# **Company Benchmarking Scorecard**

Corporate Sustainability Assessment 2011

# FORD MOTOR CO

Member of DJSI North America

**AUT Automobiles** 

United States of America



| Corporate Sustainability Assessment Results  |  |  |   |   |  |   |   |  |
|--|--|--|---|---|--|---|---|--|
| Explanations:  | Company Score                          |  |   | World   | Europe   | SI Lowest Score DJS<br>North America  | Asia Pacific  | Criteria   |
| The scores reflect the company's performance across economic, environmental and social criteria compared to its industry average, best and worst performing company in the company's industry. The values for the total score, the dimension and the criteria scores are on a scale from 0 to 100%. Their weightings as a percentage are shown in the last column. The DJSI Guidebooks on www.sustainability-indexes. com contain further information on the assessment methodology. | The actual score of<br>the company     | The industry<br>group's average<br>score | The highest<br>score reached<br>by a company<br>in the specific<br>industry | The lowest score of a DJSI World component in the specific industry                           | The lowest score of a DJSI Europe component in the specific industry | The lowest score of a DJSI North America component in the specific industry | The lowest score of a<br>DJSI Asia Pacific<br>component in the<br>specific industry | The weightings are displayed as a percentage of the total score. |
| Total Scores:  |  |  |   |   |  |   |   |  |
|  | Company Score                          | e Average Scor                           | re Best Score   | Lowest Score DJS<br>World   | I Lowest Score DJ:<br>Europe   | SI Lowest Score DJS<br>North America  | SI Lowest Score DJS<br>Asia Pacific   |  |
| Total Score  | 84                                     | 72                                       | 94  | 93  | 94   | 84  | 83  |  |
| Dimension Scores:  |  |  |   |   |  |   |   |  |
|  | Company Score                          | e Average Scor                           | re Best Score   | Lowest Score DJS<br>World   | Lowest Score DJ:   | SI Lowest Score DJS<br>North America  | BI Lowest Score DJS Asia Pacific  |  |
| Economic Dimension   | 83                                     | 73                                       | 94  | 90  | 91   | 83  | 79  | 26   |
| Environmental Dimension  | 95                                     | 75                                       | 99  | 98  | 99   | 95  | 91  | 35   |
| Social Dimension   | 76                                     | 68                                       | 92  | 91  | 92   | 76  | 77  | 39   |
| Criteria Scores:   |  |  |   |   |  |   |   |  |
| Economic Dimension   |  |  |   |   |  |   |   |  |
|  |  |  |   |   | I Lowest Score DJ  | SI Lowest Score DJS   |   |  |
|  | Company Score                          | Average Scor<br>65                       | re Best Score<br>94   | World<br>83   | Europe<br>91   | North America 77  | Asia Pacific 62   | 2  |
| Brand Management   | 77                                     | 75                                       | 99  | 89  | 89   | 82  | 83  | 7  |
| Codes of Conduct/Compliance/Corruption&Bribery   | 82                                     | 75                                       | 99<br>88  | 80  | 82   | 83  | 70  | 8  |
| Corporate Governance   | 83                                     | 66                                       | 100   | 94  | 100  | 65  | 84  | 2  |
| Innovation Management Risk & Crisis Management   | 65<br>90                               | 79                                       | 100   | 100   | 100  | 90  | 85  | 7  |
|  | 90                                     | 13                                       | 100   | 100   | 100  |   |   | <u>'</u>   |
| Environmental Dimension  |  |  |   |   |  | 011   |   |  |
|  | Company Score Average Score Best Score |  |   | Lowest Score DJSI Lowest Score DJSI Lowest Score DJSI World Europe North America Asia Pacific |  |   |   |  |
| CO2 from Logistics   | 100                                    | 76                                       | 100   | 100   | 100  | 100   | 100   | 6  |
| Climate Strategy   | 100                                    | 73                                       | 100   | 100   | 100  | 100   | 88  | 6  |
| Environmental Policy/Management System   | 100                                    | 85                                       | 100   | 100   | 100  | 100   | 100   | 5  |
| Environmental reporting  | 81                                     | 81                                       | 100   | 93  | 99   | 81  | 81  | 2  |
| LowCarbStrategy  | 100                                    | 74                                       | 100   | 100   | 100  | 100   | 93  | 6  |
| Operational Eco-Efficiency   | 62                                     | 53                                       | 96  | 85  | 89   | 62  | 54  | 4  |
|  |  |  |   |   |  |   |   |  |

## **Criteria Scores:**

### **Social Dimension**

|  |               |               |              | Lowest Score DJSI Lowest Score DJSI Lowest Score DJSI |        |               |              |   |
|--|---------------|---------------|--------------|---|--------|---------------|--------------|---|
|  | Company Score | Average Score | e Best Score | World   | Europe | North America | Asia Pacific |   |
| Corporate Citizenship and Philanthropy | 85            | 62            | 100          | 90  | 90     | 85            | 62           | 3 |
| Human Capital Development              | 70            | 59            | 100          | 100   | 100    | 70            | 70           | 6 |
| Labor Practice Indicators              | 66            | 68            | 87           | 78  | 78     | 66            | 69           | 6 |
| Occupational Health and Safety         | 91            | 78            | 99           | 95  | 99     | 91            | 75           | 4 |
| Social reporting                       | 81            | 76            | 100          | 99  | 99     | 81            | 81           | 2 |
| Stakeholder engagement                 | 73            | 79            | 100          | 100   | 100    | 73            | 96           | 6 |
| Standards for Suppliers                | 100           | 78            | 100          | 96  | 96     | 100           | 81           | 6 |
| Talent Attraction & Retention          | 54            | 51            | 81           | 65  | 70     | 54            | 50           | 6 |

#### Explanations:

The scores reflect the company's performance across economic, environmental and social criteria compared to its industry average (calculated as the average score of all assessed companies eligible for the DJSI World, regional indices or country indices), the best score in the company's industry and the lowest score of the worst performing Index member in the DJSI World and DJSI regional indices in that industry. The values for the total score, the dimension and the criteria scores are on a scale from 0 to 100%. Their standard weighting in the total score is shown in the last column. If the issue is not applicable to the company (i.e. it is not exposed to this source of risks or opportunity), the criterion score displays NAP ("Not applicable"). In such cases, the weight of the criterion shown in the last column has been redistributed equally onto the remaining criteria within the same dimension before calculating the dimension score.

#### DISCLAIMER

For internal use only/Confidentiality: The information and opinions contained in this publication are for internal use only. This information is destined exclusively for internal use of the recipient. Any recipient shall treat this document as confidential and shall under no circumstances disclose or transmit any part of this document, including but not limited to the Index Data, the Components of the Index and the related descriptions, weightings, etc. to any third party. Furthermore the publication of the information as a whole is strictly prohibited even after the final publication of the DJSI Index 2011.

No Offer: The information and opinions contained in this publication neither constitute an offer nor an invitation to make an offer to buy or sell any securities or any options, futures or other derivatives related to such securities. The information described in this publication is not directed to persons in any jurisdiction where the provision of such information would run counter to local laws and regulation.

No warranty: This information is derived from sources believed to be accurate and reliable, but neither its accuracy nor completeness is guaranteed. The material and information in this information is provided "as is" and without warranties of any kind, either expressed or implied, sadd and their related and affiliated companies disclaim all warranties, expressed or implied, including, but not limited to, implied warranties of merchantability and fitness for a particular purpose. Any opinions and views in this publication reflect the current judgment of the authors and may change without notice. It is each reader's responsibility to evaluate the accuracy, completeness and usefulness of any opinions, advice, services or other information provided in this publication.

Limitation of liability: All information contained in this publication is distributed with the understanding that the authors, publishers and distributors are not rendering any legal, accounting or other professional advice or opinions on specific facts or matters and accordingly assume no liability whatsoever in connection with its use. In no event shall SAM and its related, affiliated and subsidiary companies be liable for any direct, indirect, special, incidental or consequential damages arising out of the use of any opinion or information expressly or implicitly contained in this publication.

Copyright: Unless otherwise noted, text, images and layout of this publication are the exclusive property of SAM and/or its related, affiliated and subsidiary companies.