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## Materiality Analysis

For its 2008/9 Sustainability Report, Ford conducted a streamlined update of its materiality analysis, adding key inputs (such as the December 2008 Report to Congress), replacing outdated inputs and gathering feedback from internal experts and the [Ceres Stakeholder Committee](#).

The results are largely similar to the previous analysis. Two groups of material issues – those pertaining to Ford's financial viability and climate change/fuel economy – would have moved up in priority to Ford and stakeholders if they were not already at the highest level.

However, some new issues emerged, some dropped out and others were recast or reorganized. Changes to the most material issues (upper-right part of the materiality matrix) included the following:

- In the financial viability grouping, labor costs, access to capital, the threat of competitor bankruptcy, and dealer and supplier viability were added as new issues.
- In the climate change grouping, low-carbon fuels replaced "clean/alternative fuels," reflecting a sharper focus on the life-cycle carbon emissions of fuels. Ford's electrification strategy was added as an issue, and emissions trading/cost of carbon emerged as a separate issue formerly subsumed within the low-carbon strategy issue.
- Urban mobility was added as an issue under mobility and emerging markets, as the unique characteristics of urban areas present challenges for traditional models of personal mobility and opportunities to develop new products and services.

Other changes included the addition of health care reform as a public policy issue and hazardous pollutants as an operational environmental issue, and a higher level of importance to Ford assigned to the congestion issue.

We have used this analysis to identify issues to cover in our reporting and as an input to our sustainability strategy development.

### IN THIS SECTION

#### Materiality Matrix




Our interactive materiality matrix categorizes issues according to their concern to stakeholders and their current or potential impact on the Company.

[View the Materiality Matrix](#) ▶



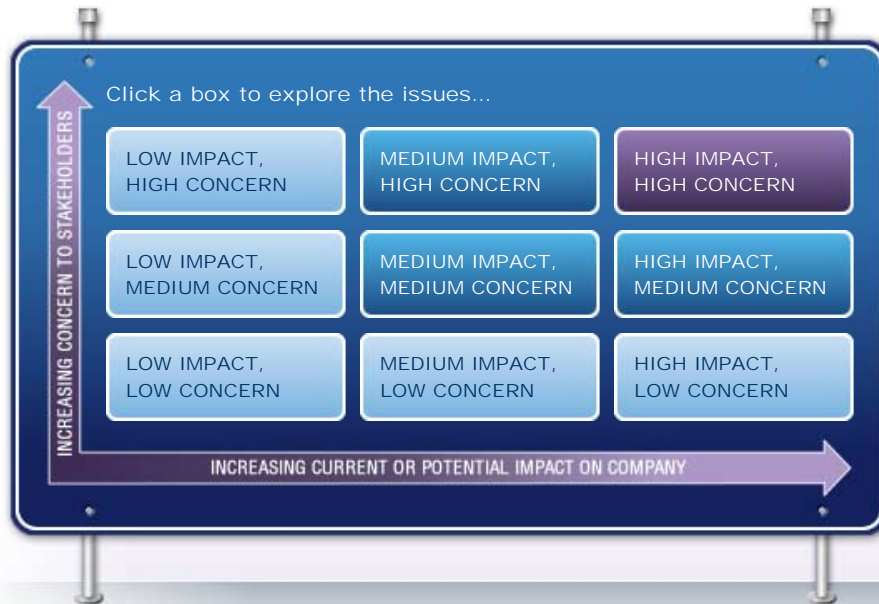
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## Materiality Matrix

Below is our interactive materiality matrix. In it, issues are categorized according to their concern to stakeholders and their current or potential impact on the Company. Click each box to see which issues are categorized within each sector.



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## Materiality Matrix

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Click on the boxes in the navigator (right) to explore each level, and click on individual issues below to see details.

Ratings of control or influence reflect Ford's contribution to an issue through its operations and product offerings. Factors that can reduce Ford's control or influence include, among other things, technology limitations, costs and consumer demand.



### High Current or Potential Impact on Company High Concern to Stakeholders

23 material issues have been identified at this level (click on an issue for more details).

	LEVEL OF CONTROL OR INFLUENCE		
	LOW	MEDIUM	HIGH
Ford Financial Viability	<ul style="list-style-type: none"> <li>Competitor and Supplier Viability</li> </ul>	<ul style="list-style-type: none"> <li>Profitability Level and Timing</li> <li>Alignment of Products with Demand</li> <li>Health Care and Legacy Costs</li> <li>Labor Costs</li> <li>Access to Capital – Private and Government</li> <li>Dealer Viability</li> </ul>	<ul style="list-style-type: none"> <li>Quality</li> <li>Managing Downsizing</li> </ul>
Climate Change	<ul style="list-style-type: none"> <li>Low-Carbon Fuels</li> <li>Emissions Trading/Cost of Carbon</li> <li>Energy Security</li> </ul>	<ul style="list-style-type: none"> <li>Vehicle GHG Emissions</li> <li>Advanced Clean Vehicle Technology</li> </ul>	<ul style="list-style-type: none"> <li>Low-Carbon Strategy</li> <li>Fuel Economy</li> <li>Electrification Strategy</li> </ul>
Public Policy		<ul style="list-style-type: none"> <li>Greenhouse Gas/Fuel Economy Regulations</li> </ul>	
Safety		<ul style="list-style-type: none"> <li>Vehicle Safety</li> </ul>	
Human Rights		<ul style="list-style-type: none"> <li>Other Issues</li> </ul>	<ul style="list-style-type: none"> <li>Supply Chain Practices</li> </ul>
Mobility and Emerging Markets	<ul style="list-style-type: none"> <li>Urban Mobility</li> </ul>		<ul style="list-style-type: none"> <li>Emerging Market Products and Services Strategy</li> </ul>

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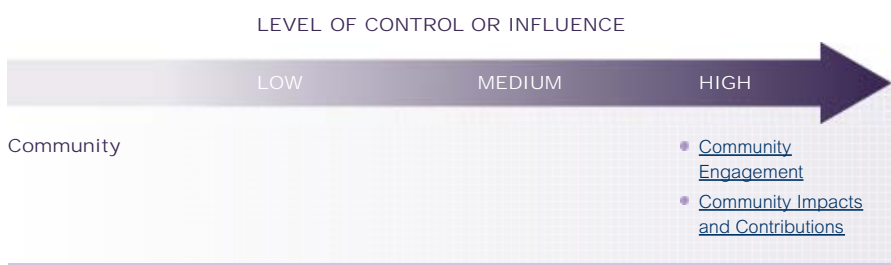
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### Medium Current or Potential Impact on Company

#### High Concern to Stakeholders

Two material issues have been identified at this level (click on an issue for more details).



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### Medium Current or Potential Impact on Company Medium Concern to Stakeholders

10 material issues have been identified at this level (click on an issue for more details).

LEVEL OF CONTROL OR INFLUENCE		
LOW	MEDIUM	HIGH
Governance		<ul style="list-style-type: none"> <li>Shareholder Concerns</li> </ul>
Operations		<ul style="list-style-type: none"> <li>Operational Environmental Management/Environmental Compliance</li> <li>Hazardous Pollutants</li> </ul>
Product	<ul style="list-style-type: none"> <li>End of Life Management</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Communications/Demand Creation/Advertising</li> </ul>
Workplace		<ul style="list-style-type: none"> <li>Employees/Labor Practices/Decent Work</li> <li>Diversity/Equal Opportunity</li> </ul>
Mobility and Emerging Markets	<ul style="list-style-type: none"> <li>Emerging Market Vehicle and Road Safety</li> </ul>	
Public Policy	<ul style="list-style-type: none"> <li>Health Care Reform</li> </ul>	<ul style="list-style-type: none"> <li>Political Payments and Contributions</li> </ul>

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### High Current or Potential Impact on Company Medium Concern to Stakeholders

12 material issues have been identified at this level (click on an issue for more details).

LEVEL OF CONTROL OR INFLUENCE	
LOW	HIGH
Ford Financial Viability	<ul style="list-style-type: none"> <li>• <a href="#">Manufacturing Efficiency</a></li> </ul>
Sustainability Strategy	<ul style="list-style-type: none"> <li>• <a href="#">Sustainability Vision, Governance and Management</a></li> </ul>
Governance	<ul style="list-style-type: none"> <li>• <a href="#">Ethical Business Practices</a></li> </ul>
Public Policy	<ul style="list-style-type: none"> <li>• <a href="#">Global Environmental Regulation</a></li> </ul>
Operations	<ul style="list-style-type: none"> <li>• <a href="#">Energy Use</a></li> <li>• <a href="#">Water Use</a></li> <li>• <a href="#">GHG Emissions</a></li> </ul>
Product	<ul style="list-style-type: none"> <li>• <a href="#">Tailpipe Emissions</a></li> <li>• <a href="#">Sustainable Materials</a></li> <li>• <a href="#">Product Compliance</a></li> </ul>
Mobility and Emerging Markets	<ul style="list-style-type: none"> <li>• <a href="#">Congestion</a></li> </ul>
Workplace	<ul style="list-style-type: none"> <li>• <a href="#">Health and Safety</a></li> </ul>

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### Low Current or Potential Impact on Company

### High Concern to Stakeholders

No issues have been identified at this level.



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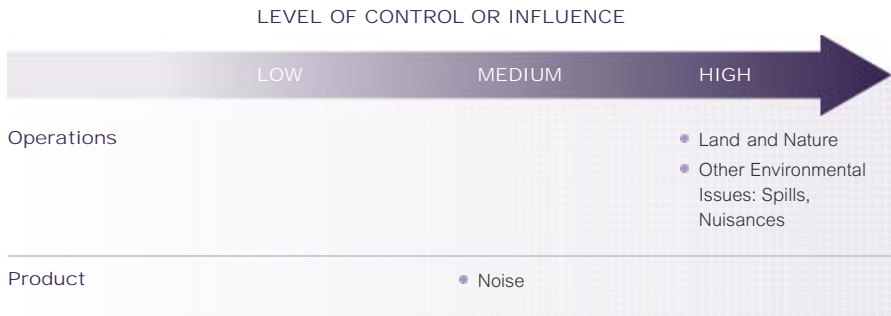
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### Low Current or Potential Impact on Company Medium Concern to Stakeholders

Three issues have been identified at this level.



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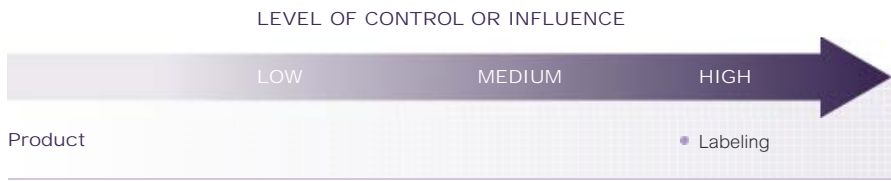
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Low Current or Potential Impact on Company

Low Concern to Stakeholders

One issue has been identified at this level.



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### Medium Current or Potential Impact on Company

#### Low Concern to Stakeholders

One issue has been identified at this level.



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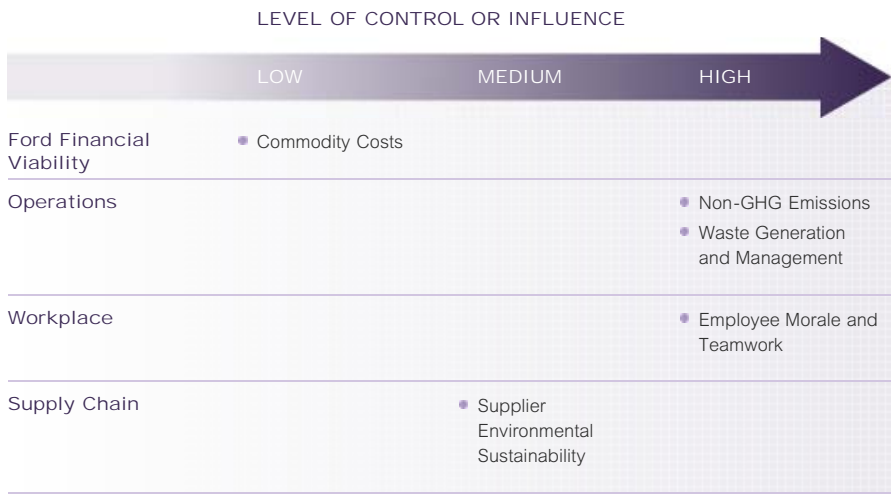
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### High Current or Potential Impact on Company Low Concern to Stakeholders

Five issues have been identified at this level.



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High Current or Potential Impact on Company  
 High Concern to Stakeholders

### Competitor and Supplier Viability

Definition/Description	Potential disruptions to supply base due to competitor or supplier bankruptcies
Comments	Concerns about bankruptcy of competitors a new and major concern
Trend (from previous analysis)	NEW
Level of control or influence	Low
More information	<ul style="list-style-type: none"> <li>• <a href="#">Sustaining Ford</a></li> <li>• <a href="#">Suppliers</a></li> <li>• <a href="#">Working with Suppliers</a></li> </ul>

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High Current or Potential Impact on Company  
 High Concern to Stakeholders

### Profitability Level and Timing

Definition/Description	Broad concerns about Ford's financial performance and future
Comments	A top concern for Ford and stakeholders
Trend (from previous analysis)	➡ Already at the highest level
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li>Letter from Alan Mulally</li> <li>Sustaining Ford</li> <li>Economy</li> </ul>

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High Current or Potential Impact on Company  
 High Concern to Stakeholders

### Alignment of Products with Demand

Definition/Description	Ford's realignment of production capacity to lower levels of demand and the shift from trucks and SUVs to cars; supply-base rationalization
Comments	New issue (formerly included in several others) of great concern to Ford and stakeholders, particularly investors
Trend (from previous analysis)	NEW
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li>• <a href="#">Sustaining Ford</a></li> <li>• <a href="#">Delivering New Products</a></li> </ul>

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### Health Care and Legacy Costs

Definition/Description	Ford's U.S. cost to provide health care coverage for current employees; health care and pension for retirees; Ford's participation in health care public policy formulation. Significant competitive issue as foreign manufacturers in U.S. have few retirees; may not provide health care to employees in home markets
Comments	High concern to investors; increasing awareness/concern to customers and general public
Trend (from previous analysis)	➔ Already at the highest level
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li>• <a href="#">Workforce</a></li> <li>• <a href="#">Working with the UAW</a></li> <li>• <a href="#">Health as a Strategic Advantage</a></li> <li>• <a href="#">Ford and Juvenile Diabetes</a></li> <li>• <a href="#">Public Policy Positions</a></li> </ul>

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### Labor Costs

Definition/Description	Cost structure including hourly wages, benefits, post-retirement benefits; effect on competitiveness
Comments	Have become a higher-profile issue since they figured in Congressional debate over aid to U.S. automakers
Trend (from previous analysis)	NEW
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li>• <a href="#">Workforce</a></li> <li>• <a href="#">Restructuring Our Business</a></li> <li>• <a href="#">Financing Our Plan and Improving Our Balance Sheet</a></li> </ul>

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High Current or Potential Impact on Company

High Concern to Stakeholders

### Access to Capital – Private and Government

Definition/Description	Includes impact of credit crisis on availability of private capital and potential need for government loans
Comments	New issue
Trend (from previous analysis)	NEW
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li><a href="#">Sustaining Ford</a></li> <li><a href="#">Financing Our Plan and Improving Our Balance Sheet</a></li> </ul>

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- High Current or Potential Impact on Company
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### Dealer Viability

Definition/Description	Size of dealer network; profitability and creditworthiness of dealers
Comments	"Dealer relationships" issue redefined as viability due to mismatch of number of dealers with vehicle demand
Trend (from previous analysis)	NEW
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li>• <a href="#">Sustaining Ford</a></li> <li>• <a href="#">Dealers</a></li> <li>• <a href="#">Working with Dealers</a></li> </ul>

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### Quality

Definition/Description	Product quality and customer service/customer relationship management
Comments	Growing recognition of Ford's dramatic quality improvements, but still a key factor in financial viability
Trend (from previous analysis)	➔ Already at the highest level
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Economy: Progress and Goals</a></li> <li>• <a href="#">Customer Satisfaction and Quality</a></li> </ul>

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 High Concern to Stakeholders

### Managing Downsizing

Definition/Description	Financial impacts on company and business partners; availability of funding for restructuring; employee morale; community impacts of plant closures; managing EH&S impacts of downsizing
Comments	Continued cutbacks present challenges to Ford, employees, dealers, communities and investors
Trend (from previous analysis)	➔ Already at the highest level
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Handling Downsizing Responsibly</a></li> <li>• <a href="#">Restructuring Our Business</a></li> <li>• <a href="#">Society: Progress and Goals</a></li> <li>• <a href="#">Employees</a></li> <li>• <a href="#">Community</a></li> </ul>

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### Low-Carbon Fuels

Definition/Description	Redefinition of clean/alternative fuel issue. Includes renewably produced fuels, biofuels. Sub-issues include infrastructure, fuel availability and cost, competition between food and fuel
Comments	Increasing focus on life-cycle carbon footprint of fuels, indirect effects like land use changes due to biofuel production
Trend (from previous analysis)	➔ Already at the highest level
Level of control or influence	Low
More information	<ul style="list-style-type: none"> <li>• <a href="#">Fuel</a></li> <li>• <a href="#">Ford's Sustainable Technologies and Alternative Fuels Plan</a></li> <li>• <a href="#">U.S. Climate Change Legislation</a></li> <li>• <a href="#">Electrification: A Closer Look</a></li> </ul>

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### Emissions Trading/Cost of Carbon

Definition/Description	Ford's participation in carbon markets and strategic response to cost of carbon
Comments	New issue reflecting establishment of carbon markets in some regions and likely future establishment in others
Trend (from previous analysis)	NEW
Level of control or influence	Low
More information	• <a href="#">Emissions Trading</a>

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### Energy Security

Definition/Description	Concerns about the stability of energy supplies, particularly oil from politically unstable regions; development of supplies within national boundaries
Comments	Volatility in fuel prices has reinforced concerns, particularly in the U.S.; a driver of interest in alternative fuels including ethanol/E85 and electrification
Trend (from previous analysis)	➡ Already at the highest level
Level of control or influence	Low
More information	<ul style="list-style-type: none"> <li>Letter from Alan Mulally</li> <li>Climate Change Risks and Opportunities</li> <li>Fuel</li> <li>Electrification: A Closer Look</li> </ul>

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### Vehicle GHG Emissions

Definition/Description	Ford's product actions to meet its CO <sub>2</sub> target
Comments	Increasingly driven by regulatory requirements as well as Ford's voluntary product CO <sub>2</sub> goal; of increasing interest to government and investors
Trend (from previous analysis)	➔ Already at the highest level
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li>• <a href="#">Climate Change</a></li> <li>• <a href="#">Vehicle</a></li> <li>• <a href="#">Letter from Alan Mulally</a></li> <li>• <a href="#">Fuel Economy and Greenhouse Gas Emissions</a></li> <li>• <a href="#">Environment: Progress and Goals</a></li> </ul>

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### Advanced Clean Vehicle Technology

Definition/Description	Ford's development of low-carbon technologies, including hybrids, electric vehicles, clean diesel, fuel cells; also emerging technologies like nanotechnology
Comments	High customer/NGO interest in technologies but also concerns over cost and infrastructure
Trend (from previous analysis)	➔ Greater customer awareness of technology options
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li>• <a href="#">Ford's Sustainable Technologies and Alternative Fuels Plan</a></li> <li>• <a href="#">Vehicle</a></li> <li>• <a href="#">Delivering More Fuel-Efficient Vehicles</a></li> <li>• <a href="#">Products</a></li> </ul>

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### Low-Carbon Strategy

Definition/Description	Ford's strategy to reduce carbon emissions from products and operations; goals and targets; use of renewable energy and offsets
Comments	Strongly related to other material issues; of increasing interest to government and investors
Trend (from previous analysis)	➔ Already at the highest level
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Climate Change</a></li> <li>• <a href="#">Our Strategy: Blueprint for Sustainability</a></li> <li>• <a href="#">Environment</a></li> <li>• <a href="#">Delivering New Products</a></li> <li>• <a href="#">Electrification: A Closer Look</a></li> <li>• <a href="#">Operational Energy Use and Greenhouse Gas Emissions</a></li> </ul>

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### Fuel Economy

Definition/Description	Global issue, but particular focus on Ford U.S. fleet
Comments	Increasingly driven by regulatory requirements as well as Ford's voluntary product CO <sub>2</sub> goal; of increasing interest to government and investors
Trend (from previous analysis)	➔ Already at the highest level
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Fuel Economy and Greenhouse Gas Emissions</a></li> <li>• <a href="#">Environment: Progress and Goals</a></li> <li>• <a href="#">Design for Life-Cycle Sustainability</a></li> <li>• <a href="#">Delivering More Fuel-Efficient Vehicles</a></li> <li>• <a href="#">Letter from Alan Mulally</a></li> <li>• <a href="#">Greenhouse Gas Emissions Overview</a></li> <li>• <a href="#">Climate Change Risks and Opportunities</a></li> <li>• <a href="#">Our Strategy: Blueprint for Sustainability</a></li> <li>• <a href="#">Ford's Sustainable Technologies and Alternative Fuels Plan</a></li> </ul>

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### Electrification Strategy

Definition/Description	Ford's strategy to deliver electric vehicles to the marketplace and work with partners to address infrastructure and utility interface issues
Comments	New issue reflecting interest in alternatives to fossil fuels and domestically produced energy
Trend (from previous analysis)	NEW
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Migration to Alternative Fuels and Powertrains</a></li> <li>• <a href="#">Electrification: A Closer Look</a></li> <li>• <a href="#">Public Policy Positions</a></li> </ul>

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### Greenhouse Gas/Fuel Economy Regulations

Definition/Description	Regulation of vehicle emissions globally, state-by-state regulation in U.S.; USCAP and likelihood of federal climate change legislation in U.S.
Comments	With passage of new CAFE requirements in U.S. and new EU requirements in Europe, focus is increasingly on economy-wide policy approaches.
Trend (from previous analysis)	Already at the highest level
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li><a href="#">U.S. Climate Change Legislation</a></li> <li><a href="#">U.S. Greenhouse Gas and Fuel Economy Regulation</a></li> <li><a href="#">Incentives for Fleet Renewal</a></li> <li><a href="#">European Policy</a></li> <li><a href="#">Climate Change Risks and Opportunities</a></li> <li><a href="#">Emissions Trading</a></li> <li><a href="#">Greenhouse Gas Emissions Overview</a></li> <li><a href="#">Public Policy Positions</a></li> </ul>

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### Vehicle Safety

Definition/Description	Active and passive safety; pedestrian safety; customer interest in and demand for safe vehicles; increasing regulation generally with focus on active safety; challenge of evolving in-vehicle technology
Comments	Developed and emerging market issues differ
Trend (from previous analysis)	➔ Ford increasingly emphasizing market opportunity for safer products
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li>• <a href="#">Vehicle Safety</a></li> <li>• <a href="#">Public Policy Positions</a></li> </ul>

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### Other Issues

Definition/Description	Code for Ford facilities, HR practices in broader community; indigenous people; environmental justice
Comments	High interest to communities, NGOs
Trend (from previous analysis)	➔ Already at the highest level
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li>• <a href="#">Human Rights</a></li> <li>• <a href="#">Employees</a></li> <li>• <a href="#">Community</a></li> </ul>

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### Supply Chain Practices

Definition/Description	Issues covered by Ford's working conditions code; need for industry cooperation
Comments	High interest to communities, suppliers, NGOs
Trend (from previous analysis)	➔ Already at the highest level
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>Human Rights</li> <li>Ford and the Automotive Industry Supply Chain</li> <li>Collaboration within the Automotive Industry</li> </ul>

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### Urban Mobility

Definition/Description	Ford's product and services strategy for urban areas in developed and developing countries
Comments	New issue: Unique conditions in urban areas present challenges for traditional models of personal mobility and opportunities to develop new products and services
Trend (from previous analysis)	NEW
Level of control or influence	Low
More information	<ul style="list-style-type: none"> <li>• <a href="#">Mobility</a></li> <li>• <a href="#">Steve Marshall</a></li> </ul>

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### Emerging Market Products and Services Strategy

Definition/Description	Ford's approach to emerging markets: vehicles v. mobility services; base of the pyramid strategy; infrastructure development; Ford's target customer and position relative to emerging market OEMs; Ford's impacts/contributions in emerging markets (other than products and services), including local sourcing, pollution, potential for partnerships
Comments	Key drivers of the issue include congestion, shifting demographics, urbanization and social equity
Trend (from previous analysis)	➔ Already at the highest level
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Mobility</a></li> <li>• <a href="#">Increasing Global Integration</a></li> <li>• <a href="#">Letter from William Clay Ford, Jr.</a></li> <li>• <a href="#">Letter from Alan Mulally</a></li> <li>• <a href="#">2009 Sales and Highlights</a></li> </ul>

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Medium Current or Potential Impact on Company

High Concern to Stakeholders



### Community Engagement

Definition/Description	License to operate, NGO relationships and specific community concerns like breast cancer, obesity, compliance
Comments	High concern to communities and NGOs
Trend (from previous analysis)	➔ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>Community</li> <li>Society: Case Studies</li> <li>Engaging with Communities</li> </ul>

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Medium Current or Potential Impact on Company

High Concern to Stakeholders



### Community Impacts and Contributions

Definition/Description	Encompasses a range of direct and indirect economic impacts, including local hiring and sourcing and philanthropic donations to the community; also local environmental impacts
Comments	High concern to communities
Trend (from previous analysis)	➡ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Community</a></li> <li>• <a href="#">Human Rights</a></li> <li>• <a href="#">Sustaining Ford</a></li> <li>• <a href="#">Financial Recovery Plan</a></li> <li>• <a href="#">Manufacturing</a></li> <li>• <a href="#">Economic Impacts of the Auto Industry</a></li> </ul>

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Medium Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Shareholder Concerns

Definition/Description	Primarily concerns raised through shareholder resolutions
Comments	Rose in importance to Ford because of increasing focus on governance issues
Trend (from previous analysis)	↑ Increased in importance to Ford
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>Corporate Governance – Board of Directors</li> <li>Who Are Our Stakeholders?</li> </ul>

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Medium Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Operational Environmental Management/Environmental Compliance

Definition/Description	High-level environmental operation concerns, including environmental management; environmental compliance; sustainable production and consumption; tradeoffs between energy use and air quality (e.g., incineration of paint fumes)
Comments	Environmental compliance a concern to communities
Trend (from previous analysis)	➡ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Sustainability Governance</a></li> <li>• <a href="#">Sustainability Management</a></li> <li>• <a href="#">Our Strategy: Blueprint for Sustainability</a></li> <li>• <a href="#">Environment</a></li> <li>• <a href="#">Compliance</a></li> </ul>

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Medium Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Hazardous Pollutants

Definition/Description	Hazardous substances in products, manufacturing and supply chain
Comments	Higher level of concern to Ford reflects increasing public interest
Trend (from previous analysis)	NEW
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Sustainable Materials</a></li> <li>• <a href="#">Facilities-Related Emissions</a></li> <li>• <a href="#">Waste Management</a></li> <li>• <a href="#">Non-CO<sub>2</sub> Tailpipe Emissions</a></li> <li>• <a href="#">Emissions (VOC and Other)</a></li> </ul>

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Medium Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### End of Life Management

Definition/Description	Trend towards "extended producer responsibility;" waste; design for recyclability; health and safety issues at dismantling facilities
Comments	Less of a concern relative to other issues
Trend (from previous analysis)	↓ Lower level of concern to Ford
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li>• <a href="#">End of Life</a></li> <li>• <a href="#">Quantifying Our Environmental Impacts</a></li> <li>• <a href="#">Design for Life-Cycle Sustainability</a></li> <li>• <a href="#">Life-Cycle Vehicle CO<sub>2</sub> Emissions</a></li> </ul>

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Medium Current or Potential Impact on Company

Medium Concern to Stakeholders

### Marketing Communications/Demand Creation/Advertising

Definition/Description	Advertising and other communications with customers
Comments	Within Ford, primarily a compliance issue; for NGOs/multi-stakeholder groups, concern over whether Ford can only react to consumer desires or can lead them, e.g., toward more sustainable products
Trend (from previous analysis)	➡ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Building Customer Awareness</a></li> <li>• <a href="#">Understanding Changing Customer Needs</a></li> <li>• <a href="#">Customers</a></li> </ul>

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Medium Current or Potential Impact on Company  
 Medium Concern to Stakeholders



### Employees/Labor Practices/Decent Work

Definition/Description	Ford's employment practices, including wages, wage ratios, benefits, permanent v. temporary positions; training and education; turnover; impact of aging workforce
Comments	High concern to communities and investors
Trend (from previous analysis)	➡ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Employees</a></li> <li>• <a href="#">Human Rights</a></li> <li>• <a href="#">Restructuring Our Business</a></li> </ul>

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Medium Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Diversity/Equal Opportunity

Definition/Description	Diversity of Ford Board and management; harassment programs and monitoring
Comments	Relatively high concern to NGOs/stakeholders who see diversity as global strategic issue
Trend (from previous analysis)	➡ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Diversity and Inclusion in the Workplace</a></li> <li>• <a href="#">Corporate Governance – Board of Directors</a></li> <li>• <a href="#">Code of Basic Working Conditions</a></li> <li>• <a href="#">Engagement and Community</a></li> </ul>

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Medium Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Emerging Market Vehicle and Road Safety

Definition/Description	Road safety as a public health issues: safety for motorists and non-car users; infrastructure; driver education
Comments	Increasing focus of Ford's outreach to customers
Trend (from previous analysis)	↑ Increased in importance to Ford
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li>• <a href="#">Vehicle Safety: Challenges and Opportunities</a></li> <li>• <a href="#">How We Manage Vehicle Safety</a></li> </ul>

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Medium Current or Potential Impact on Company

Medium Concern to Stakeholders



### Health Care Reform

Definition/Description	Collaborative efforts to improve quality and reduce cost of health care; potential for legislative overhaul of U.S. health care system
Comments	Formerly subsumed in health care costs; identified as a separate issue due to its impact on Ford and new administration's commitment to reform
Trend (from previous analysis)	NEW
Level of control or influence	Low
More information	<ul style="list-style-type: none"> <li>Working with the UAW</li> <li>Health as a Strategic Advantage</li> <li>Public Policy Positions</li> </ul>

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Medium Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Political Payments and Contributions

Definition/Description	Company donations to candidates and campaigns; lobbying costs; employee Political Action Committee; indirect giving through trade associations, etc.
Comments	Stakeholders, including shareholders, are showing increasing interest and advocacy for "political accountability" or transparency around the various forms of corporate political donations
Trend (from previous analysis)	➡ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>Public Policy</li> <li>Participation in the Policy-Making Process</li> <li>Policy Letters and Directives</li> </ul>

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High Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Manufacturing Efficiency

Definition/Description	Includes reduced complexity of products, lean and flexible manufacturing, flexible work rules
Comments	Key element of Ford's ability to respond to changing markets; part of public discussion about aid to automakers
Trend (from previous analysis)	NEW
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>Increasing Global Integration</li> <li>Improving New Product Development Process</li> </ul>

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High Current or Potential Impact on Company

Medium Concern to Stakeholders

### Sustainability Vision, Governance, and Management

Definition/Description	Includes governance structures, goals and indicators, business case, stakeholder engagement, reporting
Comments	Governance added to vision and management, reflecting growing investor and NGO interest in integrating sustainability into business processes
Trend (from previous analysis)	➔ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>Letter from William Clay Ford, Jr.</li> <li>Letter from Alan Mulally</li> <li>Letter from Sue Cischke</li> <li>Sustainability Governance</li> <li>Sustainability Management</li> <li>Sustainable Mobility Governance</li> <li>Code of Basic Working Conditions</li> <li>How We Manage Vehicle Safety</li> <li>Environmental Management</li> </ul>

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High Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Ethical Business Practices

Definition/Description	Concerns covered by codes of conduct, e.g., corruption and anti-competitive behavior; also concerns about Board independence
Comments	Among stakeholders, of most concern to investors
Trend (from previous analysis)	➔ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Ethical Business Practices</a></li> <li>• <a href="#">Corporate Governance – Board of Directors</a></li> <li>• <a href="#">Sustainability Governance</a></li> </ul>

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High Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Global Environmental Regulation

Definition/Description	Trend toward greater regulation and the cost of compliance
Comments	Not a new issue but now under a "public policy" heading
Trend (from previous analysis)	➔ Same position
Level of control or influence	Medium
More information	<ul style="list-style-type: none"> <li>Climate Change Risks and Opportunities</li> <li>Climate Change Policy and Partnerships</li> <li>Public Policy Positions</li> </ul>

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High Current or Potential Impact on Company

Medium Concern to Stakeholders

### Energy Use

Definition/Description	Operations/facilities: concerns about cost and availability; energy security
Comments	High concern to communities
Trend (from previous analysis)	➔ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>Environment: Progress and Goals</li> <li>Operations</li> <li>Environment: Case Studies</li> <li>Operational Energy Use and CO<sub>2</sub> Emissions</li> </ul>

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High Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Water Use

Definition/Description	Includes impacts on water sources; water management, cost of water and discharges to water
Comments	Particular concern in areas of water scarcity; issue gaining a higher public profile
Trend (from previous analysis)	➡ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Environment: Progress and Goals</a></li> <li>• <a href="#">Water Use</a></li> <li>• <a href="#">Environment Data: Water Use</a></li> <li>• <a href="#">Water: More Than Just Environmental Concerns</a></li> </ul>

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High Current or Potential Impact on Company

Medium Concern to Stakeholders

### GHG Emissions

Definition/Description	Includes cost of controlling GHG emissions
Comments	Less of a concern than GHG emissions from vehicles, but rated high for Ford and NGOs/stakeholders
Trend (from previous analysis)	➔ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>Greenhouse Gas Emissions Overview</li> <li>Environment: Progress and Goals</li> <li>Our Strategy: Blueprint for Sustainability</li> <li>Operational Energy Use and Greenhouse Gas Emissions</li> <li>Renewable Energy Use</li> <li>Environment: Data</li> </ul>

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### High Current or Potential Impact on Company Medium Concern to Stakeholders

#### Tailpipe Emissions

Definition/Description	Air-quality impacts of vehicle emissions other than GHGs; trend toward greater regulation
Comments	High concern to customers/NGOs/stakeholders; more impact on Ford due to increased and inconsistent regulation
Trend (from previous analysis)	➡ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Non-CO<sub>2</sub> Tailpipe Emissions</a></li> <li>• <a href="#">Environment: Progress and Goals</a></li> <li>• <a href="#">Ford's Sustainable Technologies and Alternative Fuels Plan</a></li> <li>• <a href="#">Environment Data: Tailpipe Emissions</a></li> </ul>

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High Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Sustainable Materials

Definition/Description	Cradle-to-cradle approach; use of renewable, recycled, recyclable materials
Comments	Formerly "materials use;" increased interest within Ford as a way to address life-cycle impacts
Trend (from previous analysis)	➡ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Environment: Progress and Goals</a></li> <li>• <a href="#">Choosing More Sustainable Materials</a></li> <li>• <a href="#">Product Sustainability Index</a></li> </ul>

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High Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Product Compliance

Definition/Description	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services
Comments	GRI item; of concern to Ford due to potential cost and impact on reputation
Trend (from previous analysis)	➡ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Environment: Progress and Goals</a></li> <li>• <a href="#">Non-CO<sub>2</sub> Tailpipe Emissions</a></li> <li>• <a href="#">U.S. Safety Recalls</a></li> <li>• <a href="#">Compliance</a></li> </ul>

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High Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Congestion

Definition/Description	Key mega-trend with distinct manifestations in emerging and developed markets including infrastructure, public transportation; policy responses such as congestion pricing
Comments	Increasing importance to Ford as urban areas place restrictions on private vehicle use; driver of mobility strategy
Trend (from previous analysis)	↑ Increased in importance to Ford
Level of control or influence	Low
More information	• <a href="#">Mobility</a>

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High Current or Potential Impact on Company  
 Medium Concern to Stakeholders

### Health and Safety

Definition/Description	Health and safety management systems; ergonomics
Comments	Emerging issue is managing H&S impacts of downsizing
Trend (from previous analysis)	➡ Same position
Level of control or influence	High
More information	<ul style="list-style-type: none"> <li>• <a href="#">Workplace Health and Safety</a></li> <li>• <a href="#">Working Conditions in Ford Plants</a></li> <li>• <a href="#">Ford and the Automotive Industry Supply Chain</a></li> <li>• <a href="#">Workplace Safety</a></li> </ul>

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