

UN Sustainable Development Goals Index

2021



Ford Integrated Sustainability and Financial Report 2021

Ford Motor Company | sustainability.ford.com | shareholder.ford.com

Our Sustainability Aspirations

We are working to revolutionize mobility, fueled by new challenges and the desire to help build a better world for everyone.



Climate Change

Achieve carbon neutrality by 2050



Air

Attain zero emissions from our vehicles and facilities



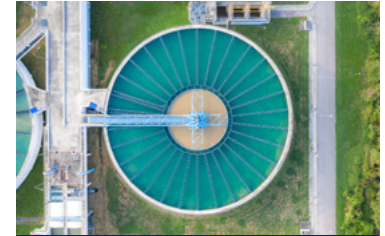
Energy

Use 100 percent local, renewable electricity in all manufacturing by 2035



Waste

Reach true zero waste to landfill across our operations
Eliminate single-use plastics from our operations by 2030



Water

Make zero water withdrawals for manufacturing processes
Use freshwater only for human consumption



Materials

Utilize only recycled or renewable content in vehicle plastics



Safety

Work toward a future that is free from vehicle crashes and workplace injuries



Human Rights

Source only raw materials that are responsibly produced



Diversity, Equity and Inclusion

Create a truly diverse culture where everyone feels like they belong



Access

Drive human progress by providing mobility and accessibility for all

Contributing to the United Nations Sustainable Development Goals (UN SDGs)

In 2015, the Member States of the United Nations adopted the 2030 Agenda for Sustainable Development. At the core of this agenda are 17 Sustainable Development Goals (SDGs) – and the 169 targets that support them – which are intended to end poverty, protect the planet and ensure prosperity for all.

Our Priorities

Since 2016, Ford Motor Company has been a signatory to the UN SDGs and we remain committed to contributing to progress toward them. We have identified 11 SDGs where we can make the greatest impact. Achieving them by 2030 will require multi-stakeholder collaboration at a local, national and international level, so we call on our stakeholders and partners to join us as we strive to meet these ambitions.

Within Ford, regular discussions involving our global sustainability team, various skill teams and the Sustainability and Innovation Committee help to examine our performance through the lens of the SDGs. We remain committed to building on the UN's SDG framework to enhance our sustainability initiatives as we work to become the world's most trusted company.

The following pages include examples of how we are contributing to the SDGs and where further information on these efforts can be found.



Abbreviations

CCSR: [Climate Change Scenario Report](#)

CDPC: [CDP Climate Change Response](#)

CDPW: [CDP Water Response](#)

GEI: [Bloomberg Gender-Equality Index](#)

MSS: [Modern Slavery Statement](#)

SASB: [SASB Index](#)

TCFD: [TCFD Index](#)

Chapters in our full [Integrated Sustainability and Financial Report 2021](#)

S&G: Strategy and Governance

E&I: Economic and Innovation

ENV: Environment

SOC: Social

Find out more about the UN SDGs





Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all ages

Why Is This a Priority?

Addressing three of our salient human rights issues – product safety and quality; health, safety and physical security; and air quality – Ford cares about customer safety, and vehicle safety will always be one of our highest priorities. We aspire to achieve zero emissions from our vehicles and facilities to help improve air quality, and this year, we launched our new safety aspiration: to work toward a future that is free from vehicle crashes and workplace injuries. We also understand that for our own employees and community members to reach their full potential, we must support their physical, mental and emotional health and maintain the highest levels of safety throughout the supply chain.

How We're Contributing

- Ford continues to receive high marks and accolades in public and private crash-testing assessments. For the 2020 model year, seven Ford and six Lincoln nameplates were rated with 5-star overall vehicle scores (as of January 2021) for U.S. New Car Assessment Programs (NCAP). The U.S. Insurance Institute for Highway Safety (IIHS) awarded Ford five Top Safety Picks in 2020.
- In Europe, Ford has nine valid Euro NCAP 5-star ratings. The Ford Kuga achieved an industry-leading position in the first Euro NCAP Assisted Driving assessment. The Transit was one of three models to receive the Gold Euro NCAP Advanced award and the Transit Custom was one of five to be awarded Silver in the analysis. The tests assessed the performance of autonomous emergency braking systems that help to protect vans and other road users, including pedestrians and cyclists.
- The Ford Focus was awarded the 5-star rating by China NCAP in 2020.
- In Australia and New Zealand, two models (Puma and Escape) were awarded 5-star ANCAP ratings in 2020, taking the total number of current models with 5-star ratings to eight.
- As a measure of product quality, Ford and Lincoln were listed as “above average” brands in the J.D. Power Vehicle Dependability Study, and three of our models topped their segments in its Initial Quality Study.
- Ford was one of three auto manufacturers to include automatic emergency braking (AEB) on at least 90 percent of vehicles produced between September 1, 2019 and August 31, 2020. We logged the biggest year-on-year improvement in the share of vehicles equipped with AEB, reaching 91 percent in 2020 compared with 65 percent in 2019.
- We launched Safety Insights, our award-winning, patent-pending traffic safety analytics tool. The web-based platform designed to help government agencies save lives synchronizes crash data from multiple sources and combines it with Ford's own connected vehicle data, enabling city planners to identify hotspots and simulate improvements.
- We have developed a Rear Occupant Alert System that gives an in-vehicle warning via our SYNC system. This system is included in all four-door 2021 model year vehicles equipped with SYNC, well ahead of the mandatory 2025 model year deadline. The feature will be deployed globally.

More Information

CDPW: [CDP Water Response](#)

SASB: [SASB Index](#)

ENVT: [Reducing Our Vehicle CO₂ Footprint](#) (page 43)

ENVT: [Addressing Non-CO₂ Emissions](#) (page 47)

SOC: [Building an Adaptive Workforce](#) (page 62)

SOC: [Identifying Our Salient Human Rights Issues](#) (page 67)

SOC: [Human Rights Within Ford](#) (page 67)

SOC: [Safety and Quality](#) (page 73)

SOC: [Driver Assist Technologies](#) (page 75)

SOC: [Community Investment and Engagement](#) (page 79)





Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all ages

Why Is This a Priority?

How We're Contributing (cont.)

More Information

- We continue to develop new, innovative technologies that enhance vehicle safety and help customers feel safe and confident on the road. Ford and Lincoln driver assist technologies, available around the world, use a combination of radar, sonar and cameras to sense and interpret the environment, helping customers drive safely and confidently.
- We maintain a robust safety culture to reduce workplace injuries, supported by effective communication, reporting and external benchmarking. We hold regular talks and events on key safety issues, and participate in multi-industry groups, within and outside the automotive sector.
- The circumstances of all workplace incidents are analyzed in detail and actions taken to prevent reoccurrence. As well as Lost-Time Case Rate (LTCR), which improved from 0.39 to 0.31, in 2020, we have started to record the percentage of global corrective actions closed by their due date. These corrective actions are taken in response to incidents at Ford facilities.
- Our new [We Are Committed to Protecting Human Rights and the Environment Policy](#) commits Ford to drive human progress by enhancing the health and well-being of the communities that surround us.
- Air quality is identified as one of our salient human rights issues, and poor air quality can negatively impact human life. We are working to reduce emissions from our products and facilities, in accordance with increasingly stringent standards around the world.
- Since 1949, Ford Fund has invested more than \$2.1 billion in programs that feed the hungry, provide educational opportunities, support multicultural initiatives and promote safe driving.

COVID-19

The health and safety of the Ford family and our community is a major focus for us, and the COVID-19 outbreak has challenged us to be flexible in where and how we work.

- We moved quickly to keep our people safe by closing production sites and using technology to enable employees to continue their work remotely, and implemented programs to support colleagues' physical, mental and emotional health.
- We are offering a range of new resources, including discounts on tutoring, remote learning and an hour of free tutoring per week. Parent communities have also been organized on Facebook and WebEx Teams to offer additional support.
- To help keep our Ford family safe, we published a [Return to Work playbook](#) for both manufacturing and salaried workers in May 2020. Actions include a self-certify health survey, temperature scans and requiring the use of personal protective equipment (PPE). Our playbook has been shared publicly so others may replicate and benefit from our practices.





Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all ages

Why Is This a Priority?

How We're Contributing (cont.)

More Information

- To keep our people safe during the outbreak, we introduced the Ford@Home program, to support around 120,000 employees in successfully transitioning to remote working. The program offered resources to help employees care for themselves and their families, connect with their teams and manage their work. Content was designed and directed by employee sentiment to ensure the resources provided supported the needs of our people.
- Our Culture Cabinet developed a prototype Virtual HUG (Human Universal Goodness) Room, a forum where employees in North and South America can support and connect with each other while working remotely.
- We conducted weekly employee polls on a range of relevant topics – including COVID-19, return to the workplace and social unrest – to gain insights into how best to support our people.
- Our five Ford Resource and Engagement Centers (FRECs) – two in Detroit and one each in South Africa, Romania and Thailand – serve their communities with a range of services, including basic needs such as distributing food and providing help with shelter. Our FRECs have also played a significant role in COVID-19 relief efforts.
- Through Project Apollo, Ford and our union partners produced 140 million face masks, 20 million face shields, 1.6 million gowns, 50,000 ventilators and more than 32,000 respirators.





Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Why Is This a Priority?

Through continual, agile learning, we can support our employees, suppliers, dealers and communities to keep pace with a rapidly evolving world. Education and training opportunities give people the best chance of fulfilling their potential, support capacity building in our supply chain and prepare the next generation of designers, engineers and technicians for the challenges and changes in technology that lie ahead.

How We're Contributing

- Our onboarding strategy instills in new employees a sense of belonging and integration into company culture. A "Get Started" help desk provides them with an avenue to ask any questions that will enable them to become productive right away. Journey to Ford events offer new hires important opportunities to learn more about the business and meet their colleagues throughout their first year. In 2020, attendance increased by 400 percent compared to the previous year.
- Developing our people is critical to our future success as well as ensuring employee satisfaction. We are committing significant resources to provide employees with insight into organizational skill needs, developing learning solutions to address those needs and enabling our people to apply those skills to improve performance.
- Our FordWorks inclusive hiring program helps us deliver on-the-job training and employment opportunities to neurodiverse individuals. Continual development of FordWorks employees is one of the core values of the program.
- In 2020, we doubled our talent outreach and recruiting efforts, and focused on amplifying our program and attracting diverse candidates by engaging our Employee Resource Groups (ERGs). Each ERG comprises employees who share characteristics or life experiences and a desire to positively impact communities, drive professional development and host a range of professional, educational and cultural events. In February 2021, several ERGs joined together to celebrate Black History Month.
- We launched our first-ever Virtual DEI Week with employee learning sessions on a diverse range of topics, including how to support transgender employees, understanding unconscious bias, and race and gender equity, along with promoting mental health and well-being during the COVID-19 pandemic.
- We partnered with the Ford-employees African-Ancestry Network (FAAN) to strengthen our partnerships with Historically Black Colleges and Universities (HBCUs), hosting virtual career fairs and hosting our first-ever National Action Council for Minorities in Engineering fair. Women of Ford also partnered with recruiters to attend our Diversity and Inclusion virtual career fair.
- To build capacity in our supply chain, we conduct training with both our employees and suppliers.
- Ford's Purchasing training agenda included our Driving A Better Tomorrow sessions, focusing on how the team can support responsible sourcing and build trust in business relationships. We also ramped up internal responsible material sourcing training, conducting five training sessions across Purchasing attended by more than 400 participants.

More Information

- SOC:** [Building an Adaptive Workforce](#) (page 62)
- SOC:** [Respecting Human Rights](#) (page 66)
- SOC:** [Human Rights Within Our Supply Chain](#) (page 69)
- SOC:** [Community Investment and Engagement](#) (page 79)





Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Why Is This a Priority?

How We're Contributing (cont.)

More Information

- Although we were unable to conduct in-person training for our suppliers due to COVID-19, Ford partnered with the Responsible Business Alliance (RBA) and Drive Sustainability to develop online e-learning training. To support this effort, suppliers were invited to pilot the training in late 2020 and early 2021.
- We invest in STEM (science, technology, engineering and math) programs to help fill the gap between tomorrow's needs and the skills of today's workforce.
- Ford Driving Dreams provides scholarships, community grants, youth literacy resources and student leadership training to inspire multicultural youth and celebrate the benefits of staying in school, achieving academic success and pursuing higher education. The initiative has donated more than \$2 million in community grants and 100,000 new books, impacting more than 200,000 students across the United States, Latin America and Spain.
- Ford College Community Challenge has helped around 3,300 college student social entrepreneurs launch 139 social enterprises that have positively impacted more than 319,000 people around the world.
- We work with Primary Engineer, a nonprofit that runs engineering-based courses for school children in the U.K. Every school is matched with a Ford engineer to bring a real-world context to the sessions. To date, we have engaged 65 schools, 140 teachers and more than 3,480 children with 45 Ford volunteers.
- Ford Next Generation Learning uses the power of workplace relevance with business and community relationships to excite and inspire young people about their education. Ford Next Generation Learning offers opportunities for students to learn by doing with professionals in fields of their choice.
- Our FRECs in Detroit, South Africa, Romania and Thailand bring nonprofit partners together to support the communities they serve, from basic needs such as food and shelter to job training, mentoring and educational opportunities.





Gender Equality

Achieve gender equality and empower all women and girls

Why Is This a Priority?

The strongest businesses promote diversity, equity and inclusion. In line with our sustainability aspiration to create a truly diverse culture where everyone feels like they belong, we are focused on creating a culture where women can thrive. This includes ensuring women are equally represented at all levels of our business and supporting initiatives that empower women and girls.

How We're Contributing

- We are focused on advancing pay for women and creating a culture where women can thrive. In certain markets, our offer includes fully paid primary and secondary parental leave, back-up childcare services, flexible work times, telecommuting and access to breastfeeding rooms.
- Ford's Global Salaried Gender Pay Ratio, defined as the weighted average ratio of average female salaries to average male salaries within peer groups worldwide, is 98.2 percent.¹
- For the third year in a row, Ford was included in the [Bloomberg Gender-Equality Index \(GEI\)](#), in recognition of our commitment to transparent gender reporting and workplace equality.
- We align with and are signatories of internationally recognized labor standards such as the [UN Women's Empowerment Principles](#).
- The Women of Ford ERG is driving change on several key strategic imperatives: increasing the ratio of women in the company, becoming an employer of choice for women and enhancing global communications in an effort to create a community of male and female advocates.
- To bring a more diverse range of talent into the organization, we worked closely with Women of Ford to ensure we had female recruiters on every virtual conference we attended.
- Ford is committed to creating opportunities for diverse suppliers and in 2020, we purchased goods and services worth \$1.16 billion from women-owned businesses.
- The STEMinista project is designed to increase the confidence and skill sets of girls in grades 4–8 in their pursuit of STEM fields. Ford Fund's support of the program, run by the Michigan Science Center, enables monthly workshops and gives girls opportunities to hear from Ford role models and others who use STEM skills in their daily jobs.
- HERImpact, sponsored by Ford Fund and 1863 Ventures, is designed to help female social entrepreneurs scale their enterprises to increase their impact and long-term sustainability. Since 2017, Ford Fund has invested \$300,000 in women-led social enterprises and helped more than 500 social entrepreneurs increase their capacity through workshops, webinars, coaching, mentoring and access to other resources in Detroit, Washington, D.C. and Miami.
- Our SHE-MOVES (Strengthen Her: Mobilizing Ventures for Social Innovation) program supports women-owned social enterprises in South Africa and Nigeria that empower women and girls through mobility services. In Lagos, Nigeria, 630 women received job skills training and passed exams through the Shuttlers program, while Uhambo in South Africa reached 148 people with its training on equality for people with disabilities.

More Information

- GEI:** [Bloomberg Gender-Equality Index](#)
- SOC:** [Diversity, Equity and Inclusion](#) (page 63)
- SOC:** [Respecting Human Rights](#) (page 66)
- SOC:** [Community Investment and Engagement](#) (page 79)



¹ A peer group consists of employees in the same region, salary grade and skill team, when available.



Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all

Why Is This a Priority?

Access to safe drinking water and adequate sanitation is seen as a salient human rights issue. Water is also critical to our manufacturing operations, so we aspire to make zero water withdrawals for our manufacturing processes and use freshwater only for human consumption. We work with our supply chain, especially in water-stressed locations, to reduce water consumption.

How We're Contributing

- We are a signatory to the UN Global Compact CEO Water Mandate and have been included on the CDP Water A List for six years in a row.
- Our 2025 Global Manufacturing Water Strategy targets a 15 percent reduction in absolute freshwater use, building on our 75 percent reduction since 2000, and continues our focus on freshwater only for human consumption.
- The 2025 Global Manufacturing Water Strategy targets a 15% reduction in absolute freshwater, building on our 75% since 2000.
- A water reuse plant at our site in Camaçari, Brazil will enable us to treat 100 percent of our industrial and sanitary wastewater.
- The Ford Valencia plant in Spain uses a biological wastewater treatment plant to extract oils, fats, heavy metals and suspended solids, while two lagoons help make the water suitable for irrigating the surrounding eucalyptus trees.
- The new Bronco program at the Michigan Assembly Plant included the addition of new paint-spraying robots, requiring abatement of exhaust air. The Paint Engineering team integrated an energy-reduction project to convert the area to recirculation zones, resulting in reduced annual energy and water costs.
- At our Michigan Central site, we can slow the flow of stormwater, reduce flooding, naturally filter water and cool the local environment by emulating the native habitat and planting multiple layers of vegetation.
- To better understand our suppliers' water use we survey a selection of them every year using the CDP Supply Chain program's Water Security questionnaires. This provides us with qualitative and quantitative information about how our production suppliers manage environmental risks and maximize opportunities.
- Sharing best practice through our Partnership for A Cleaner Environment (PACE) program, our key suppliers expect to save an estimated 182 million gallons of water in their operations by 2030 through efficiency-improvement projects.

More Information

CDPW: [CDP Water Response](#)

CCSR: [Climate Change Scenario Report](#)

ENV: [Water Use](#) (page 53)

ENV: [Minimizing Our Supply Chain Impacts](#) (page 55)





Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all

Why Is This a Priority?

As part of our commitment to address climate change, a salient human rights issue, we consider this SDG to be a priority, recognizing the need to maximize energy efficiency in our operations. We aspire to use 100 percent local, renewable electricity in all manufacturing by 2035, using a mix of wind, solar power, storage and hydro to replace fossil-based generation. This will be key to achieving our carbon neutrality by 2050 ambition.

How We're Contributing

- We've invested in state-of-the-art facilities and new production techniques, in pursuit of our target of an absolute reduction of 18 percent by 2023 from a 2019 baseline.
- Our energy-efficiency and conservation efforts over the past decade have focused on key areas, including improvements to lighting, heating, compressed air, fans, pumps and motors, contributing a 40 percent absolute reduction in our global manufacturing carbon footprint since 2011.
- In 2020, in the midst of global vehicle production disruptions, we reduced our absolute emissions by 15.1 percent, or 0.53 million metric tons – the equivalent of more than 112,000 passenger vehicles being driven for a year.
- Our Dearborn Truck Plant, Michigan Assembly Plant and several new buildings on our Research and Engineering and Corktown campuses will be powered by 100 percent locally sourced renewable electricity by January 2022.
- As a U.S. Department of Energy "Better Buildings Better Plants Challenge" partner, we implement a range of best practices in our new facilities, including energy-saving technologies focused on energy efficiency and renewable energy strategies.
- Photovoltaic panels are being installed at our Silvertown Assembly Plant in South Africa, meeting 30 percent of the plant's requirements.
- In Europe, Ford is already using 100 percent green electricity to power all Ford facilities in the U.K., the Craiova plant in Romania and all facilities in Cologne, Germany, including the vehicle assembly and engine plants, as well as the Research and Innovation Center in Aachen.

More Information

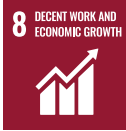
CDPC: [CDP Climate Response](#)

CCSR: [Climate Change Scenario Report](#)

TCFD: [TCFD Index](#)

ENV: [Energy and Emissions](#) (page 50)





Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all

Why Is This a Priority?

We are transforming our culture and our workspaces so that our people can fulfill their potential. With thousands of employees, and many more in our supply chain, we also strive to ensure all our activities comply with local laws and our commitments, given that child labor, forced labor and ethical recruitment, and human trafficking are all salient human rights issues for Ford. This ties in with our aspiration to source only raw materials that are responsibly produced.

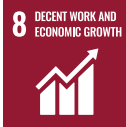
How We're Contributing

- Our new [We Are Committed to Protecting Human Rights and the Environment Policy](#) commits Ford to drive human progress by enhancing the health and well-being of the communities that surround us, respecting the rights of the people who live there and protecting the environment.
- Along with the Erb Institute at the University of Michigan, we have clarified what “human progress” means and engaged with other industries to better understand how companies can enhance economic prosperity, increase access to social good (e.g. mobility), preserve human rights and protect health and safety (see our [report](#) for further details).
- We conducted our second human rights saliency assessment, in line with the UN Guiding Principles Reporting Framework, and we are rolling out action plans to manage the 10 key issues we identified.
- We strive to maintain a safe and healthy work environment, take a zero-tolerance stance on harassment and discrimination, and follow ethical recruitment practices.
- We ensure our workers' right to freedom of association and collective bargaining, and offer our people fair compensation and rewards for their efforts.
- We have conducted more than 55 human rights assessments since 2004, evaluating how our facilities around the world align with our human rights policy. In 2020, we piloted a new, more quantitative process for assessing human rights risks across our global facilities in a consistent way, in line with industry best practice.
- We utilize a wide range of tools to ensure our employees are engaged, including our intranet site and website, social media channels and Employee Resource Group (ERG) initiatives.
- Amid increased well-being concerns during 2020, we adopted several employee listening strategies, including our ask/listen/observe framework, to create an image of how people at Ford were feeling.
- Through a survey program, supported by a weekly COVID-19 poll, employees shared insights with leaders into how the team experience could be developed, helping us to understand how we can better support employees throughout the pandemic.

More Information

- MSS:** [Modern Slavery Statement](#)
- S&G:** [Our Sustainability Strategy](#) (page 10)
- SOC:** [Building an Adaptive Workforce](#) (page 62)
- SOC:** [Empowering Our People](#) (page 59)
- SOC:** [Supplier Diversity](#) (page 65)
- SOC:** [Respecting Human Rights](#) (page 66)
- SOC:** [Identifying Our Salient Human Rights Issues](#) (page 67)
- SOC:** [Community Investment and Engagement](#) (page 79)





Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all

Why Is This a Priority?

How We're Contributing (cont.)

More Information

- To keep our people safe, we introduced the Ford@Home program to ramp up to more than 100,000 employees working remotely. As well as using technology to maintain engagement and communication, we are also exploring the use of wearable tech to ensure our engineers and designers can work effectively and safely.
- Through our manufacturing, supply chain operations and vehicle sales, we support both direct and indirect employment across the globe. We also contribute to economic prosperity through payments to employees, suppliers and governments.
- Through our organizational transformation, we are continuing on a journey toward a winning, customer-centered culture by recognizing how our shared values and beliefs impact our day-to-day interactions and business results.
- Our new [Supplier Code of Conduct](#) outlines our requirements for supplier relationships in areas related to human rights, the environment, responsible material sourcing, responsible and lawful business practices and the associated implementation of these principles.
- We safeguard against the threat of forced labor, human trafficking and child labor in our supply chain by maintaining compliance with all relevant legislative initiatives, acts and regulations.
- Since 2003, we have conducted 1,203 third-party external supplier audits and 1,684 follow-up assessments, to check whether suppliers are meeting their legal requirements and our expectations regarding labor, health and safety, management, ethical and environmental issues.
- In 2020, Ford purchased goods and services worth \$6.3 billion from minority-owned suppliers, \$1.16 billion from women-owned businesses and \$0.162 billion from veteran-owned businesses. We also purchased \$3.48 billion from small businesses.
- To support those disproportionately impacted by COVID-19, Ford Fund partnered with the National Urban League to offer \$600,000 in grants to Black business owners and, together with eMerge Americas and the National Development Council, launched a program offering \$400,000 in grants and resources to Latina small business owners.





Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation

Why Is This a Priority?

Today's transportation networks are congested and inefficient, especially in urban areas, which impacts, among other things, air quality and climate change – two of our salient human rights issues. We are working with a number of partners to develop new technologies, create jobs and invest in infrastructure projects to encourage sustainable and innovative mobility. These require appropriate policies and measures to ensure we address one of our salient human rights issues: the protection, privacy and security of data.

How We're Contributing

- We are advancing self-driving technologies by working closely with customers, industry and government officials. We have recently announced that we'll be increasing our investment in our self-driving business to \$7 billion through 2025.
- In the U.S., together with Argo AI, we are testing self-driving vehicles on public roads in six cities and plan to launch services in Austin, Miami and Washington, D.C.
- Ford is also working with Volkswagen, developing vehicles that use Argo AI's innovative self-driving technology.
- Through a new partnership, we will be able to apply the best of Google's artificial intelligence, machine learning and world-class expertise in data analytics to help us modernize our business through electrification, connectivity, and self-driving.
- We are dedicated to increasing our electric vehicle (EV) charging network capacity. Ford customers have access to more than 16,000 charging stations via North America's largest EV public charging network through the FordPass Charging Network. Drivers of our EVs in Europe are supported by an industry-leading ecosystem that now includes more than 155,000 charge stations, while in China, FordPass connects Ford owners with 180,000 public charging sites in more than 300 cities.
- Ford also co-founded the IONITY consortium, a pan-European joint venture with more than 300 charging stations and 1,200 individual chargers along Europe's highways.
- We continue to lead the rollout of cellular vehicle-to-everything (C-V2X) technology, which enables vehicles to communicate with similarly equipped vehicles, pedestrians and street infrastructure such as traffic lights.
- Ford is committed to be a trusted steward of the personal information shared with us and in 2020, we published the [Ford U.S. Privacy Policy](#), which includes vehicle connectivity privacy.
- We are a founding member of the Information Sharing and Analysis Center (Auto-ISAC), which gathers, analyzes and shares information to combat cyber-related threats and weaknesses.
- Local Hazard Information is part of a landmark road safety data-sharing agreement. This agreement shares safety-related traffic information messages to warn drivers of dangers around the corner.

More Information

CDPC: [CDP Climate Response](#)

E&I: [Mobility Solutions](#) (page 32)

E&I: [Self-Driving Vehicles](#) (page 33)

E&I: [Connected Services](#) (page 35)

E&I: [Global Data Insight and Analytics](#) (page 37)





Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation

Why Is This a Priority?

How We're Contributing (cont.)

More Information

- Since 2018, Ford Commercial Solutions has offered Ford Telematics™ and Ford Data Services™. Ford Telematics is Ford's own GPS fleet management solution that utilizes data from Ford's factory-installed modems to help improve fleet efficiency, driver safety and overall fleet performance. Ford Telematics has expanded its offering to law enforcement and commercial customers, and now also supports non-Ford vehicles. Ford Data Services, meanwhile, gives customers the option to work with their own in-house or third-party system providers to access the depth of fleet management features available.
- We are investing \$740 million to restore Michigan Central Station and several surrounding properties in Corktown, Detroit's oldest neighborhood, to create an innovation hub for autonomous vehicles, connectivity and new mobility solutions.
- After the successful acquisition of the electric scooter company Spin in 2018, we are continuing to expand across Europe. We have 11 locations in Germany and began introducing new services to the U.K.
- With the U.K. launch of a new £100,000 Micromobility Research Fund, we are empowering e-scooter users with the freedom to move around safely. During a year-long project, top researchers and mobility experts will study safety, rider behavior and how to integrate e-scooters into existing transport networks.
- In 2019–2020, our City:One Challenges generated more than 400 proposals and secured nearly \$1 million in funding to support pilot mobility solutions.





Reduced Inequalities

Reduce inequality within and among countries

Why Is This a Priority?

Embracing all aspects of inclusion and equality better reflects the communities in which we operate, and the range of skills, opinions and experience provided by a diverse workforce strengthens our business. We aspire to work toward a future that is free from vehicle crashes and workplace injuries and create a truly diverse culture where everyone feels like they belong.

How We're Contributing

- Our diversity, equity and inclusion (DEI) North Star is “We are family. We celebrate our differences. We all belong.”
- We are making mobility more accessible for all through a wide range of mobility solutions and a human-centered approach, including producing EVs at scale.
- We have published a new [We Are Committed to Protecting Human Rights and the Environment Policy](#) and conducted more than 55 human rights assessments since 2004, evaluating how our manufacturing facilities around the world align with our human rights policy. In 2020, Ford piloted a new, more quantitative approach utilizing an established online third-party assessment tool from the RBA to assess human rights risks across global facilities in a consistent way. In 2021, we plan to continue utilizing this new process to assess human rights risk at approximately 75 percent of our global manufacturing facilities.
- With harassment and discrimination identified as a salient human rights issue, we do not tolerate harassment or discrimination of any form.
- Starting in the U.S., we embarked on a DEI employee audit, the most comprehensive assessment of DEI we have ever undertaken. One of the actions following completion of the audit was the appointment of the company's first Racial Equity Director.
- In February 2020, several of our ERGs celebrated and honored Black History Month through a month-long series of events around the theme of “Joining Hands, Making Change.”
- We launched our first-ever Virtual DEI Week, a celebration that hosted more than 80 different events and 10 DEI-related virtual exhibits worldwide. Employee learning sessions were held on a diverse range of topics, including how to support transgender employees, understanding unconscious bias, and race and gender equity, along with promoting mental health and well-being during the COVID-19 pandemic.
- We support Fair and Equal Michigan's efforts to initiate legislation amending the state's civil rights law, to support the LGBTQ+ community and to protect against discrimination.
- To identify barriers for women, people of color and other ethnicities, Ford engaged Deloitte as an objective third-party assessor to audit the employee experience, beginning with the U.S. salaried team.

More Information

- SOC:** [Diversity, Equity and Inclusion](#) (page 63)
- SOC:** [Supplier Diversity](#) (page 65)
- SOC:** [Human Rights Within Ford](#) (page 67)
- SOC:** [Human Rights Within Our Supply Chain](#) (page 69)
- SOC:** [Community Investment and Engagement](#) (page 79)





Reduced Inequalities

Reduce inequality within and among countries

Why Is This a Priority?

How We're Contributing (cont.)

More Information

- We launched our first [Supplier Code of Conduct](#), integrating our expectations of suppliers into our updated Purchasing Global Terms and Conditions.
- In 2020, we purchased goods and services worth more than \$7.5 billion from minority-, women- and veteran-owned businesses. We also purchased \$3.48 billion from small businesses.
- Our philanthropic organization, Ford Fund, works with local and global partners on programs and services that make people's lives better, from feeding the hungry and mentoring social entrepreneurs to supporting multicultural initiatives and rebuilding after natural disasters.
- We support our local communities through a range of projects related to education, driver safety and sustainable communities. For more information, see the 2020 [Ford Fund Annual Report](#).
- To support those disproportionately impacted by COVID-19, Ford Fund partnered with the National Urban League to offer \$600,000 in grants to Black business owners and, together with eMerge Americas and the National Development Council, launched a program offering \$400,000 in grants and resources to Latina small business owners.
- Volunteering has always been an integral part of Ford's commitment to making a positive impact on society. The Ford Volunteer Corps, a global network of current and retired Ford employees, have contributed over 1.7 million volunteer hours to community projects on six continents since 2005.
- With traditional volunteering not always safe or practical during 2020, we increased virtual opportunities ranging from reviewing grants online for women entrepreneurs to staffing a virtual Detroit Census phone bank.





Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable

Why Is This a Priority?

We aspire to drive human progress by providing mobility and accessibility for all. This will require innovative new technologies and mobility services that will help the cities of tomorrow address a host of challenges from congestion to poor air quality.

How We're Contributing

- Investing more than \$4 billion through 2023 on launching a self-driving service in Austin, Miami-Dade County and Washington D.C., we are testing our self-driving vehicles in these cities, as well as in Detroit, Palo Alto and Pittsburgh.
- Our Transportation Mobility Cloud will enable vehicles, pedestrians and road infrastructure such as traffic lights to communicate with each other through C-V2X technology, making our streets safer and less congested. Ford is the first automaker in China to commercially deploy C-V2X technology in production vehicles. Beginning with the all-new Ford Explorer and Ford Edge Plus, vehicle-to-infrastructure (V2I) features became available to select customers in January 2021.
- We have developed a total cost of ownership calculator, giving potential E-Transit customers data about the cost and environmental benefits of battery electric vehicles (BEVs).
- We are offering business customers new energy-monitoring and telematics services and over-the-air software updates to seamlessly incorporate new features.
- Operating under the Ford Mobility umbrella, TransLoc provides solutions for transit providers, including flexible routing, fixed route systems and planning services. The platform serves more than 1,500 locations, including, cities, hospitals and universities.
- City officials, companies and communities can collaborate to address local mobility issues through the City:One Challenge, which was launched in Austin, Indianapolis, Mexico City and Detroit in 2019.
- In 2020, we partnered with Newlab, a New York-based accelerator, to create two new mobility studios that will be housed in Corktown. The first, a corporate studio, has been designed to address mobility issues on a macro scale. The other, a civic studio designed to improve transportation in the neighborhoods around Michigan Central Station, will help us uphold our commitment to the local community.
- Working with Vivacity Labs, Oxfordshire County Council and Loughborough University in the U.K., we are developing a data-driven road safety tool. This will draw information from connected vehicles, smart roadside sensors and local authority data to identify accident hotspots.
- When COVID-19 restrictions closed schools in 2020, we quickly stepped in to help Miami-based nonprofit The Education Fund. During an eight-week program, Ford and Argo AI delivered bags of fresh produce to roughly 50 families every week, using our Ford Fusion Hybrid self-driving test vehicles.

More Information

- E&I:** [Mobility Solutions](#) (page 32)
- E&I:** [Self-Driving Vehicles](#) (page 33)
- E&I:** [Connected Services](#) (page 35)
- E&I:** [Global Data Insight and Analytics](#) (page 37)





Responsible Consumption and Production

Ensure sustainable consumption and production patterns

Why Is This a Priority?

Manufacturing vehicles requires the use of natural resources, some of which have a limited or finite supply. We aspire to eliminate single-use plastics from our operations by 2030, reach true zero waste to landfill across our operations and utilize only recycled or renewable content in vehicle plastics.

How We're Contributing

- In 2020, we have a total of 103 Ford sites globally that have achieved true zero waste to landfill (ZWTL) status, which means they send absolutely no waste to landfill.
- We've invested in state-of-the-art production facilities and new processes to improve our energy efficiency, contributing to a 40 percent reduction in our carbon footprint since 2011.
- We have an industry-first partnership with HP to reuse printing waste powder as injection-molding materials for new vehicle parts.
- We reuse steel and aluminum scrap from our stamping plants, as well as recycled materials such as post-consumer carpet and recycled tires, in our manufacturing processes.
- Replacing petroleum-based plastics with plant-based materials, we have introduced new composites using soy, castor oil, kenaf, wheat straw, rice hulls, coconut, tree fibers and coffee chaff into our vehicles.
- Through our research we have discovered new, robust natural-fiber-reinforced materials that sequester carbon, reducing global warming impacts, and require less energy to process. Many of them are waste products from other industries, helping us to achieve circular economy ambitions such as our target of 20 percent renewable or recycled plastics in our vehicles by 2025.
- We continue to look at other innovative by-products and waste streams, such as agave fiber from the tequila-making process or U.S. currency taken out of circulation, and we're conducting three trials into how ocean plastics can be turned into automotive parts.
- We ran a pilot study with BASF which is turning plastic waste into a secondary raw material called pyrolysis oil, while materials from BASF's ChemCycling™ project achieve recycled content with the same performance as virgin plastic materials.
- We are conducting life cycle assessment (LCA) research to study the energy and greenhouse gas (GHG) emissions embedded in automotive parts produced from lightweight carbon fiber composites, and comparing them to any estimated fuel and GHG emission savings during vehicle use. In addition, our LCA-based studies evaluate potential environmental implications of vehicle electrification and automation.
- Through our Go Green Dealer Sustainability Program, many U.S. service centers collect parts removed during servicing for remanufacturing or recycling.
- By sharing best practice at Ford with 50 key suppliers through our PACE program, we are making our supply chain more efficient and sustainable. Suppliers in the program expect to save 170 thousand metric tons of CO₂ over the next five years, and an estimated 182 million gallons of water in their operations from 2020 to 2030.

More Information

CCSR: [Climate Change Scenario Report](#)

CDPW: [CDP Water Response](#)

ENV: [Moving Toward a Circular Economy](#) (page 47)

ENV: [Taking a Life Cycle Approach](#) (page 45)

ENV: [Sustainable Operations](#) (page 50)

ENV: [Reducing Waste](#) (page 55)

ENV: [Minimizing Our Supply Chain Impacts](#) (page 55)

SOC: [Identifying Our Salient Human Rights Issues](#) (page 67)

SOC: [Responsible Sourcing of Raw Materials](#) (page 71)





Responsible Consumption and Production

Ensure sustainable consumption and production patterns

Why Is This a Priority?

How We're Contributing (cont.)

More Information

- To help our suppliers source materials ethically and responsibly, we use enhanced requirements in contracts, reporting requests and transparent dialogue. We've extended our responsible sourcing requirements beyond conflict minerals.
- We monitor our supply chains to ensure our materials are safe and responsibly sourced. In January 2021, we joined the Initiative for Responsible Mining Assurance (IRMA), a global group that promotes ecologically and socially responsible mining in large-scale operations. We also joined the Copper Mark's Advisory Council in early 2021.





Climate Action

Take urgent action to combat climate change and its impacts

Why Is This a Priority?

Climate change is a global challenge that affects us all, so we are strengthening our commitment to the Paris Agreement through our aspiration to achieve carbon neutrality by 2050. Emissions from our operations and the use of our vehicles contribute to climate change, negatively impacting people and communities.

How We're Contributing

- The We Are Committed to Protecting Human Rights and the Environment Policy commits Ford to drive human progress by enhancing the health and well-being of the communities that surround us, respecting the rights of the people who live there and protecting the environment.
- We are innovating across every stage of our business and reducing CO₂ emissions in line with the Paris Agreement and our aspiration to achieve carbon neutrality by 2050.
- We have approved science-based targets to reduce Scope 1 and 2 GHG emissions by 76 percent by 2035 from a 2017 baseline, and reduce Scope 3 GHG emissions from use of sold products by 50 percent per vehicle kilometer by 2035 from a 2019 baseline.
- We are the only full line U.S. automaker to support the Paris Agreement and stand with California for tougher GHG standards.
- We have joined the CEO Climate Dialogue and the Climate Leadership Council, and signed up to the New Deal for Europe to devise a comprehensive Sustainable Europe 2030 strategy.
- We continue to publish a Task Force on Climate-related Financial Disclosures (TCFD) Index in response to the TCFD's recommendations, to which we have formally committed.
- To support global climate stabilization, we are migrating our vehicle, powertrain and fuel options toward lower CO₂ emissions and improved fuel efficiency.
- As well as offering a range of lower-carbon engines and fuels, we are increasing our planned investment in electrification to \$22 billion through 2022, including electrified versions of our most popular nameplates.
- We've invested in North America's largest EV public charging network through Electrify America and supported the installation of hundreds of fast-charging stations across Europe via the IONITY consortium.
- We are focused on driving our carbon footprint down through improved energy efficiency and conservation at our facilities and in manufacturing processes. These efforts have resulted in a 40 percent reduction in our carbon footprint over the past decade.
- We've set a long-term ambition to use only locally sourced renewable electricity for our manufacturing by 2035 without the use of credits.
- Our new Supplier Code of Conduct outlines our requirements for supplier relationships in areas related to human rights, the environment, responsible material sourcing, responsible and lawful business practices and the associated implementation of these principles.
- Through *FastPACE*, a streamlined version of our PACE supply chain sustainability program, key supply chain partners in China, India, Thailand and South Africa are on track to save an estimated 4,909 metric tons of CO₂ over the next three years.

More Information

CCSR: [Climate Change Scenario Report](#)

CDPC: [CDP Climate Response](#)

CDPW: [CDP Water Response](#)

SASB: [SASB Index](#)

TCFD: [TCFD Index](#)

E&I: [Leading the Electric Revolution](#) (page 30)

ENV: [Reducing Our Vehicle CO₂ Footprint](#) (page 43)

ENV: [Alternative Fuels and Powertrains](#) (page 46)

ENV: [Sustainable Operations](#) (page 50)

ENV: [Energy and Emissions](#) (page 50)

ENV: [Minimizing Our Supply Chain Impacts](#) (page 55)





Ford Motor Company
One American Road (207-E6)
Dearborn, MI 48126, U.S.A.
sustainability.ford.com
shareholder.ford.com