronnie Watkins Ford, Gadsden, Alabama: Ronnie Watkins has committed himself to causes that benefit the greater good of his community. His real passion, however, lies in helping the many underprivileged children and their families in the area. He is a major contributor, with hands-on involvement, to the ESTEEM program (Encouraging Students to Exhibit Excellent Minds). Watkins is also a generous donor, and is involved in several ministries at the Meadowbrook Baptist Church, which directly helps people in his local community. His humanitarian efforts in Gadsden also include regularly ringing the bell for The Salvation Army and teaching a Bible class on Sundays.



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## Suppliers

Ford and its suppliers must work jointly to deliver great products, have a strong business and make a better future. In today's economic environment, achieving lower costs and improving quality require an unprecedented level of cooperation with suppliers and the maintenance of strong supplier relationships.

For information about our supply chain relationships, including human rights issues and supplier diversity, please see the [Supply Chain](#) section of this report.

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## Investors

We provide information to and interact regularly with investors through a variety of means, including our corporate website, annual report and regulatory filings, annual meeting and periodic analyst conference calls. We also engage with socially responsible investment organizations that are seeking information to use to evaluate our sustainability performance. These interactions help us stay abreast of and respond to investor concerns.

Our [Investor Relations website](#) is a good source of information for investors. It contains various Company reports, a schedule of events and investment information.

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## Communities

Ford has been supporting community efforts since our founding more than 100 years ago. For us, it is not just about donating money. It is also about building partnerships and working with others to address the difficult challenges so many people are facing. This includes helping feed hungry people, providing mentors in classrooms and teaching teenagers to drive more safely.

In our headquarters state of Michigan, especially, we have witnessed the impact of the auto industry's recent struggles and the resulting stresses on communities. We are as committed as ever to driving a brighter and better future for our communities and for our world. We aim to be a good neighbor – in good times and in bad.

Fundamental changes have been happening within our industry and our Company in recent years, including increased competition globally and changing markets for our products, with the bulk of future sales growth expected to occur in emerging economies. At the same time, we and other companies are expanding sourcing in these lower-cost emerging markets, as a way to serve both local markets and the global supply chain. These changes are affecting not only how we manage our operations, but also how we engage with and affect the communities in which we operate.

Whether doing business in Michigan or Malaysia, we seek to respect and make a positive contribution to our host communities. Operating in emerging economies, however, does bring with it some new community issues for us to understand and manage.

One of these issues is human rights. Specifically, we must ensure that our products, no matter where they are made, are manufactured under conditions that demonstrate respect for the people who make them. We also must respect the rights of people living in the communities around our facilities, as well as our suppliers' facilities, who may be affected by those operations. We view respect for human rights as not only a core operational issue, but also a key to maintaining the trust and respect of local communities. That trust is critical if we want to continue to operate and, increasingly, sell our products in those locations. See the [Supply Chain](#) section for more on these topics. We are also looking at water issues in relation to human rights and are exploring ways to connect our water strategy with water-related community initiatives. See the [Water](#) section for more information.



### Investing in Communities

See some of the community-related projects we are working on around the globe.

[READ MORE](#)

**Perspectives on Sustainability**

**Michael J. Brennan**  
 President and Chief Executive Officer, United Way for Southeastern Michigan

[READ MORE](#)



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## Engaging with Communities

To effectively and sustainably manage community relations issues, we must embed them in our core business practices and seek to manage them with the same rigor as other aspects of our business.

Anticipated changes in the market for our products have implications for how we engage with local communities. The mobility needs of potential customers in emerging markets differ in some fundamental ways from those in the developed markets the auto industry has primarily served to date. Local community engagement is a key strategy Ford is using to learn about and understand how best to meet the needs of these critical and fast-growing markets. (See the [Sustaining Ford](#) section for more on this topic.)

In recent years, we have taken steps to develop a more integrated approach to managing the different dimensions of our community involvement. Our goal is to more closely connect our traditional community relations programs, community impact assessment processes and human rights efforts. Over time, we also want to link all of these efforts with our development of new products and services to meet the unique mobility needs of communities in emerging markets. In our view, this approach will not only increase efficiencies, but also maximize our impact and effectiveness.

The release of our Code of Basic Working Conditions (CBWC) as a formal Policy Letter reinforced that our behaviors and actions include a focus on issues outside the walls of our plants and facilities. The performance criteria for CBWC assessments of owned and operated facilities now address several key community issues and evaluate engagement with members of the local community.

Our work to develop and implement the CBWC has helped to establish our trustworthiness in communities in which we are developing our sustainable mobility strategy. In our view, developing a deep understanding of the unique mobility needs of emerging markets is a precondition of being able to do business in those places.



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## Investing in Communities

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Select a region



📍 Alberta



Edmonton, Alberta  
 Employees at the Edmonton Business Center collected food and toiletries. Each volunteer then worked a shift at the food bank sorting food and packing care boxes.

📍 Arizona

Stop Hunger Now



Ford volunteers packaged high-protein, dehydrated meals at a rate of 300+ per hour at Stop Hunger Now. The meals will be shipped around the globe.

## California



### Irvine, California

Ford volunteers sorted, labeled and packaged food at the Second Harvest Food Bank of Orange County food distribution warehouse in Irvine, California.

## Colorado

### Project C.U.R.E.

At Project C.U.R.E., volunteers unloaded trucks, and sorted and packaged the donated medical supplies for distribution to high-need areas around the world.

## Georgia



### Chattahoochee River

Teams of Ford volunteers in Smyrna cleaned up the banks of the Chattahoochee River, filling 50 garbage bags with 900 pounds of garbage.

## Indiana

### Indianapolis

UAW volunteers in Indianapolis once again displayed their pride in and commitment to Ford and filled a dumpster with debris collected from the grounds of the historic Ford Plant.

## Mexico



Mexico

The HR department in Naucalpan's CSAP coordinated the collection of groceries and their delivery to a help center serving orphans and elderly people.

📍 Michigan



Advanced Technology Academy

Volunteers assembled a greenhouse at the Advanced Technology Academy and spread tons of mulch over play areas and garden beds on the school grounds.



Angels' Place

Volunteers built and installed storage units at Angels' Place, a group home for developmentally delayed adults.



Ann Arbor, Michigan

Autumn gardening chores were completed by Ford volunteers in the extensive and beautifully landscaped gardens at Arbor Hospice & Home Care Center.



Detroit, Michigan

Volunteers created and installed mosaic panels to renovate the Arts & Scraps building exterior, where 28 tons of materials are recycled annually and used for creative projects by school children and adults.



Royal Oak, Michigan

At Common Ground Sanctuary, 30 volunteers installed new kitchen cabinets, replaced a shed floor, landscaped the exterior and painted the interior at a runaway shelter for teens 12–20 years old.



Detroit, Michigan

At a Detroit Rescue Mission Ministries transitional housing program for women and children, Ford volunteers built a play structure and installed safe matting underneath.



Detroit Zoo – Royal Oak, Michigan

Ford volunteers helped clean up the area surrounding the Ford Education Center and prepared garden beds for the upcoming winter, while being carefully supervised by several animals at the Detroit Zoo.



Taylor, Michigan

Volunteers sorted food, stocked shelves and assisted clients as they shopped for food at Fish & Loaves, a food distribution warehouse and grocery store for needy families.



Ann Arbor, Michigan

Volunteers sorted and packaged food at Food Gatherers, a food rescue bank.



### Gleaners

MP and L locations in Michigan conducted collection drives for food, clothing, medical supplies, building materials and other items most needed by underprivileged people, and donated the items to Gleaners.



### Henry Ford Estate

The walkway along the Rouge River, running behind the Henry Ford Estate, was repaired by Ford volunteers, and borders of the walking paths throughout the beautiful grounds were trimmed.



### Redford, Michigan

Volunteers made the medical facilities on the grounds of the Methodist Children's Home cozier, more kid-friendly and welcoming.



### Ann Arbor, Michigan

Volunteers sorted and organized reclaimed building materials at Recycle Ann Arbor, where the sale proceeds fund community projects and Habitat for Humanity – Huron Valley.



### Village of Dundee – Dundee, Michigan

A village park, destroyed by a tornado, was rebuilt by Ford volunteers. Basketball courts were installed by the village, and Ford volunteers restored and beautified the area and planted trees, spread mulch and laid sod.

### Detroit, Michigan

Volunteers helped turn vacant houses back into homes by renovating several foreclosed properties purchased by Grandmont Rosedale Development Corporation.



### Matthaei Botanical Gardens – Ann Arbor, Michigan

A bridge over Fleming Creek was restored and now connects the east and west banks of a loop trail system near the Marilyn Bland Prairie.



### Wayne County Parks – Westland, Michigan

Nankin Mills Park was landscaped, and trails were maintained by Ford volunteers.



### Highland Park, Michigan

The interior of the Ruth Ellis Center, a shelter for youth, was transformed with fresh coat of paint.



### Vista Maria – Dearborn Heights, Michigan

Residents of a residential facility for abused and neglected young girls now enjoy outdoor barbecues on the new patio built by Ford volunteers.

### Habitat for Humanity

Habitat for Humanity homes were built in Detroit, Macomb County and Ypsilanti, including one built to LEED standards.



### Maybury Farm – Northville, Michigan

Farmyard buildings were rehabilitated with paint and minor repairs, old fencing was repaired, and new fencing and a new play yard were installed at Maybury Farm.



### Penrickton – Taylor, Michigan

Volunteers painted, installed a door, removed old sod and laid new, installed fencing, and dug out and prepared a new garden bed at Penrickton Center for Blind Children.



### St. Vincent de Paul

Ford volunteers sorted and organized donated items at St. Vincent de Paul resale shops in Clinton Township, Lincoln Park, Utica and Westland.



### World Medical Relief – Detroit, Michigan

Volunteers assembled a 10,000-piece mailing for a World Medical Relief Wintertime Blankets for Homeless appeal, which will solicit blankets and warm clothing for needy Detroiters.



### Senior citizens

Teams of Ford volunteers literally brightened the lives and homes of area senior citizens! The volunteers changed old light bulbs to energy-efficient ones, installed new furnace filters and replaced smoke alarm batteries.

## New York

### New York

Ford volunteers delivered food to area seniors and infirm people.

## Ohio



### Cleveland

Volunteers from the Cleveland Plant cleaned up and spread mulch on the University Settlement day care playground and then packed groceries in the food bank for clients.



### Lima

The Wheelchair Ramp Crew of UAW Local 1219 and the Lima Engine Plant made repairs and reinforced areas of a home and then built a ramp for a needy local woman.

## Ontario



### Ontario

Employees at Ford Motor Company of Canada Limited and Ford Credit Canada Limited filled ten new Ford Fiestas with school supplies and nonperishable food items for local charities.

## Pennsylvania

### Greater Pittsburg Food Bank

Pittsburg FCSD and FMCC volunteers worked in the Re-pack Center of the Greater Pittsburg Food Bank and sorted food for distribution to needy clients. The

Food Bank distributes 1.7 tons of food each month.

## South Carolina



### Greenville Business Center

Generous Greenville Business Center employees each donated over 10 lbs. of food, exceeding the Center goal of 1 ton (2,000 lbs.), to the Salvation Army, and provided book bags filled with school supplies to 80 local children. Also, more than 50 employees donated blood and assisted with a blood drive that collected 37 pints of blood.

## Texas



### Dallas

A MODEL Team of Ford volunteers set up a silent auction in Dallas; the auction was MADD of North Texas' major fundraiser.



### Fort Worth

Volunteers sorted food, packed boxes and stocked shelves at the Tarrant Food Bank in Fort Worth, providing food for thousands of needy area residents.



### Houston

Using true Ford ingenuity, volunteers set up an assembly line and packaged containers of fresh food at the Houston Food Bank – Keegan Center for distribution to needy citizens.

## Virginia

### Ellanor Lawrence Park

Ford volunteers worked to beautify the historic and cherished Ellanor Lawrence Park.

## Washington

### Food Lifeline in Seattle

A MODEL team of Ford volunteers sorted, labeled and packed food at Food Lifeline in Seattle to help feed those in need.

## Select a project location

[Alberta](#), [Arizona](#), [California](#), [Colorado](#), [Georgia](#), [Indiana](#), [Mexico](#), [Michigan](#), [Missouri](#), [New York](#), [Ohio](#), [Ontario](#), [Pennsylvania](#), [South Carolina](#), [Texas](#), [Virginia](#), [Washington](#)





Argentina



Don Orione Children's Center – Buenos Aires

Ford Credit employees organized a clothing and school supplies collection and delivered the items to the Children's Center.



Escuela Gabriela Mistral, Puerto Constanza – Buenos Aires

The poor children in Entre Rios had their school building improved and received generous donations from this Pacheco Paint Shop team.



Food Bank Charity Walk – Buenos Aires

Pacheco Plant hourly and salaried employees ran a race in the streets of Buenos Aires or walked inside the Plant to raise awareness, supplies and money for a food bank. Entry fees were donated for nonperishable food items, including milk powder, sugar and other staples.



Hemotherapy Institute, Health Ministry – Buenos Aires

Volunteers at the Pacheco Plant donated blood. Each donation is expected to help three people.



Work Education Center for Children – Buenos Aires

Volunteers trained teachers in information technologies and helped them develop activities for students with special needs. They were trained on the six new PCs donated by Ford through the Fiscal Credit Provincial program.



Work Education Center for Children – Buenos Aires

Volunteers prepared theater plays for the children at the Center that will then be performed in schools, orphanages and homes for the elderly.

Social Service Organizations – Buenos Aires

The Pacheco Finance employees organized a clothing drive and delivered the items to five organizations in Buenos Aires.

Habitat for Humanity – Buenos Aires

Pacheco employees worked on homes being built for low-income families.

Aruba

Global Week of Caring

R.E. Yrausquin & Sons dealership supported Global Week of Caring by participating in a walkathon to promote child abuse awareness.

Brazil



#### Infanti Maria Jose Alves da Silva

At Infanti Maria Jose Alves da Silva, games, small gift bags, school and craft supplies and three volunteers dressed as clowns helped entertain the three- to five-year-old orphans, thanks to Ford volunteers.

### Cayman Islands

#### Vampt Motors

Vampt Motors dealership employees removed hundreds of pounds of trash from a local beach, making the area beautiful once more.

### El Salvador

#### Grupo Gevesa

The Grupo Gevesa dealership donated a percentage of all service invoices and collected additional funds from their community to help children with Down's syndrome at a school in San Miguel.

### Guatemala

#### Excel Motors

Employees of Excel Motors, SA, sponsored a two-day construction project building houses for people whose homes were destroyed by severe weather.

### Honduras

#### Yude Canahuati, S.A. de C. V.

A school for blind children received special learning aids and a remodeled laundry room from the kind employees of Yude Canahuati, S.A. de C. V. dealership.

### Panama

#### Distribuidora David

Distribuidora David dealership employees volunteered at a local school.

### Puerto Rico

#### Auto Vegas

Auto Vegas helped their community's most needy. The dealership and employees

donated a percentage of service department sales, matched all funds received from the community, provided food and served it to 150 homeless individuals.

## Select a project location

[Argentina](#), [Aruba](#), [Brazil](#), [Cayman Islands](#), [El Salvador](#), [Guatemala](#), [Honduras](#), [Panama](#), [Puerto Rico](#)



### Belgium



#### MPI Ter Heide Genk – Ford Genk

Ford of Belgium volunteers cleared and restored trails and footpaths and made them wheelchair accessible for 20 developmentally and physically challenged residents of a residential facility.

### England

#### Dunton Research and Engineering Center

Dunton Research and Engineering Center volunteers worked two days removing trees, installing artificial grass, repairing fences, painting a shed and installing vegetable planters, a shaded sail area and seating for students and teachers at Westwood Primary School.

### Germany





## Cologne

Employees in Cologne accomplished a wide variety of projects including; escorting wheelchair-bound seniors to the zoo, mentoring children aged 6–10; serving as role models and coaching students in a secondary school business program; and installing rabbit-proof fencing around a children's garden.

## Italy

### FMCC

The HR and Trans Project staff of FMCC conducted a Global Week of Caring project.

## Spain



### Natural Park of L'Albufera – Valencia

One group of Ford Valencia volunteers cleaned La Punta beach, an important Mediterranean rest stop for birds migrating each year between Europe and Africa, while another group painted and repaired a residential facility for mentally handicapped individuals.

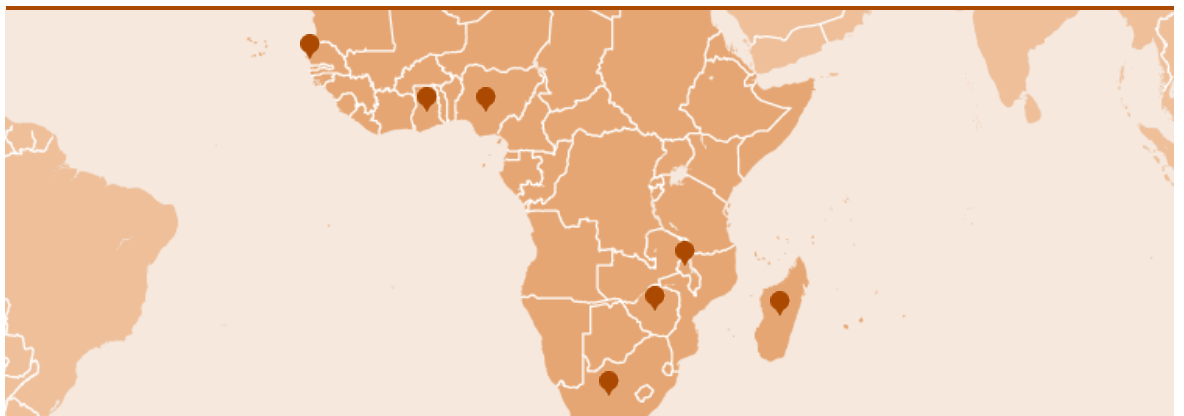
## Wales

### PAG Machining

14 employees of the Bridgend Engine Plant, PAG Machining, walked 22 miles, with 1,000 other volunteers, along the Gower Peninsular on the southwest coast of Wales, raising funds to support cancer research and services to patients.

## Select a project location

[Belgium](#), [England](#), [Germany](#), [Italy](#), [Spain](#), [Wales](#)



## Ghana



### Apirede

3,000 Apirede villagers have fresh drinking water from a well thanks to Mechanical Lloyd Company. The Ford dealer in Ghana donated \$6,000 to cover the cost, and employees landscaped the area surrounding the new well.

## Madagascar



### Ambohibao

The Materauto dealership donated \$2,000 to transform a small lodge at the school in Ambohibao into a canteen to provide nutritious meals to students who are from low income families.

## Malawi



### Blantyre

FAO Malawi Limited provided funding, and company volunteers painted Limbe Primary and Ndirande Primary Schools, which educate needy children in Blantyre.

## Nigeria

### Apapa

Briscoe Ford dealership employees raised funds for Apapa General Hospital.

## Senegal



#### Dakar

The L'Africaine de L'Automobile dealership donated a percentage of service and repair proceeds to the Orphan's Fund in Dakar.

### South Africa



#### Pretoria and Port Elizabeth

Ford employee volunteers in Pretoria and Port Elizabeth accomplished several projects including: restoring water flow to the Tiperion Reserve's lower wetlands and eradicating poplar trees that were threatening native grasses and shrubs; painting rooms and repairing sliding doors at the Mamelodi community; and working two days making repairs, painting classrooms, and winterizing doors and windows at a school for physically challenged, low-income students under 14 years old. Other school yards were landscaped and cleaned, classrooms were painted, toilets were repaired and a community garden was established.

### Zimbabwe



#### Streets Ahead

Duly Motors provided funding and employees renovated Streets Ahead, a shelter housing 30 street kids. The entire exterior was repaired and painted, the washrooms were rehabilitated and the interior was cleaned and painted.

### Select a project location

[Ghana](#), [Madagascar](#), [Malawi](#), [Nigeria](#), [Senegal](#), [South Africa](#), [Zimbabwe](#)





#### Blood donations

Fifty-six employees donated blood at mobile collection areas set up in the plants.



#### Child Abuse Center

The entire staff of the Premier Auto dealership, including 41 employees and the Dealer Principal, spent two days cleaning, painting and landscaping the Child Abuse Center. The dealer also donated \$1,700 worth of gifts to the children.



#### Kirirom National Park

The R.M. Asia dealership team planted 280 tropical trees and plants in damaged areas of the Kirirom National Park.





#### Chongqing, China

Ford Mazda Automobile (CFMA) employees raised more than \$14,600 for an elementary school and purchased: 20 new computers; 2,600 sq. meters of playground resurfacing; a 25-meter-long stainless steel safety fence for the playground; basketball, badminton and tennis equipment; and books, games, DVDs, and clothing for the children and their family members. Additionally, a one-on-one mentorship program was established for 22 needy students, and volunteers funded school lunches for the year.

#### Guam



#### Operation Walkway

Triple J Ford dealership employees rehabilitated the campus walkways at a school for handicapped children. Operation Walkway volunteers cleaned and repaired the uneven surfaces and repainted the area with anti-skid paint.

#### India



#### Chennai

The Ford Business Services Center and FTSI Community Development Team volunteered at two Chennai area facilities providing services to underprivileged school students, including physically challenged children and orphans.

#### Korea



#### Seoul

The Parts and Service department donated 5 percent of total parts sales (U.S. \$9,000) to the aged, disabled, homeless and sick residents at St. Joseph Village in Seoul. Volunteers cleaned and washed the residence, harvested rice and peppers and donated firewood.

#### Lao



#### RMA Lao and Lao Bicycle Association

In a month-long project, RMA Lao and Lao Bicycle Association employees renovated an old rural school and collected new clothing and school supplies for the underprivileged children there. The group also organized activities at the school and planted trees to benefit the entire community.

#### New Caledonia

#### Johnston and Compagnie

A percentage of Johnston and Compagnie's service department income was donated to purchase toys, books and gifts that the Pink Mothers, a group of hospital volunteers, will deliver to children in the local hospital.

#### Philippines



#### Calamba City

Employees planted trees, built houses and donated books at the Gawad Kalinga community in Calamba City.

#### Saipan



#### Joeten Motor Company, Inc.

Employees of Joeten Motor Company, Inc., together with community members, cleaned an extensive stretch of beach along the Atlantic Ocean from Minachom Atdao Pavilion to the Joeten Motors facility.

### Singapore

#### Vantage Automotive Limited

A foundation that provides financial assistance to children with cancer received a generous donation from Vantage Automotive Limited.

### Taiwan



#### Ford Lio Ho

Ford Lio Ho employees cleaned up a local beach and built a heart-shaped playground for children.

### Thailand

#### Thailand

Ford staff, dealers, suppliers and customers joined forces and together built a new running track and exercise park for the local community.

### Vietnam

#### Hai Duong

Employees in Hai Duong cleaned up area lakeshores during the Global Week of Caring.

### Select a project location

[Australia](#), [Brunei](#), [Cambodia](#), [China](#), [Guam](#), [India](#), [Korea](#), [Lao](#), [New Caledonia](#), [Philippines](#), [Saipan](#), [Singapore](#), [Taiwan](#), [Thailand](#), [Vietnam](#)

consumed with creating products and practices that would change the world, he realized: "A business that makes nothing but money is a poor business."

More than 100 years later, we continue to touch lives in a way that we believe would have made our founder proud. Our Company's commitment to supporting local communities through charitable contributions and volunteer efforts has remained unwavering – even during our darkest days. We deliver on our commitments through our Company's community relations arm, formally known as Ford Motor Company Fund and Community Services. (The Ford Foundation, meanwhile, is a separate entity from the Ford Motor Company. No member of the Ford family nor Ford Motor Company management is on the Ford Foundation board of trustees.)

Founded as a not-for-profit organization in 1949, Ford Motor Company Fund is responsible for the Company's philanthropy and volunteerism efforts. Made possible by Ford Motor Company profits, the organization makes contributions to qualified U.S. not-for-profit organizations that promote corporate citizenship, philanthropy, volunteerism and cultural diversity for those who live in the communities in which Ford operates. It supports organizations in three strategic areas: driver safety, education and American heritage.

In addition to donations from the Fund, Ford also makes direct corporate contributions to a variety of charitable organizations and causes.

In 2010, Ford contributed a total of \$29 million (the same amount as 2009). Of that amount, \$18.6 million was in the form of grants awarded by Ford Motor Company Fund; the remainder was direct corporate giving.

In addition to grants, we encourage our employees to participate in programs that build stronger communities through the Ford Volunteer Corps. During 2010, some 27,000 Ford employees and retirees in 41 countries provided more than 112,000 hours of work on more than 1,100 community service projects – the equivalent of \$2.25 million of in-kind corporate contributions. Many of these volunteer projects received mini-grants to help complete the project.

Our community relations work extends to our areas of international operation. Ford of Mexico, for example, has been recognized as a Socially Responsible Company for nine consecutive years by the Mexican Philanthropy Center. The award is given to companies that encourage quality of life in the workplace, strong ethics, environment care in operations and close involvement in the community. Ford and our dealers have supported the School Building Project, which has built 212 schools in nearly every state of Mexico.

This Report:

- [Ford Motor Company Fund and Community Services](#)
- [Ford Volunteer Corps](#)

External Websites:

- [Ford GlobalGiving Portal](#)





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## Ford Motor Company Fund and Community Services

### Ford Motor Company Fund Vision:

To be recognized as the global leader in corporate philanthropy that builds a better world through community engagement, education and driver safety programs.

Investing in communities is more than the right thing to do; it's also smart business. Our global company is only as strong as the local communities where our employees and customers live and work, and it is in our mutual interest that we work together with communities to make meaningful contributions in their quality of life.

It is in that spirit that Ford Motor Company Fund and Community Services supports programs and initiatives that help build vibrant and sustainable communities. Recently, we expanded our program to partner with our dealers and a diverse range of nonprofit organizations to enhance quality of life, with a focus on U.S. cities where Ford has a presence, such as Chicago, Detroit, Miami, Nashville, Phoenix, San Antonio, Texas, and San Diego. We're calling these our "Operation Goodwill" cities.

Our efforts support some of the most vulnerable citizens in the U.S. The goals of the Fund are the same as they were when Henry Ford II founded it 60 years ago: to support local and national programs that effect change in our communities and improve the quality of life.

Ford Motor Company Fund and Community Services builds communities through volunteerism and partnerships with nonprofit organizations that focus on education, preserving America's heritage and driver safety. The following are examples of some of our most significant or new programs.

### Community Initiatives

- In 2009, we launched the Ford Mobile Food Pantries program to help social service organizations in southeast Michigan collect and distribute food to those in need. In the first year, we provided three Ford Transit Connect vans for food deliveries. We have since expanded the program significantly and expect to donate 16 vans for food collections and deliveries by the end of 2011. Overall in 2010, Ford contributed \$210,000 to this program.
- For the 10th consecutive year, Ford Motor Company and Newman's Own®, Inc., are partnering with Feeding America, the nation's largest hunger-relief organization, to provide Ford refrigerated trucks loaded with Newman's Own food products to U.S. communities in need. This unique "Partnership for Hunger Relief" began when Paul Newman reached out to Bill Ford in an effort to improve the distribution of produce and other perishable food to those facing hunger in rural America. Today, a fleet of 98 refrigerated Ford trucks and vans now reaches into all 50 states. To date, our donated trucks have delivered more than 130 million meals to families across the country, particularly in hard-to-reach, underserved communities. Our total donations for this program in 2010 came to \$380,000.
- In 2010, the Fund continued to support organizations and initiatives that preserve America's culture heritage, including the Gettysburg Museum & Visitor Center and a new two-year exhibit at Mount Vernon that showcases artifacts from the Washington collection. In addition, we continued funding to make possible the premier of a new classical piece by composer Joseph Schwantner in all 50 states in 2010. We also teamed again with the Smithsonian Institution and the Cincinnati Museum Center to offer Freedom's Sisters, a touring exhibition that honors the legacy of 20 influential African-American women.
- Ford employees and Ford Motor Company Fund are major supporters of the United Way in the U.S., giving nearly \$7 million in 2010 to support numerous community-based social services organizations.
- Ford also has a long history of working with disabled American veterans. As a major contributor to the [Jesse Brown Memorial Youth Scholarship Program](#), for example, Ford provides scholarships to students who volunteer at local Veteran's Administration medical centers. For 16 years, Ford has also been a sponsor of the [National Disabled Veterans Winter Sports Clinic](#), which brings hundreds of disabled veterans to the mountains of Colorado to participate in adaptive sports, including skiing, snowmobiling, sled hockey and rock wall climbing. In 2010, Ford donated \$200,000 to purchase seven new vehicles for the Disabled American Veterans (DAV) Transportation Network and provided \$25,000 to the DAV's youth volunteer scholarship program.

## Driving Safety Programs



*Illinois High School students learning how to recover a vehicle from situations such as ice, rain, snow, or slippery surfaces in the Ford Driving Skills for Life course.*

- The Fund supports teen safe driving through its award-winning [Ford Driving Skills for Life](#) program, a safe-driving curriculum that has trained millions of U.S. teenagers through web-based and in-person driving sessions since the program was launched 2003. Developed by Ford, the Governors Highway Safety Association and a panel of safety experts, the free program educates teens with a combination of ride-and-drive events, educational materials, customized in-school events and an interactive website. The program, which has received numerous awards, including the World Traffic Symposium Award, is offered in more than 30 cities in the United States and was expanded into Asian markets in 2008 and into Puerto Rico in 2010. We also recently expanded the program through a partnership with the National FFA Organization (formerly Future Farmers of America). (The National FFA honored Ford in 2010 with its Distinguished Service Citation for outstanding contributions to the FFA and agricultural education. Ford is the largest corporate sponsor of scholarships in the National FFA scholarship program.)
- Corazón de mi Vida is a national bilingual initiative on child passenger safety developed by Ford Motor Company Fund and Community Services in partnership with the Latino Children's Institute and the National Highway Traffic Safety Administration. Through this initiative, Latino families, child care providers and the Spanish-speaking community in El Paso, Phoenix and San Antonio are informed about the important role that safety seats and safety belts play in saving children's lives. Through continued support from Ford, more than 2,875 child safety seats have been distributed, more than 380 bilingual child safety seat technicians have been trained and our safety messages have reached approximately 2.2 million people.

## Education Programs

- The [Ford Partnership for Advanced Studies](#) uses an academically rigorous curriculum to provide high school students with 21st-century learning experiences to enhance real-world skills. Since its inception in 2004, more than 100,000 students in 27 states have participated in the program, which relies on collaboration among high schools, community organizations, higher education institutions, government entities and businesses. The program has been awarded the National Governors Association's first Public-Private Partnership Award for innovative educational programming, among other awards.
- The Henry Ford Learning Institute is a national nonprofit organization that supports high schools that are focused on creativity and innovation, integrated with college-preparatory courses in math, science, social studies and language arts. The first charter school – [Henry Ford Academy \(HFA\)](#) – was opened in 1997 in Dearborn, Michigan. Since then, three other HFA schools have opened in Detroit, Chicago and San Antonio, Texas, as part of a network of schools.
- The Ford College Community Challenge invites 32 partner universities and colleges to develop student-led programs that tackle a specific social problem. The five winning projects each use a \$50,000 Ford grant to build sustainable communities in an innovative way. Recent projects include a unique automated bike lock and kiosk in Georgia; a winterization project to benefit low-income senior citizens in northern Michigan; and business support to a Detroit bakery that employs formerly homeless and incarcerated men.
- Ford "Blue Oval" Scholarships are awarded to individual students through organizations such as the Hispanic College Fund, the American Indian College Fund, the United Negro College Fund, the Jesse Brown memorial Youth Scholarship Program and the Society for Automotive Engineers Educational Foundation. In 2010, more than 500 individual scholarships were awarded.
- The Ford Driving Dreams Through Education Program, launched in 2010 in partnership with the League of United Latin American Citizens (LULAC), aims to address the high school dropout rate among Hispanic students. Ten LULAC councils are receiving support to implement local programs that help students stay in school.

## Other Company Programs

In addition to the above, Ford supports a wide variety of other organizations through corporate contributions and sponsorships. Highlights from 2010 include the following:

- For more than 20 years, Ford has been involved in helping find a cure for juvenile diabetes. See the [juvenile diabetes case study](#) for more information.
- Ford has also been a long-time supporter in the fight against breast cancer. For 17 years, Ford has been a National Series Sponsor of the [Susan G. Komen Race for the Cure®](#) series and has dedicated more than \$110 million to the cause in donations and in-kind gifts. Ford's commitment goes well beyond the October race; it lasts 365 days a year and focuses on raising awareness, support and donations for this cause, including customized apparel that is sold on [fordcares.com](#). This specially designed clothing and accessory line, called "Warriors in Pink," is dedicated to those fighting this disease, and 100 percent of net proceeds go to Susan G. Komen for the Cure. Since 2006, we have sold more than \$6.5 million of the Warriors in Pink products. In addition, more than 75,000 Ford employees and thousands of dealership employees are involved in races and supporting the cause in their local communities. In 2010, we launched a month-long initiative on Facebook, donating \$1 to Komen for every new fan who joined the Warriors in Pink Facebook page; the initiative generated \$81,122 in funding and 81,122 new fans.
- Ford volunteers raised \$508,000 for the [March of Dimes](#). Ford CEO Alan Mulally and outgoing UAW president Ron Gettelfinger served as national co-chairs of the organization's annual March for Babies campaign. The combined efforts of the UAW/Ford teams resulted in a 62 percent increase in money raised over the 2009 events. Over the past five years, the UAW/Ford team has raised more than \$1.5 million.
- Ford and the UAW continued our longstanding partnership with the American Red Cross to host 210 blood drives at various office and plant locations across the country, collecting more than 7,860 pints of blood in 2010.
- Ford volunteers raised more than \$140,360 for the [National Multiple Sclerosis Society](#) in 2010.



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## Ford Volunteer Corps

In addition to the financial contributions made by Ford and Ford Motor Company Fund and Community Services to hundreds of organizations globally, thousands of Ford employees and retirees volunteered to help build stronger communities around the world in 2010.

Volunteerism has been an integral part of Ford Motor Company since its creation in 1903. Today, we help build communities by leveraging the volunteer muscle of Ford employees and retirees around the world.

Even in difficult economic times, we believe it is important to help the communities in which our employees work and live. Volunteer efforts help to build the morale of our employees. There's a strong business case for volunteerism, too: our volunteer projects help to strengthen the name of Ford and enhance purchase consideration for future buyers.

The Ford Volunteer Corps comprises salaried employees and retirees across six continents who work to strengthen their communities. Ford Motor Company offers its U.S. salaried employees two workdays per year to volunteer in the community. Employees form "MODEL Teams" and volunteer to help nonprofit organizations. In 2010, more than 27,000 Ford employees and retirees in 41 countries provided more than 112,000 hours of volunteer time for their communities, or the equivalent of \$2.25 million in in-kind corporate contributions.

In 2010, Ford held five "Accelerated Action Days" – concentrated one-day efforts to meet critical needs identified by our agency partners. Each has a special focus, such as families and children or the environment. Ford volunteers are mobilized into MODEL Teams that are matched with local social service agencies requesting their help. These daylong service programs benefit shelters and schools, children's homes, soup kitchens and parks and playgrounds, to name just a few. More than 60 community organizations shared \$236,000 in mini-grants to support volunteer projects (i.e., purchasing the paint and lumber needed to perform a project).

Software designed and launched by the Ford Volunteer Corps aligns our volunteer projects with the needs of nonprofit organizations across the U.S. Using this system, employees can go online to sign up for volunteer projects based on their interests and availability. In prior years, our volunteers would essentially tell the nonprofit organizations when we would provide hands-on assistance, without fully assessing when would be the best time for them. Now, our nonprofit partners can tell us when they need help and what manner of assistance they need. In 2010, the software was upgraded to help us expand our volunteer programs to other regions, strengthen data-collection capabilities and enhance the employee user experience.

In 2010, Ford held its fifth annual Global Week of Caring, a weeklong series of volunteer events around the world, coordinated by the Ford Volunteer Corps. During one week in early September, more than 12,600 Ford employees in 41 countries contributed more than 46,000 hours of their time to over 200 volunteer projects.

During the 2010 Global Week of Caring, participants built homes, cleaned nature preserves, wildlife refuges and beaches, and fed the hungry, to name just some of the efforts. Ford retirees participate side-by-side with current employees on these volunteer projects.

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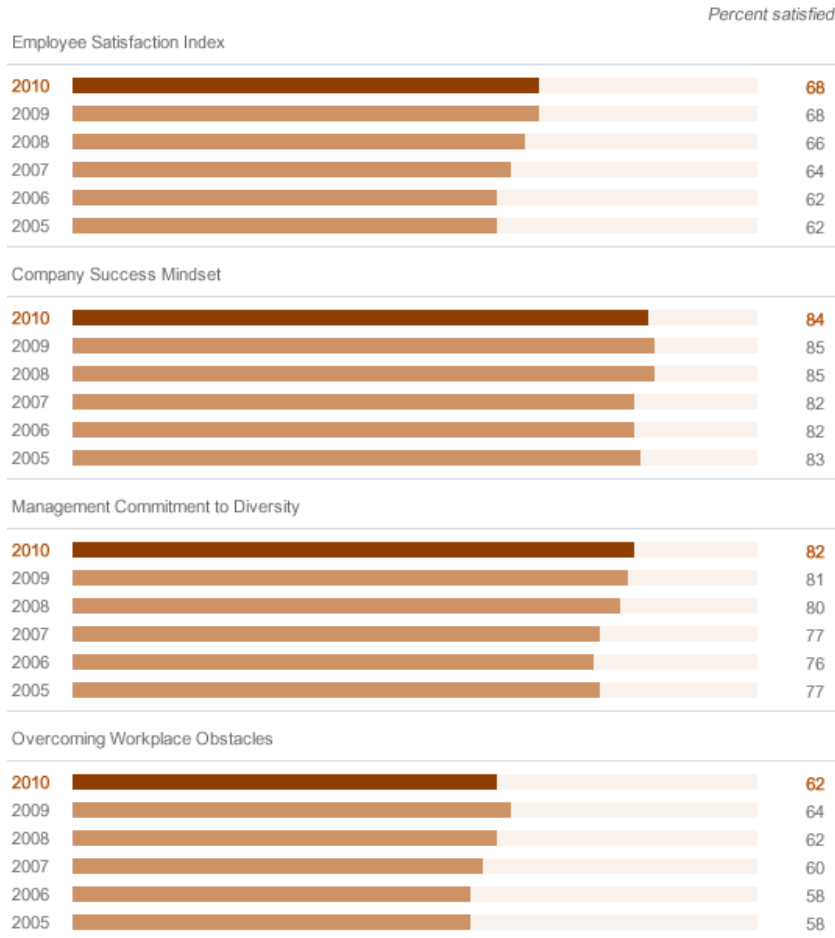
## Engagement and Community

### DATA ON THIS PAGE

- A. Employee Satisfaction, Pulse Survey
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- H. Volunteer Corps
- I. Working Conditions Assessment Status for Supply Chain

View all data on this page as [charts](#) | [tables](#)

### A. Employee Satisfaction, Pulse Survey



*Percent satisfied*

	2005	2006	2007	2008	2009	2010
Employee Satisfaction Index	62	62	64	66	68	68
Company Success Mindset	83	82	82	85	85	84

Management Commitment to Diversity	77	76	77	80	81	82
Overcoming Workplace Obstacles	58	58	60	62	64	62

Notes to Data   Related Links

In 2006, the Pulse survey was changed to incorporate new dimensions. While there was no change to the number or content of the existing 55 core questions asked on Pulse, they were realigned into eight revised dimensions. These changes were made because the revised dimensions are better focused on current business priorities and can provide a framework for more focused feedback and action planning. In addition, the revised Employee Satisfaction Index can be benchmarked externally; none of the prior 13 dimensions could be benchmarked outside the Company.

In This Report:

- [Employee Satisfaction](#)

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## B. Overall Dealer Attitude

*Relative ranking on a scale of 1–100 percent*

	2005	2006	2007	2008	2009	2010
Ford (winter/summer score)	72/70	64/64	64/69	69/68	71/80	83/85
Lincoln Mercury (winter/summer score)	64/64	64/62	64/66	66/64	66/71	71/62
Industry (winter/summer score)	74/74	71/70	70/72	73/72	70/74	75/78

Notes to Data   Analysis   Related Links

Overall dealer attitude is measured by the National Automobile Dealer Association (NADA) Dealer Attitude Survey. Scores are for the summer and winter respectively of the year noted.

Approximately 64 percent of dealers provided feedback through the summer 2010 NADA survey process, which showed notable improvement in many areas – including some of the highest ratings ever from Ford and Lincoln Mercury dealers. With respect to our Ford dealers, we saw significant positive changes in every overall score. Our dealers rated us more favorably in terms of franchise value, policies and procedures, and people. In fact, the Overall Index Ranking shows Ford dealers moved up two spots and are now included in the Top 5 list of automotive brands.

In This Report:

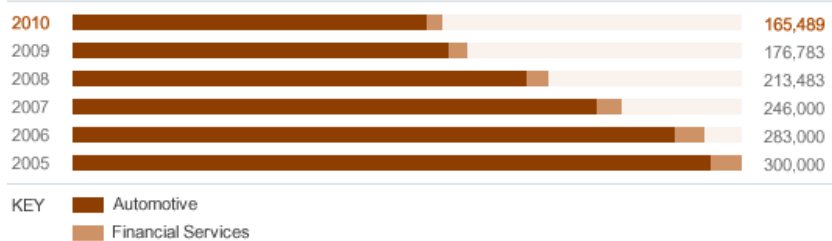
- [Dealers](#)

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## C. Employment by Business Unit

Chart   Table

*Average number of people employed*



*Average number of people employed*

	2005	2006	2007	2008	2009	2010
Automotive	286,000	270,000	235,000	203,316	168,610	158,470
Financial Services	14,000	13,000	11,000	10,167	8,173	7,019
Total	300,000	283,000	246,000	213,483	176,783	165,489

Notes to Data Related Links

These employee numbers do not include dealer personnel; 2009 employee numbers have been adjusted to reflect the new accounting standard on the deconsolidation of many of our variable interest entities.

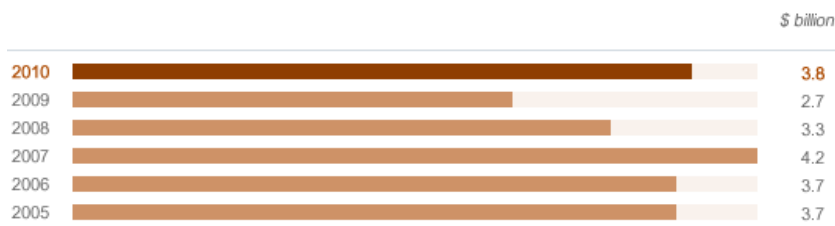
In This Report:

- Fostering a Capable and Effective Workforce

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## D. Total Purchases from Minority-owned Businesses – U.S.

Chart Table



\$ billion

2005	2006	2007	2008	2009	2010
3.7	3.7	4.2	3.3	2.7	3.8

Notes to Data Analysis Related Links

From 2003 to 2007, purchases from non-minority, women-owned businesses were included within total purchases from all minority suppliers. Beginning in 2008, we provided separate data for women-owned businesses, which accounted in part for the reduced amount of purchases in 2008.

In 2010, Ford purchased \$3.8 billion in goods and services from approximately 200 minority-owned suppliers and more than \$866 million in goods and services from more than 150 women-owned businesses. Our 2010 results were an improvement over 2009, exceeding our sourcing goals for both minority- and women-owned suppliers.

In This Report:

- Supplier Diversity Development

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## E. Total Purchases from Women-owned Businesses – U.S.

Chart Table



\$ billion

2008	2009	2010
0.763	0.539	0.866

Notes to Data Analysis Related Links

From 2003 to 2007, purchases from non-minority, women-owned businesses were included within total purchases from all minority suppliers. In 2008, we began breaking out separate data for purchases from non-minority, women-owned businesses.

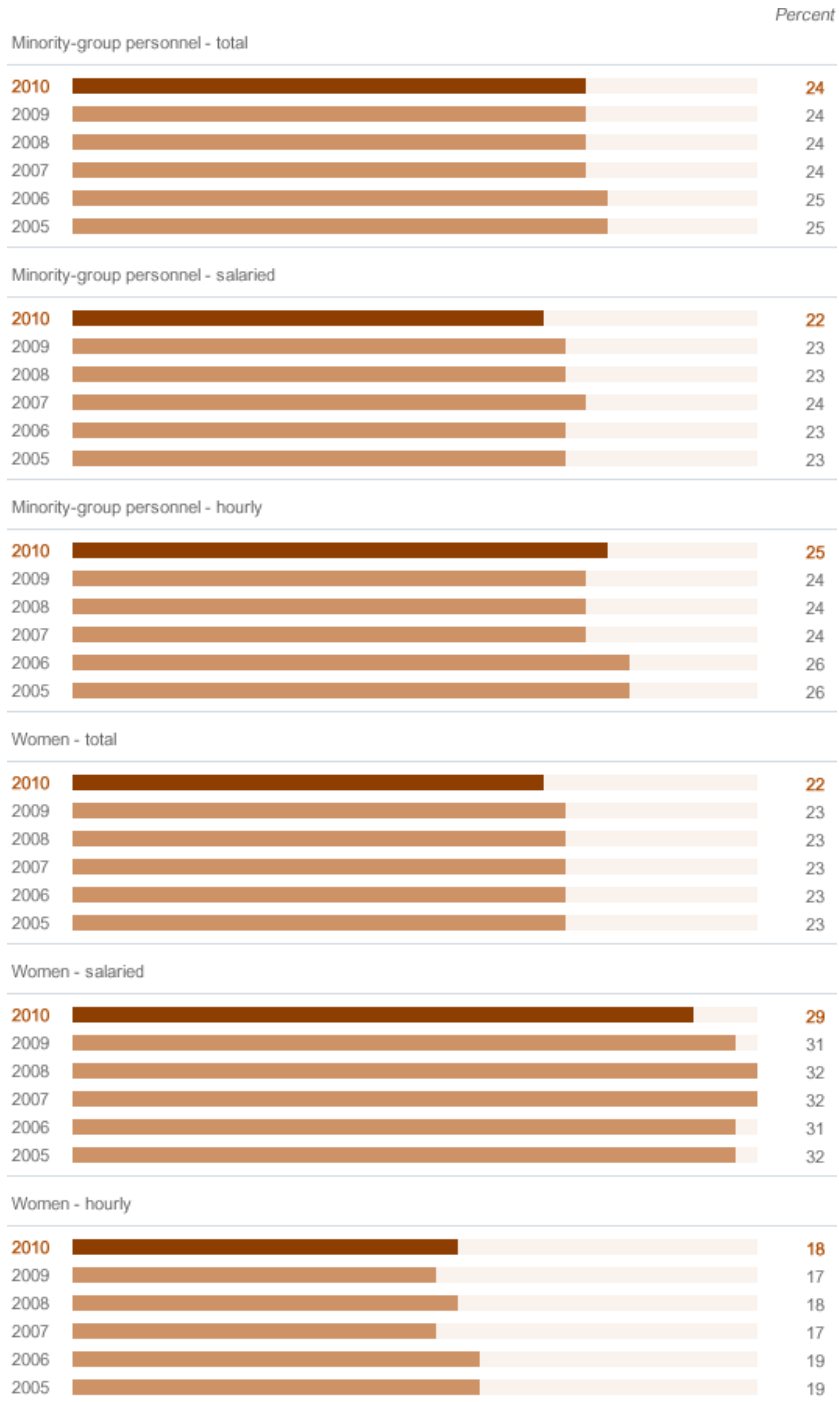
In 2010, Ford purchased \$3.8 billion in goods and services from approximately 200 minority-owned suppliers and more than \$866 million in goods and services from more than 150 women-owned businesses. Our 2010 results were an improvement over 2009, exceeding our sourcing goals for both minority- and women-owned suppliers.



- Supplier Diversity Development

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## F. U.S. Employment of Minority-group Personnel and Women at Year-end



*Percent*

	2005	2006	2007	2008	2009	2010
Minority-group personnel – total	25	25	24	24	24	24
Minority-group personnel – salaried	23	23	24	23	23	22
Minority group personnel – hourly	26	26	24	24	24	25
Women – total	23	23	23	23	23	22

Women – salaried	32	31	32	32	31	29
Women – hourly	19	19	17	18	17	18

 Reported to regulatory authorities

Notes to Data    Related Links

To align with the 2003–2007 reported data, 2008 data has been modified to reflect the total Company. Previously, 2008 data reported Ford Automotive data only.

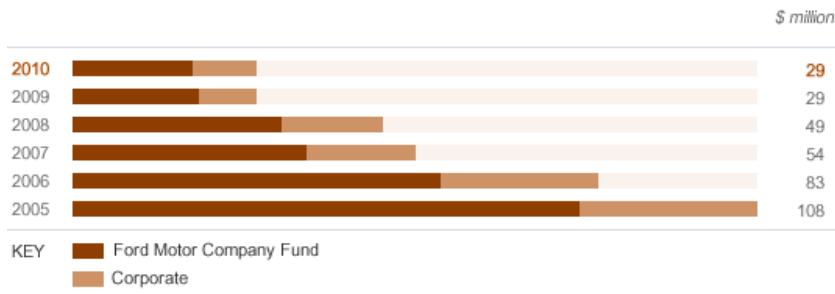
In This Report:

- Diversity and Inclusion in the Workplace

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## G. Charitable Contributions



*\$ million*

	2005	2006	2007	2008	2009	2010
Ford Motor Company Fund	80	58	37	33	20	19
Corporate	28	25	17	16	9	10
Total	108	83	54	49	29	29

Analysis    Related Links

The total amount is the same as 2009, but less than in previous years, reflecting the challenging business conditions that affected the Company's core automotive business in 2010.

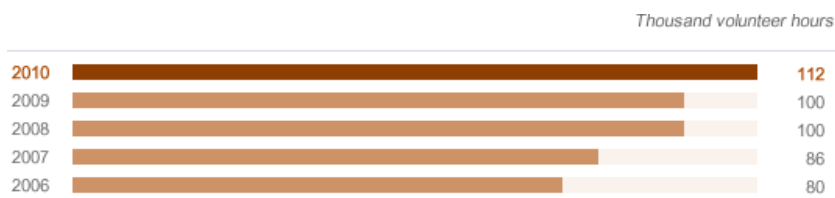
In This Report:

- Investing in Communities

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## H. Volunteer Corps



*Thousand volunteer hours*

	2006	2007	2008	2009	2010
	80	86	100	100	112

Notes to Data    Related Links

The Ford Volunteer Corps was founded in 2005, and 2006 is the first year data are available. However, volunteerism and community service have long been a part of Ford's culture, and these efforts were

formalized in 1997 with the creation of the 16-hour Community Service Program.

In This Report:

- [Ford Volunteer Corps](#)

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## I. Working Conditions Assessment Status for Supply Chain

Working Conditions Assessments (as of 12/31/10)	Americas	Asia Pacific and Africa	Europe	Global Total
Average violations per assessment	11.4	10.4	11.5	10.8
Assessments completed to date	250	438	63	751
Follow-up assessments completed to date (third party and/or internal)	227	408	67	702
Working Conditions Training (as of 12/31/10)	Americas	Asia Pacific and Africa	Europe	Global Total
Training sessions completed to date	54	42	11	107
Total number of attending companies (i.e., individual GSDB code sites or # suppliers attended)	685	708	262	1,655
Total number of trained managers	1,192	716	241	2,149
Working Conditions Training: (Scope of Impact: Supplier-Submitted Data as of 12/31/10)				Global Total
Training cascade to management, individuals trained				18,139
Training cascade to workforce, individuals trained				318,593
Communication to suppliers, number of sub-tier companies				56,284

### Related Links

In This Report:

- [Human Rights in the Supply Chain: Ford's Global Working Conditions Program](#)

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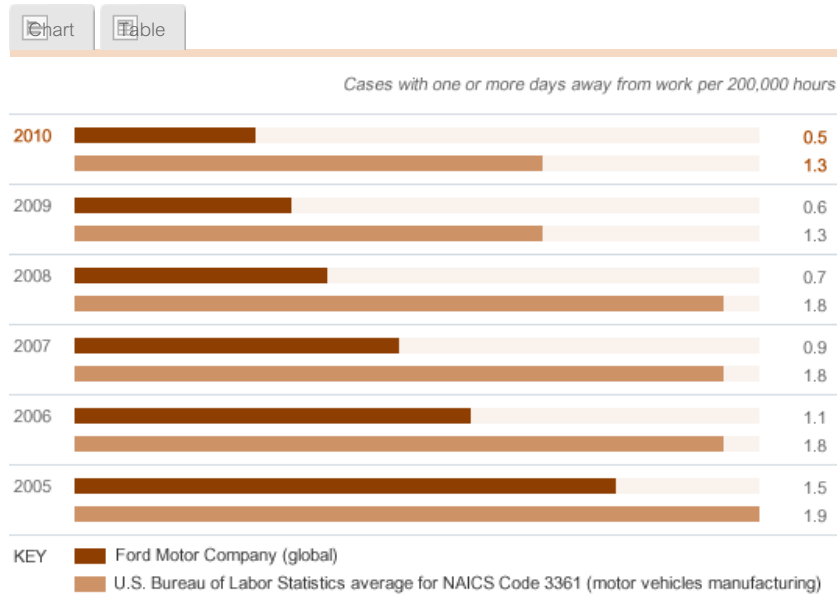
## Workplace Safety

### DATA ON THIS PAGE

- A. Global Lost-time Case Rate (per 100 Employees)
- B. Lost-time Case Rate by Region (per 100 Employees)
- C. Workplace Health and Safety Violations
- D. Global Fatalities

View all data on this page as [charts](#) | [tables](#)

### A. Global Lost-time Case Rate (per 100 Employees)



*Cases with one or more days away from work per 200,000 hours*

	2005	2006	2007	2008	2009	2010
Ford Motor Company (global)	1.5	1.1	0.9	0.7	0.6	0.5
U.S. Bureau of Labor Statistics average for NAICS Code 3361 (motor vehicles manufacturing)	1.9	1.8	1.8	1.8	1.3	1.3

#### Related Links

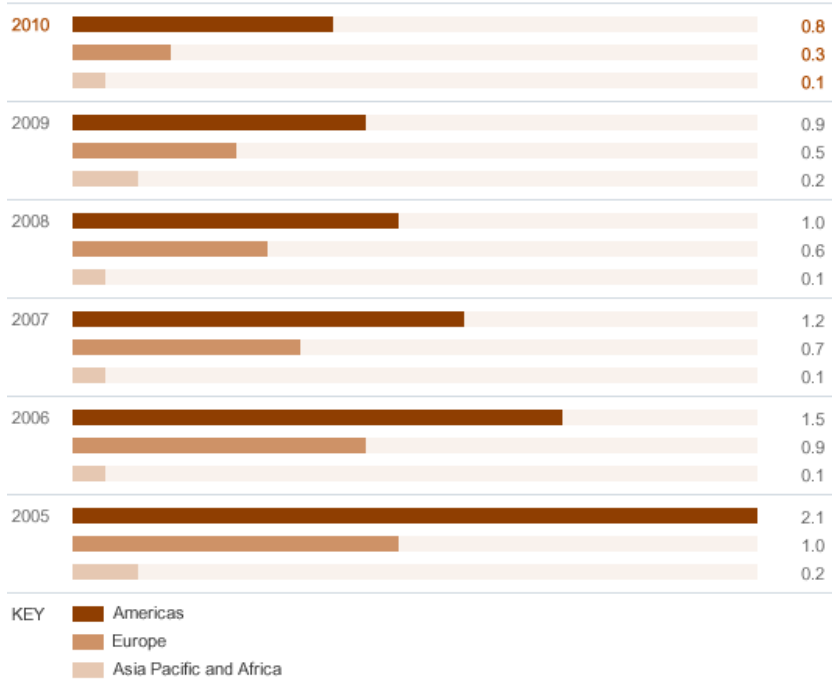
- In This Report:
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### B. Lost-time Case Rate by Region (per 100 Employees)



Cases with one or more days away from work per 200,000 hours



Cases with one or more days away from work per 200,000 hours

	2005	2006	2007	2008	2009	2010
Americas	2.1	1.5	1.2	1.0	0.9	0.8
Europe	1.0	0.9	0.7	0.6	0.5	0.3
Asia Pacific and Africa	0.2	0.1	0.1	0.1	0.2	0.1

Reported to regulatory authorities

Notes to Data    Related Links

European data were amended for 2005.

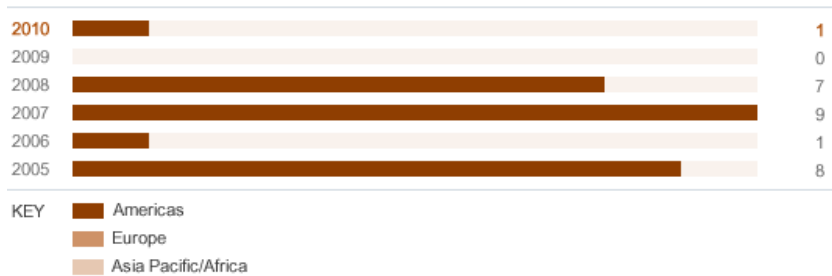
In This Report:

- Workplace Health and Safety

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### C. Workplace Health and Safety Violations

Number of violations



Number of violations

	2005	2006	2007	2008	2009	2010
Americas	8	1	9	7	0	1
Europe	0	0	0	0	0	0
Asia Pacific/Africa	0	0	0	0	0	0
Total	8	1	9	7	0	1

[Related Links](#)

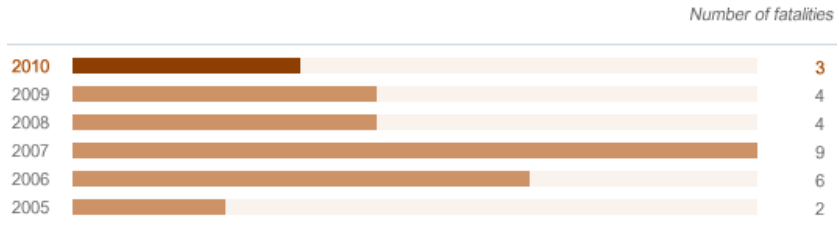
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## D. Global Fatalities

[Chart](#) [Table](#)



*Number of fatalities*

2005	2006	2007	2008	2009	2010
2	6	9	4	4	3

[Related Links](#)

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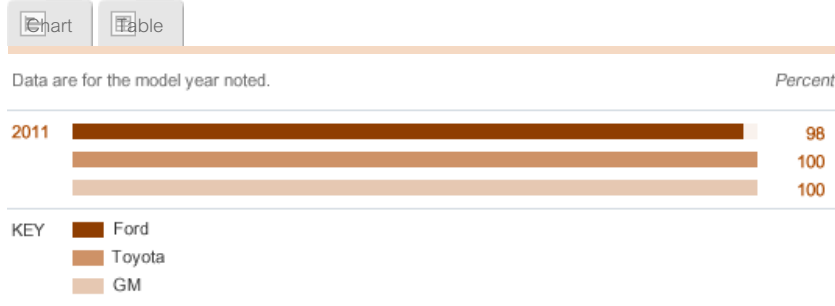
## Vehicle Safety

### DATA ON THIS PAGE

- A. Percent of Nameplates Achieving 3-star or Better in Rollover NCAP
- B. Percent of Nameplates Achieving 4-star/4-star Frontal NCAP or Better
- C. Percent of Nameplates Achieving 5-star/5-star Frontal NCAP
- D. Percent of Nameplates Achieving 4-star/4-star or Better in LINCAP
- E. Percent of Nameplates Achieving 5-star/5-star or Better LINCAP
- F. IIHS Frontal Offset – Percent of Nameplates Achieving “Good” Rating
- G. Number of IIHS Top Safety Picks by Manufacturer
- H. Euro NCAP Results
- I. U.S. Safety Recalls

View all data on this page as [charts](#) | [tables](#)

### A. Percent of Nameplates Achieving 3-star or Better in Rollover NCAP



Data are for the model year noted. Percent

Model Year	Percent
2011	
Ford	98
Toyota	100
GM	100

Third party rated ([NHTSA](#))

[Notes to Data](#) | [Related Links](#)

The National Highway Traffic Safety Administration (NHTSA) has significantly changed its New Car Assessment Program (NCAP), such that the results for 2011 model year vehicles cannot be accurately compared to previous model years. For example, NHTSA has added a “rigid pole impact test” to assess side-impact safety (in addition to an existing side-impact test); implemented the use of a smaller dummy in the passenger seat in frontal and side impact tests; and made significant changes to the injury criteria. For detailed information on the new NCAP system, see [www.safercar.gov](http://www.safercar.gov), and in particular <http://www.safercar.gov/staticfiles/toolkit/pdfs/faq.pdf>.

In This Report:

- [Vehicle Safety and Driver-Assist Technologies](#)
- [How We Manage Vehicle Safety](#)

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### B. Percent of Nameplates Achieving 4-star/4-star Frontal NCAP or Better

Chart Table

Data are for the model year noted. Percent



KEY  
■ Ford  
■ Toyota  
■ GM

Data are for the model year noted.

Percent

	2011
Ford	100
Toyota	100
GM	100

Third party rated ([NHTSA](#))

Notes to Data Related Links

The National Highway Traffic Safety Administration (NHTSA) has significantly changed its New Car Assessment Program (NCAP), such that the results for 2011 model year vehicles cannot be accurately compared to previous model years. For example, NHTSA has added a "rigid pole impact test" to assess side-impact safety (in addition to an existing side-impact test); implemented the use of a smaller dummy in the passenger seat in frontal and side impact tests; and made significant changes to the injury criteria. For detailed information on the new NCAP system, see [www.safercar.gov](http://www.safercar.gov), and in particular <http://www.safercar.gov/staticfiles/toolkit/pdfs/faq.pdf>.

In This Report:

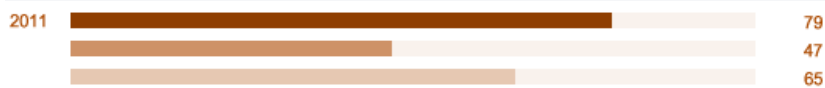
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### C. Percent of Nameplates Achieving 5-star/5-star Frontal NCAP

Chart Table

Data are for the model year noted. Percent



KEY  
■ Ford  
■ Toyota  
■ GM

Data are for the model year noted.

Percent

	2011
Ford	79
Toyota	47
GM	65

Third party rated ([NHTSA](#))

Notes to Data Related Links

The National Highway Traffic Safety Administration (NHTSA) has significantly changed its New Car Assessment Program (NCAP), such that the results for 2011 model year vehicles cannot be accurately compared to previous model years. For example, NHTSA has added a "rigid pole impact test" to assess side-impact safety (in addition to an existing side-impact test); implemented the use of a smaller dummy in the passenger seat in frontal and side impact tests; and made significant changes to the injury criteria. For detailed information on the new NCAP system, see [www.safercar.gov](http://www.safercar.gov), and in particular <http://www.safercar.gov/staticfiles/toolkit/pdfs/faq.pdf>.



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## D. Percent of Nameplates Achieving 4-star/4-star or Better in LINCAP



Data are for the model year noted.

Percent



KEY  
■ Ford  
■ Toyota  
■ GM

Data are for the model year noted.

Percent

	2011
Ford	91
Toyota	96
GM	88

Third party rated ([NHTSA](#))



The National Highway Traffic Safety Administration (NHTSA) has significantly changed its New Car Assessment Program (NCAP), such that the results for 2011 model year vehicles cannot be accurately compared to previous model years. For example, NHTSA has added a "rigid pole impact test" to assess side-impact safety (in addition to an existing side-impact test); implemented the use of a smaller dummy in the passenger seat in frontal and side impact tests; and made significant changes to the injury criteria. For detailed information on the new NCAP system, see [www.safercar.gov](http://www.safercar.gov), and in particular <http://www.safercar.gov/staticfiles/toolkit/pdfs/faq.pdf>.

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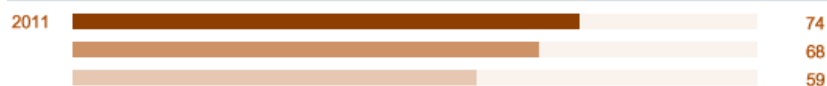
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## E. Percent of Nameplates Achieving 5-star/5-star or Better LINCAP



Data are for the model year noted.

Percent



KEY  
■ Ford  
■ Toyota  
■ GM

Data are for the model year noted.

Percent

	2011
Ford	74
Toyota	68

 Third party rated ([NHTSA](#))

Notes to Data

Related Links

The National Highway Traffic Safety Administration (NHTSA) has significantly changed its New Car Assessment Program (NCAP), such that the results for 2011 model year vehicles cannot be accurately compared to previous model years. For example, NHTSA has added a “rigid pole impact test” to assess side-impact safety (in addition to an existing side-impact test); implemented the use of a smaller dummy in the passenger seat in frontal and side impact tests; and made significant changes to the injury criteria. For detailed information on the new NCAP system, see [www.safercar.gov](http://www.safercar.gov), and in particular <http://www.safercar.gov/staticfiles/toolkit/pdfs/faq.pdf>.

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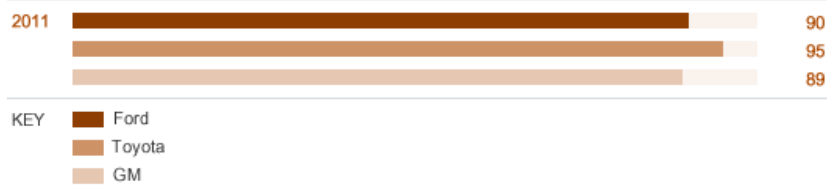
## F. IIHS Frontal Offset – Percent of Nameplates Achieving “Good” Rating

Chart

Table

Data are for the model year noted.

Percent



Data are for the model year noted.

Percent

	2011
Ford	90
Toyota	95
GM	89

 Third party rated ([IIHS](#))

Notes to Data

Related Links

For detailed information on the IIHS's testing procedures, see <http://www.iihs.org/ratings/>.

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## G. Number of IIHS Top Safety Picks by Manufacturer

Chart

Table

Data are for the model year noted.

Number of vehicles



Data are for the model year noted.

	2011
Ford	11
Toyota	9
GM	12

 Third party rated ([IIHS](#))

Notes to Data    Related Links

The Insurance Institute for Highway Safety (IIHS) has changed its criteria for Top Safety Picks such that the results for 2011 model year vehicles cannot be accurately compared to previous model years. To earn a Top Safety Pick, a vehicle must now receive a "good" rating for a new roof strength test, in addition to "good" ratings in front, side and head restraint assessments. For detailed information on the IIHS's testing procedures, see <http://www.iihs.org/ratings/>.

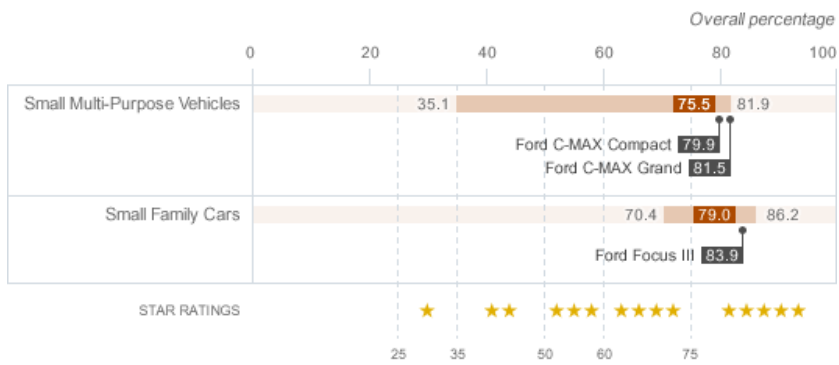
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## H. Euro NCAP Results


 



KEY Industry MIN AVG MAX  
Ford ●

Overall percentage

	Industry Low	Industry High	Industry Average	Ford results
Small Multi-Purpose Vehicles	35.1	81.9	75.5	Ford C-MAX Compact: 79.9 Ford C-MAX Grand: 81.5
Small Family Cars	70.4	86.2	79.0	Ford Focus III: 83.9

 Third party rated ([Euro NCAP](#))

Notes to Data    Related Links

EuroNCAP has developed more-stringent requirements, which went into effect in 2009. EuroNCAP combines all assessed criteria to an overall "fulfillment percentage" ranging from 0 percent to 100 percent. Star ratings are dependent on the fulfillment percentage. Currently a 75 percent or higher is required for a 5-star rating. For additional information, go to [www.euroncap.com](http://www.euroncap.com).

Three completely new Ford vehicles have been launched on the European market since the ratings were revised in 2009. The new Ford Focus received two "EuroNCAP Advanced" rewards for including Lane-Keeping Aid and Active City Stop technologies.

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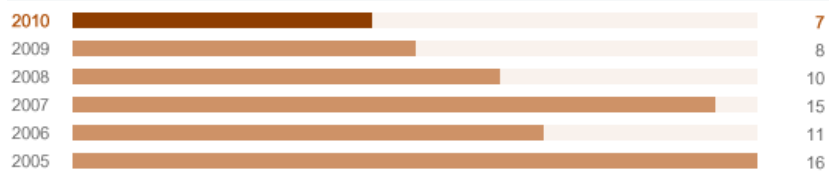
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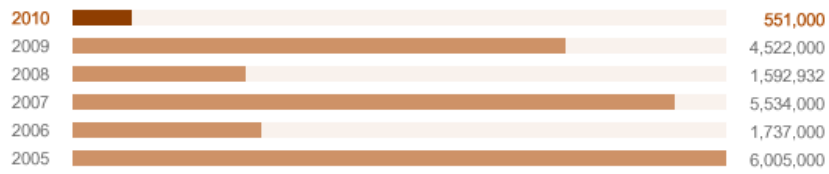
## I. U.S. Safety Recalls

Chart Table

Number of safety recalls



Number of units



	2005	2006	2007	2008	2009	2010
Number of safety recalls	16	11	15	10	8	7
Number of units	6,005,000	1,737,000	5,534,000	1,592,932	4,522,000	551,000

 [Reported to regulatory authorities \(NHTSA\)](#)

Notes to Data Related Links

All but 12,000 of the 4.5 million vehicles recalled in 2009 were older models (1992–2003) that were equipped with faulty Texas Instruments speed control deactivation switches. Although the data show the majority of the vehicles equipped with these switches do not pose a significant safety risk, we recalled them to reassure customers and eliminate any future concerns.

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## Case Study: Ford and Juvenile Diabetes

Each year, approximately 30,000 people in the U.S. are diagnosed with Type 1 diabetes. That's 80 a day. Despite advances made in science, Type 1 has no cure.

People living with the disease must take insulin either through injection or a pump and test their blood many times throughout the day. While insulin can help manage the disease, it does not prevent devastating complications such as kidney failure, blindness, nerve damage, amputations, heart attack and stroke, as well as complications during pregnancies.

For more than 25 years, Ford has been involved in helping to find a cure through our support of the [Juvenile Diabetes Research Foundation](#) (JDRF). In 1983, Ford hosted a JDRF fundraising walk in Dearborn. In 1998, the grassroots employee initiative now known as the Ford Global Walk Team began, with Edsel B. Ford II as the corporate team chair. The event has grown dramatically over the last decade. Since 2002, Ford has been the JDRF's largest corporate – and only international – sponsor.

Ford volunteers donate significant time to leverage the Company's financial support of the JDRF, participating in walks and holding book sales, silent auctions and raffles to raise money for diabetes research. Together with support from national partner companies, they raised more than \$3.2 million in 2010, bringing the total amount raised by Ford volunteers to \$35 million since 1998.

Ford is proud to have been presented with the JDRF President's Award for nine consecutive years, earning recognition as the Top Corporate Sponsor in the world.

The JDRF is the leading charitable funder and advocate for juvenile diabetes research. Since its founding in 1970, the JDRF has awarded more than \$1.5 billion to diabetes research, including more than \$107 million in fiscal year 2010.