

# DATA TABLES

Our reporting includes an overview of the progress we have made against our goals and commitments, a summary of our performance in key areas, and a range of tables and charts providing more detailed performance data.

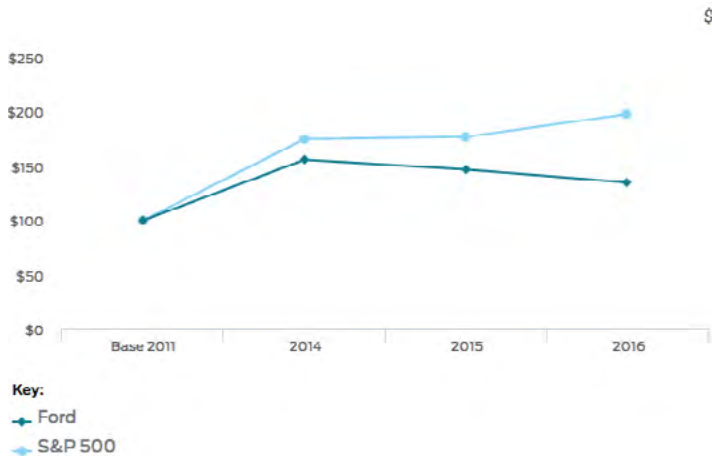
IN THIS SECTION

- [Financial and Innovation](#)
- [Customers and Products](#)
- [Operations](#)
- [People and Communities](#)

## Financial and Innovation

### Financial

#### A. Cumulative Shareholder Five-Year Return



|         | Base 2011 | 2014 | 2015 | 2016 |
|---------|-----------|------|------|------|
| Ford    | 100       | 156  | 147  | 135  |
| S&P 500 | 100       | 175  | 177  | 198  |

Also see:

> [Sustainability Strategy](#)

#### B. Financial Operating Highlights

Key Metrics

|                             | \$ billion, except for percentages |       |       |
|-----------------------------|------------------------------------|-------|-------|
|                             | 2014                               | 2015  | 2016  |
| <b>Automotive</b>           |                                    |       |       |
| Revenue                     | 135.8                              | 140.6 | 141.5 |
| Operating margin            | 4.6%                               | 6.8%  | 6.7%  |
| Operating-related cash flow | 3.6                                | 7.3   | 6.4   |
| <b>Ford Credit</b>          |                                    |       |       |
| Pre-tax profit              | 1.9                                | 2.1   | 1.9   |
| <b>Total company</b>        |                                    |       |       |
| Pre-tax profit              | 7.3                                | 10.8  | 10.4  |

#### Amounts Attributable to Ford Motor Company

|            | \$ million |      |      |
|------------|------------|------|------|
|            | 2014       | 2015 | 2016 |
| Net income | 1.2        | 7.4  | 4.6  |

Also see:

> [Sustainability Strategy](#)

#### C. Profile of Ford Investors

|                          | Percent |      |                   |
|--------------------------|---------|------|-------------------|
|                          | 2014    | 2015 | 2016 <sup>1</sup> |
| Institutional investors: | 54      | 55   | 52                |
| Top 15                   | 27      | 26   | 26                |
| Others                   | 27      | 29   | 26                |
| Employees and management | 6       | 6    | 5                 |
| Individuals              | 40      | 39   | 43                |

Data notes and analysis:

1. Provided by third party.

For more information, please see Ford's [Annual Report](#).

Also see:

> [Sustainability Strategy](#)

#### D. Worldwide Income Taxes Paid

|                              | \$ million |      |                  |
|------------------------------|------------|------|------------------|
|                              | 2014       | 2015 | 2016             |
| Income taxes paid/(refunded) | 467        | 585  | 740 <sup>1</sup> |

1. For additional information on income taxes see Note 21 of Ford's 2016 Form 10-K on page FS-56

Also see:

> [Sustainability Strategy](#)

## Market Share and Sales

As part of a review of our data collection and disclosure in line with the new GRI Standards, we no longer report data on Ford Motor Company Market Share or Ford Credit Financing Share. For details of Ford Motor Company and Ford Credit Financing Market Share please see page 4 and 5 of the 10-K.

### A. Summary of Total Company Wholesale Vehicle Unit Sales

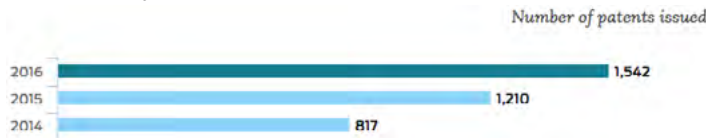


Also see:

> [Global Mobility](#)

## Innovation

### A. U.S. Utility Patents Issued to Ford and Subsidiaries



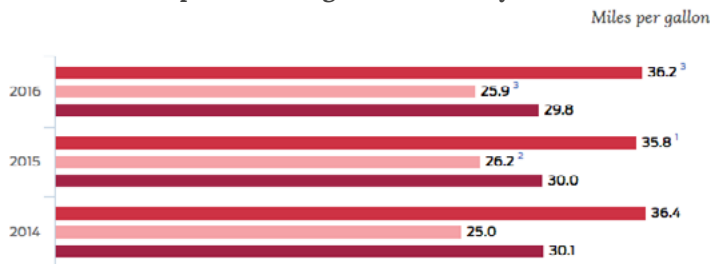
Also see:

> [Global Mobility](#)

## Customers and Products

## Vehicle Fuel Economy and CO<sub>2</sub> Emissions

### A. Ford U.S. Corporate Average Fuel Economy



Key:

- Cars (domestic and import)
- Trucks
- Combined car and truck fleet

Third-party rating

Data notes and analysis:

1. Domestic: Includes 1.0 mpg FFV credit. Import: No FFV's.
2. Includes 1.0 mpg FFV credit.
3. Includes 0.8 mpg FFV credit.

The decline in combined car and truck fuel economy is primarily due to customers purchasing larger cars and more trucks. Our combined fleet CO<sub>2</sub> emissions improved by 10 percent compared to 2009.

Also see:

> [Improving Fuel Economy](#)

### B. Ford U.S. CO<sub>2</sub> Tailpipe Emissions per Vehicle (Combined Car and Truck Fleet Average CO<sub>2</sub> Emissions)



Reported to regulatory authorities ([Environmental Protection Agency](#))

Data notes and analysis:

The GHG value includes FFV credits.

The increase in combined car and truck CO<sub>2</sub> is primarily due to customers purchasing larger cars and more trucks. Our combined fleet CO<sub>2</sub> emissions improved by 10 percent compared to 2009.

Also see:

> [Reducing Vehicle Emissions](#)

### C. Ford Europe CO<sub>2</sub> Tailpipe Emissions per Passenger Vehicle



Key:

- Phase in of percent best-CO<sub>2</sub>-performing vehicles
- 100 percent of vehicles

Data notes and analysis:

NA = Not available.

1. EEA/EU COM published preliminary 2016 CO<sub>2</sub> data. Official data expected in Q4 2017.
2. Data for 2014 and 2015 has been restated to include three decimal places in line with EU COM published data.
3. Only 80 percent of the best-CO<sub>2</sub>-performing fleet vehicles are accounted for in the "phase in" data as part of the European Commission's phase in plan. For 2015 data and onwards 100 percent of fleet is accountable.
4. 2014 data has been restated due to a reporting error and is now published to three decimal places, in line with EU COM published data.

Also see:

> [Reducing Vehicle Emissions](#)

### D. Ford Europe CO<sub>2</sub> Tailpipe Emissions per Light Commercial Vehicle



Data notes and analysis:

NA = Not available.

1. 2014 was the start of official CO<sub>2</sub> monitoring for light commercial vehicles (NL). Between 2014 and 2017, the phase in rule applied by increasing fleet coverage, starting with lowest CO<sub>2</sub> vehicles; starting at 70 percent in 2014, 75 percent in 2015, 80 percent in 2016.
2. Data for 2014 and 2015 has been restated to include three decimal places in line with EU COM published data.

Also see:

> [Reducing Vehicle Emissions](#)

E. Ford Switzerland CO<sub>2</sub> Tailpipe Emissions per Passenger Vehicle



Key:

- Phase in of percent best-CO<sub>2</sub>-performing vehicles
- 100 percent of vehicles

Reported to regulatory authority ([Swiss Federal Office of Energy](#))

Data notes and analysis:

NA = Not available.

1. For 2014, 80 percent of the best-CO<sub>2</sub>-performing fleet vehicles are accounted for in this data, as part of the Swiss phase in plan.

2. BFE preliminary 2016 data. Official data expected May 2017.

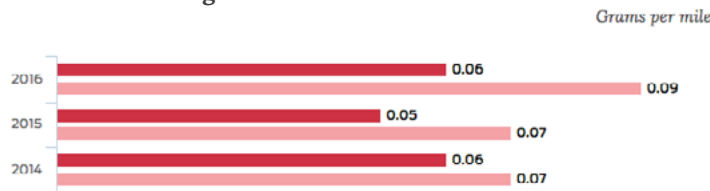
Also see:

> [Reducing Vehicle Emissions](#)



Non CO<sub>2</sub> Tailpipe Emissions

A. Ford U.S. Average NO<sub>x</sub> Emissions



Key:

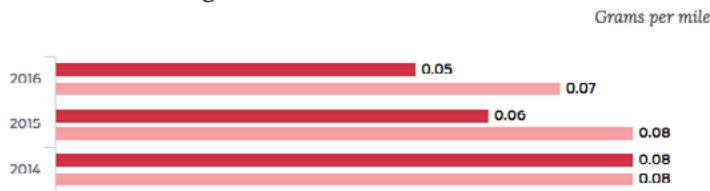
- Passenger cars
- All light duty

Reported to regulatory authority ([Environmental Protection Agency](#))

Also see:

> [Addressing Non-CO<sub>2</sub> Emissions](#)

B. Ford U.S. Average NMOG Emissions



Key:

- Passenger cars
- All light duty

Reported to regulatory authority ([Environmental Protection Agency](#))

Data notes and analysis:

NMOG = Non-methane organic gases

Also see:

> [Addressing Non-CO<sub>2</sub> Emissions](#)

C. Ford U.S. Average Vehicle Emissions



Key:

- Passenger cars
- All light duty

Reported to regulatory authority ([Environmental Protection Agency](#))

Also see:

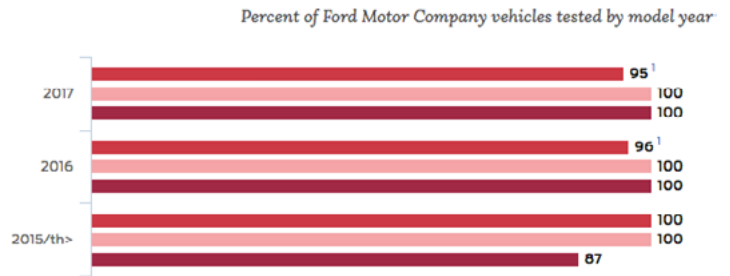
> [Addressing Non-CO<sub>2</sub> Emissions](#)



Vehicle Safety

A. Percent of Nameplates Achieving 4-Star or Better NCAP Overall Vehicle Score (OVS)

Data is for the model year noted.



Key:

- Ford
- Toyota
- GM

Third-party rated ([NHTSA](#))

Data notes and analysis:

1. Transit Medium Roof earned a three-star rating.

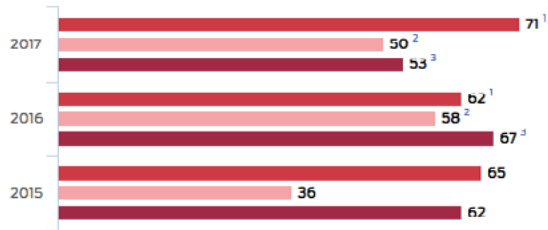
For detailed information on the NCAP system, see [www.safercar.gov](http://www.safercar.gov), and in particular [www.safercar.gov/staticfiles/toolkit/pdfs/faq.pdf](http://www.safercar.gov/staticfiles/toolkit/pdfs/faq.pdf).

Also see:

> [Improving Vehicle Safety](#)

### B. Percent of Nameplates Achieving 5-Star NCAP Overall Vehicle Score (OVS)

Percent of Ford Motor Company vehicles tested by model year



- Key:**
- Ford
  - Toyota
  - GM

Third-party rated (NHTSA)

Data notes and analysis:

1. This data includes Ford and Lincoln.
2. This data does not include Lexus (only Toyota).
3. This data includes Buick, Cadillac, Chevrolet and GMC.

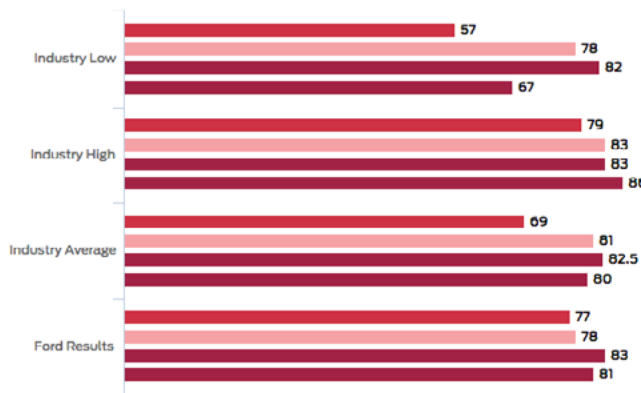
National Highway Traffic Safety Administration (NHTSA) does not test each new vehicle model every year, but a sample of new vehicles predicted to have high sales volumes or that have been structurally redesigned. It is therefore difficult to compare results to previous model years, particularly when many new models are launched. Even though our vehicles are safer than ever, our ratings are not necessarily comparable to previous years. For more detailed information, see [www.safercar.gov](http://www.safercar.gov) and [www.safercar.gov/staticfiles/toolkit/pdfs/faq.pdf](http://www.safercar.gov/staticfiles/toolkit/pdfs/faq.pdf).

Also see:

> [Improving Vehicle Safety](#)

### C. Euro NCAP (2016 Ratings)

Overall percentage



- Key:**
- Small MPV (Ford Tourneo Courier)<sup>1</sup>
  - Large family car (Ford Mondeo)<sup>1</sup>
  - Large MPV (S-MAX/Galaxy)<sup>2</sup>
  - Large SUV (Ford Edge)

Third-party rated (Euro NCAP)

Data notes and analysis:

1. The Ford model was tested in 2014 only (not in 2016).
2. The Ford model was tested in 2015 only (not in 2016).

For detailed information on the Euro NCAP criteria, visit [www.euroncap.com](http://www.euroncap.com).

Also see:

> [Improving Vehicle Safety](#)

### D. U.S. Safety Recalls

Number of safety recalls



Number of units (million)



Reported to regulatory authorities (NHTSA)

Data notes and analysis:

1. Ford Action 14B04 (NHTSA Action Number of 14V343000) was superseded by 16S03 (NHTSA Action Number of 16V036000).

Also see:

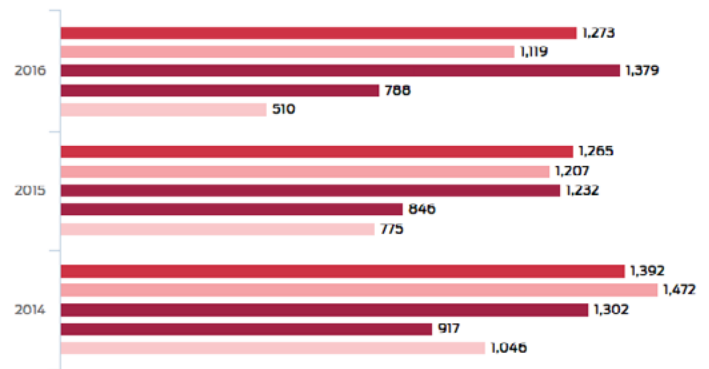
> [Improving Vehicle Safety](#)

## Product Quality and Customer Satisfaction

As part of a review of our data collection and disclosure in line with the new GRI Standards, we no longer report data on First-Time Ford Buyers or Owner Loyalty. For information on customer satisfaction see the remaining data on this page.

### A. GQRS “Things Gone Wrong” (TGW) (3 Months in Service) by Region

Total “Things Gone Wrong” per 1,000 vehicles



Key:

- North America
- South America
- Europe
- Asia Pacific
- Middle East & Africa

Third-party rating

Data notes and analysis:

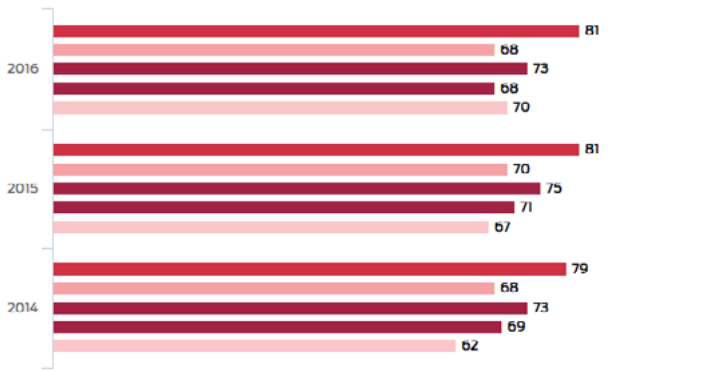
“Things Gone Wrong” data is based on model years.

Also see:

> [Product Quality and Customer Satisfaction](#)

### B. GQRS Customer Satisfaction (3 Months in Service) by

Percent highly satisfied



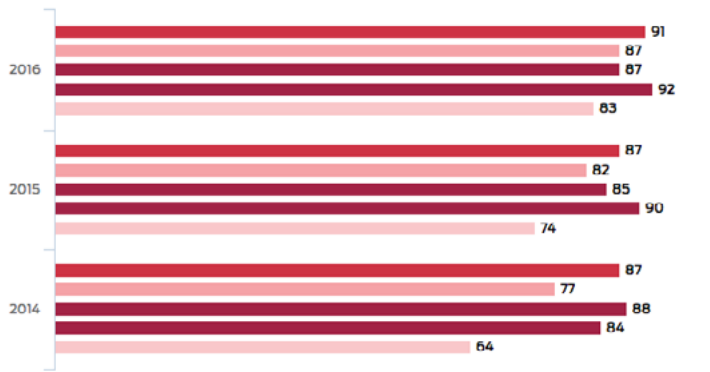
- Key:**
- North America
  - South America
  - Europe
  - Asia Pacific
  - Middle East & Africa

Third-party rating  
[Data notes and analysis:](#)  
 Customer satisfaction data is based on model years.

**Also see:**  
[Product Quality and Customer Satisfaction](#)

### C. Sales Satisfaction With Dealer/Retailer

Net Promoter Score



- Key:**
- Ford Brand U.S.
  - Ford South America
  - Ford Brand Europe
  - Ford Brand Asia Pacific<sup>1</sup>
  - Middle East & Africa

[Data notes and analysis:](#)  
 The Ford Customer Experience performance calculation is based on a consistent methodology across all Ford global markets. This metric comprises a six-question index using key performance indicators for both sales and service. The reported metrics are based on customer ratings using a five-point rating scale, and are summarized using a Net Promoter calculation.  
 Sales satisfaction with dealer/retailer data is based on calendar years.

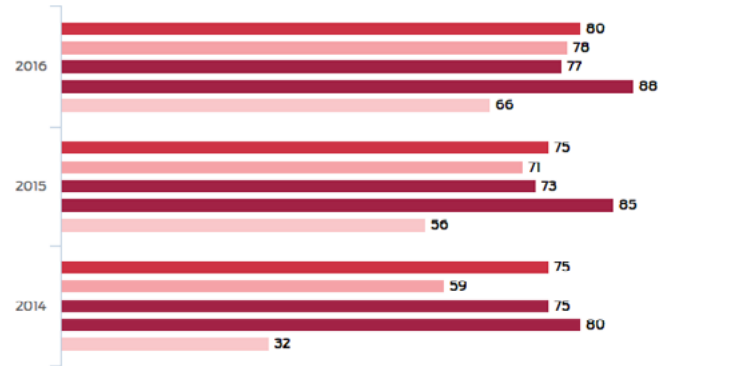
1. We initiated the sales satisfaction with dealer/retailer in our Asia Pacific Africa region in 2010. From 2010 to 2013 this data includes 10 Asia Pacific markets (Australia, China CAF, India, Indonesia, Japan, New Zealand, Philippines, Taiwan, Thailand and Vietnam)

and South Africa. In 2014, South Africa data was removed as part of the new regional organization. Beginning in 2015, the Asia Pacific data includes the 10 Asia Pacific markets plus Korea, Malaysia and 18 emerging Asia Pacific markets.

**Also see:**  
[Product Quality and Customer Satisfaction](#)

### D. Service Satisfaction With Dealer/Retailer

Net Promoter Score



- Key:**
- Ford Brand U.S.
  - South America
  - Ford Brand Europe
  - Ford Brand Asia Pacific<sup>1</sup>
  - Middle East & Africa

[Data notes and analysis:](#)  
 The Ford Customer Experience performance calculation is based on a consistent methodology across all Ford global markets. This metric comprises a six-question index using key performance indicators for both sales and service. The reported metrics are based on customer ratings using a five-point rating scale, and are summarized using a Net Promoter calculation.  
 Sales satisfaction with dealer/retailer data is based on calendar years.

1. We initiated the sales satisfaction with dealer/retailer in our Asia Pacific Africa region in 2010. From 2010 to 2013 this data includes 10 Asia Pacific markets (Australia, China CAF, India, Indonesia, Japan, New Zealand, Philippines, Taiwan, Thailand and Vietnam) and South Africa. In 2014, South Africa data was removed as part of the new regional organization. Beginning in 2015, the Asia Pacific data includes the 10 Asia Pacific markets plus Korea, Malaysia and 18 emerging Asia Pacific markets.

**Also see:**  
[Product Quality and Customer Satisfaction](#)

## Operations

### Operational Energy Use and CO<sub>2</sub> Emissions

#### A. Worldwide Facility Energy Consumption



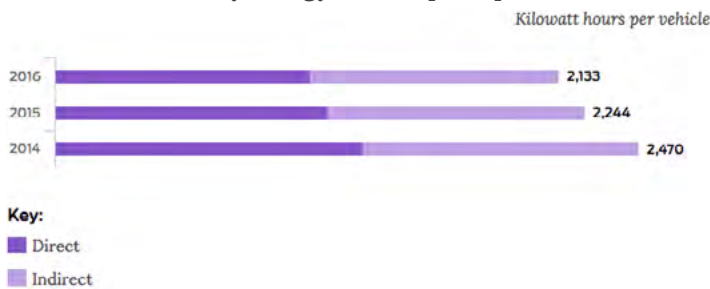
**Data notes and analysis:**

1. 2014 data shows two decimal places to avoid a rounding discrepancy in the total.

**Also see:**

> [Energy Use and Greenhouse Gas Emissions](#)

#### B. Worldwide Facility Energy Consumption per Vehicle



**Also see:**

> [Energy Use and Greenhouse Gas Emissions](#)

#### C. Worldwide Facility CO<sub>2</sub> Emissions



**Data notes and analysis:**

Third-party verified (North America and E.U.)<sup>1</sup>

Reported to regulatory authorities (E.U.). Voluntarily reported to emissions registries or other authorities in Argentina, Brazil, Canada, China, Mexico, Taiwan and the United States

1. Verification data is not yet available for Ford's 2014, 2015 and 2016 global facility greenhouse gas (GHG) emissions. One hundred percent of Ford's 2014, 2015 and 2016 global facility GHG emissions will be third-party verified to limited assurance. Over 75 percent of Ford's 2014, 2015 and 2016 global facility GHG emissions will be third-party verified to a reasonable level of assurance. In addition, all of our European facilities

impacted by the mandatory E.U. Emissions Trading Scheme (EU-ETS) are third-party verified. All EU-ETS verification statements are provided to Ford, by facility, from Lucideon (formerly CICS) for U.K. facilities, Lloyds for Spain and Intechnica for Germany. North American facilities are verified against The Climate Registry's General Reporting Protocol. European facilities are verified against the EU-ETS rules and guidelines.

**Also see:**

> [Energy Use and Greenhouse Gas Emissions](#)

#### D. Worldwide Facility CO<sub>2</sub> Emissions per Vehicle

|              | Metric tons per vehicle |                         |                         |
|--------------|-------------------------|-------------------------|-------------------------|
|              | 2014                    | 2015 <sup>1</sup>       | 2016                    |
| Direct       | 0.25                    | 0.22                    | <b>0.2</b>              |
| Indirect     | 0.51                    | 0.51                    | <b>0.5</b>              |
| <b>Total</b> | <b>0.76</b>             | <b>0.72<sup>1</sup></b> | <b>0.69<sup>2</sup></b> |

**Data notes and analysis:**

1. 2015 data has been restated due to a rounding error.

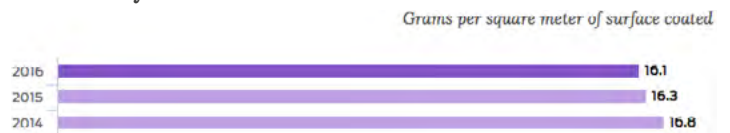
2. Direct and indirect figures do not add up to the total stated due to rounding.

**Also see:**

> [Energy Use and Greenhouse Gas Emissions](#)

## Emissions (VOC and Other)

#### A. North America Volatile Organic Compounds Released by Assembly Facilities



#### B. Ford U.S. TRI Releases



Reported to regulatory authorities ([Environmental Protection Agency](#))

**Data notes and analysis:**

NA = Not available.

Releases reported under the U.S. Toxics Release Inventory (TRI) are all in accordance with the law, and many of them are subject to permits. The data shown is the most recent reported to authorities.

#### C. Ford U.S. TRI Releases per Vehicle



Reported to regulatory authorities ([Environmental Protection Agency](#))

**Data notes and analysis:**

NA = Not available.

Releases reported under the U.S. Toxics Release Inventory (TRI) are all in accordance with the law, and many of them are subject to permits. The data shown is the most recent reported to authorities.

### D. Ford Canada NPRI Releases



Reported to regulatory authorities ([Environmental Canada](#))

Data notes and analysis:

NA = Not available.

Releases reported under the U.S. Toxics Release Inventory (TRI) are all in accordance with the law, and many of them are subject to permits. The data shown is the most recent reported to authorities.

### E. Ford Canada NPRI Releases per Vehicle



Reported to regulatory authorities ([Environmental Canada](#))

Data notes and analysis:

NA = Not available.

Releases reported under the U.S. Toxics Release Inventory (TRI) are all in accordance with the law, and many of them are subject to permits. The data shown are the most recent reported to authorities.

### F. Australia National Pollutant Inventory Releases (Total Air Emissions)



Reported to regulatory authorities ([NPI](#))

Data notes and analysis:

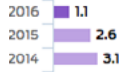
Releases reported under the Australian National Pollutant Inventory are all in accordance with the law, and many of them are subject to permits. The data shown is the most recent reported to authorities.

## Waste

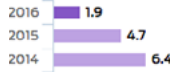
### A. Regional Waste to Landfill

Million kilograms

#### Asia Pacific



#### Europe



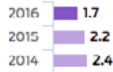
#### North America



#### South America



#### Middle East & Africa



Also see:

> [Waste Reduction](#)

### B. Waste to Landfill per Vehicle

Kilograms

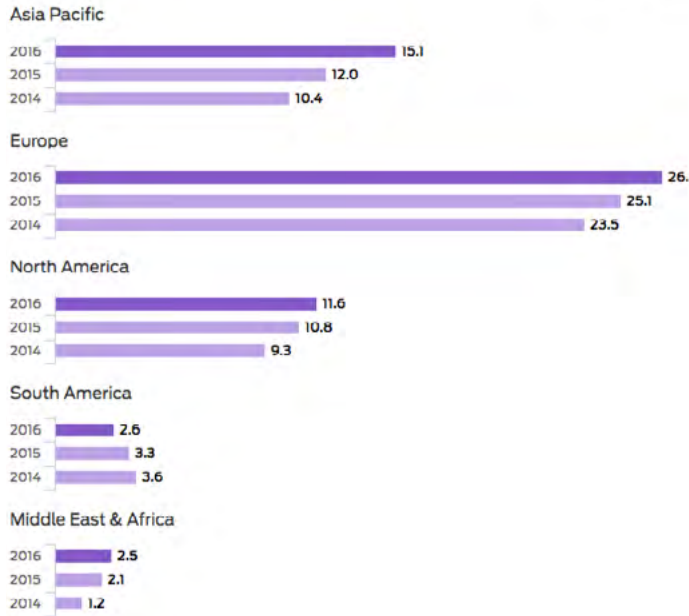


Also see:

> [Waste Reduction](#)

### C. Regional Hazardous Waste Generation

Million kilograms



Also see:

> [Waste Reduction](#)

### D. Hazardous Waste Generation per Vehicle

Kilograms



Data notes and analysis:

1. Corrected for typographical error.

Also see:

> [Waste Reduction](#)

## Water

### A. Global Water Use per Vehicle Produced

Cubic meters per vehicle produced



Data notes and analysis:

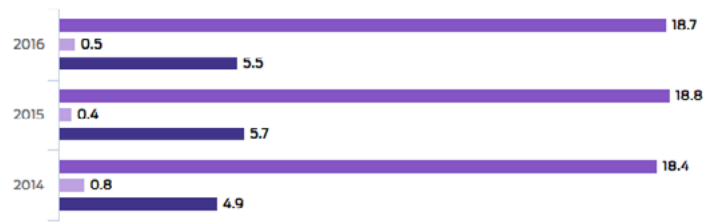
1. Changes were due to water meter repairs at a few facilities.

Also see:

> [Water Use](#)

### B. Global Water Use by Source

Million cubic meters



Key:

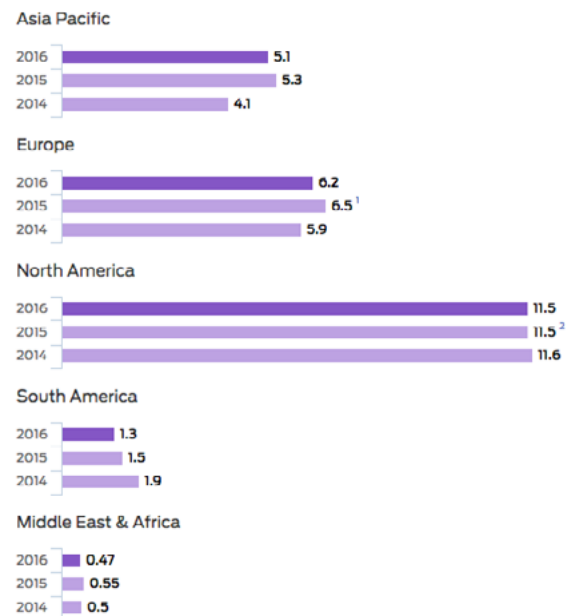
- City water
- Surface water
- Well water

Also see:

> [Water Use](#)

### C. Regional Water Use

Million cubic meters



Data notes and analysis:

1. Changes were due to water meter repairs at a few facilities.
2. Changes were due to water meter repairs at a facility.

Also see:

> [Water Use](#)

### D. Reuse From On-Site Wastewater Treatment Plant

Million cubic meters



Also see:

> [Water Use](#)



### E. Process Wastewater Discharge



Also see:

> [Water Use](#)

## Supply Chain Management

### A. Working Conditions Training and Assessment

| Working Conditions Assessments (as of 12/31/16)                       | Americas | Asia Pacific | Europe | Middle East & Africa | Global Total |
|---|----------|--------------|--------|----------------------|--------------|
| Assessments completed to date   | 403      | 543          | 111    | 49                   | <b>1,106</b> |
| Follow-up assessments completed to date (third party and/or internal) | 543      | 631          | 159    | 53                   | <b>1,386</b> |

| Working Conditions Assessments (as of 12/31/16) | Americas | Asia Pacific | Europe | Middle East & Africa | Global Total |
|---|----------|--------------|--------|----------------------|--------------|
| Training sessions conducted to date             | 81       | 56           | 29     | 9                    | <b>175</b>   |
| Total number of attending companies             | 1,054    | 929          | 392    | 104                  | <b>2,479</b> |
| Total number of trained managers (attendees)    | 1,695    | 1,175        | 673    | 168                  | <b>3,711</b> |

| Working Conditions Training (Scope of Impact: Supplier-Submitted Data as of 12/31/16) | Global Total   |
|---|----------------|
| Training cascade to management, individuals trained                                   | <b>33,548</b>  |
| Training cascade to workforce, individuals trained                                    | <b>705,216</b> |
| Communication to suppliers, number of sub-tier companies                              | <b>141,444</b> |

Also see:

> [Environmental Impact of Our Suppliers](#)

### B. Total Supplier Sites Trained/Retrained in Sustainability Management



Also see:

> [Environmental Impact of Our Suppliers](#)

### C. Total Purchases From Tier 2 Suppliers



Also see:

> [Environmental Impact of Our Suppliers](#)

## People and Communities

### Workforce Profile

#### A. Global Workforce by Region



Key:

- North America
- South America
- Europe
- Financial Services
- Asia Pacific
- Middle East & Africa

Reported to regulatory authorities

Data notes and analysis:

1. 2016 figures do not add up to 100 due to rounding.

Also see:

> [Our People](#)

#### B. Employment by Business Unit



Key:

- Automotive
- Financial Services

Reported to regulatory authorities

Data notes and analysis:

1. 2015 includes employees of Ford Sollers, our joint venture in Russia that was consolidated effective March 31, 2015.

Also see:

> [Our People](#)

## Health and Safety

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

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



**Key:**  
 ■ Ford Motor Company (global)  
 ■ U.S. Bureau of Labor Statistics average for NAICS Code 3361 (motor vehicles manufacturing)

**Data notes and analysis:**

NA = Not available.  
 1. Annual data from the Bureau of Labor Statistics unavailable at the time of publication.  
 2. Includes South America record keeping adjustments.

**Also see:**

> [Health and Safety](#)

### B. Lost-Time Case Rate by Region (per 100 Employees)

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



**Key:**  
 ■ North America  
 ■ South America  
 ■ Middle East & Africa  
 ■ Asia Pacific  
 ■ Europe

Reported to regulatory authorities

**Data notes and analysis:**

NA = Not available.

**Also see:**

> [Health and Safety](#)

### C. Workplace Health and Safety Violations

Number of violations



**Key:**  
 ■ North America<sup>1</sup>  
 ■ South America  
 ■ Asia Pacific

**Data notes and analysis:**

1. The two health and safety violations from North America took place at the Chicago Stamping Plant and the Kansas City Assembly Plant.

**Also see:**

> [Health and Safety](#)

### D. Global Fatalities

Number of fatalities



**Data notes and analysis:**

Global fatalities data includes Ford employees and contractors. In 2016, there were two fatalities among Ford employees. One occurred in Europe and the other (a non-work-related act of violence) in North America; there was also one fatality among contractors working at our facilities.

**Also see:**

> [Health and Safety](#)

## Diversity

### A. Global Salaried Employees by Gender

Percent



**Key:**  
 ■ Male  
 ■ Female

**Also see:**

> [Employee Diversity and Inclusion](#)

### B. Women in Middle Management and Above Positions by Region

|   | Percent |      |      |
|---|---------|------|------|
|   | 2014    | 2015 | 2016 |
| Americas  | 19.9    | NA   | NA   |
| North America <sup>1</sup>                      | NA      | 22   | 22.1 |
| South America <sup>1</sup>                      | NA      | 13   | 16.0 |
| Asia Pacific Africa                             | 17.5    | NA   | NA   |
| Asia Pacific <sup>1</sup>                       | NA      | 14   | 14.6 |
| Middle East & Africa <sup>1</sup>               | NA      | 17   | 18.4 |
| Financial Services                              | 20.5    | 23   | 24.8 |
| Europe  | 11.6    | 13   | 13.5 |
| Global Auto and Financial Services <sup>3</sup> | 17.7    | 18   | 18.8 |

**Data notes and analysis:**

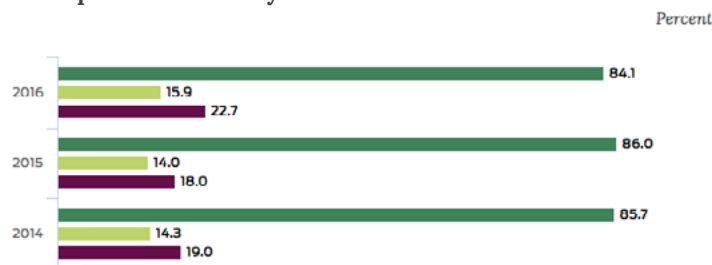
NA = Not available.

1. Breakdown has been changed to keep consistent with other data reported.

**Also see:**

> [Employee Diversity and Inclusion](#)

### C. Corporate Officers by Gender and Minorities



**Key:**

- Male
- Female
- Minorities

**Also see:**

> [Employee Diversity and Inclusion](#)

### D. Board of Directors Composition by Gender and Minorities



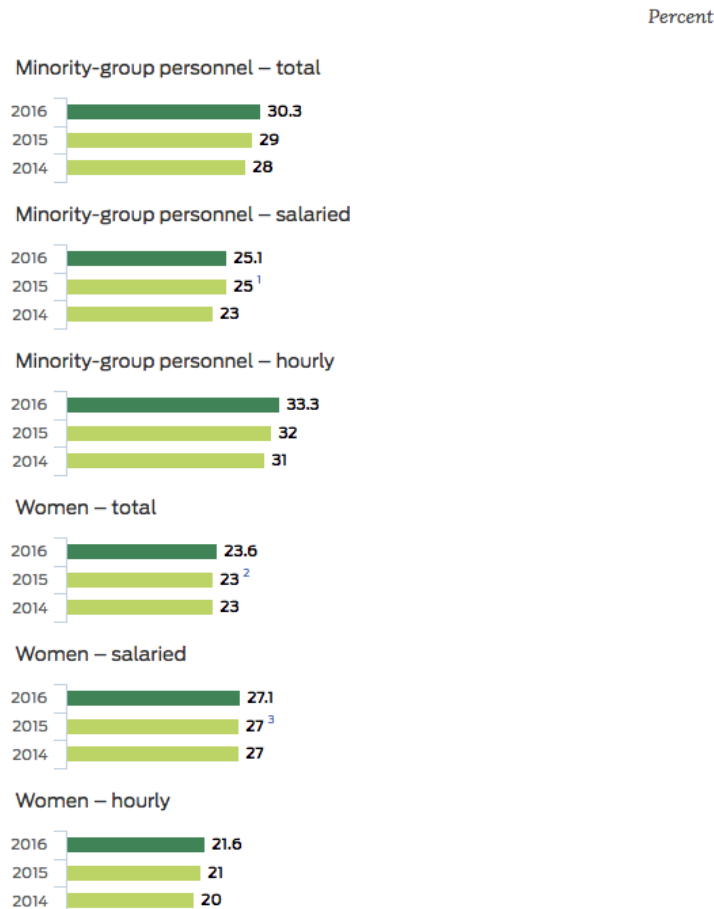
**Key:**

- Male
- Female
- Minorities

**Also see:**

> [Employee Diversity and Inclusion](#)

### E. U.S. Employment of Minority-Group Personnel and Women at Year-End



**Reported to regulatory authorities**

**Data notes and analysis:**

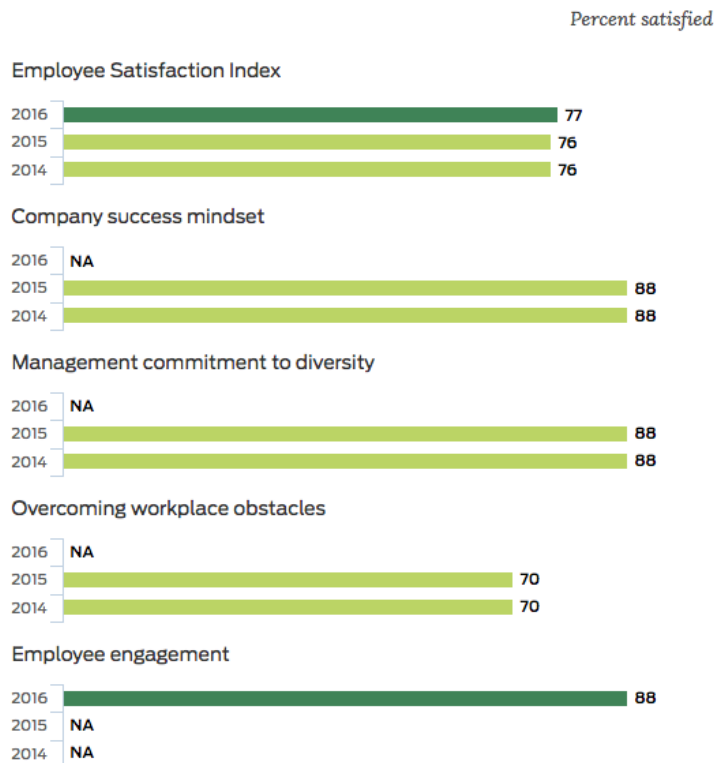
1. Was reported as 23, now restated as 25 to include Ford Credit, for consistency.
2. Was reported as 22, now restated as 22 to include Ford Credit, for consistency.
3. Was reported as 23, now restated as 27 to include Ford Credit, for consistency.

**Also see:**

> [Employee Diversity and Inclusion](#)

## Employee Engagement

### A. Employee Satisfaction, Pulse Survey



**Data notes and analysis:**

Each year, we ask our workforce to participate in the Global Pulse and Engagement Surveys to gain insight into employees' overall satisfaction with the company, their jobs and other aspects of their workplace experience. We made several changes to our survey in 2016, including many content changes. Some former dimensions are no longer measured.

**Also see:**

> [Employee Attraction and Retention](#)

### B. Voluntary Quit Rate by Major Markets (Salaried Employees)

|                | Percent |      |            |
|----------------|---------|------|------------|
|                | 2014    | 2015 | 2016       |
| United States  | 1.5     | 1.9  | <b>1.8</b> |
| Canada         | 2.5     | 2.2  | <b>1.4</b> |
| Mexico         | 1.1     | 5.2  | <b>5.0</b> |
| Brazil         | 2.7     | 2.3  | <b>2.1</b> |
| Germany        | 0.4     | 0.4  | <b>0.2</b> |
| United Kingdom | 1.1     | 1.2  | <b>1.1</b> |
| China          | 3.8     | 4.2  | <b>5.4</b> |
| India          | 5.8     | 5.4  | <b>6.2</b> |
| Thailand       | 6.7     | 6.5  | <b>5.8</b> |

**Also see:**

> [Employee Attraction and Retention](#)

## Dealers

### A. Overall Dealer Attitude

Relative ranking on a scale of 1–100 percent

|                                | 2014  | 2015  | 2016         |
|--------------------------------|-------|-------|--------------|
| Ford (winter/summer score)     | 85/85 | 85/85 | <b>83/81</b> |
| Lincoln (winter/summer score)  | 77/77 | 77/78 | <b>78/78</b> |
| Industry (winter/summer score) | 80/80 | 80/80 | <b>80/79</b> |

**Data notes and analysis:**

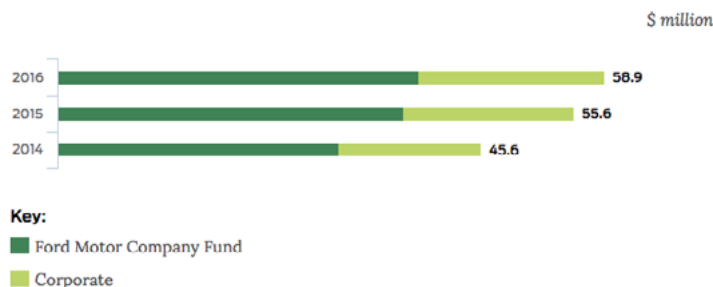
Overall dealer attitude is measured by the National Automobile Dealer Association (NADA) Dealer Attitude Survey conducted biannually.

**Also see:**

> [Dealers](#)

## Communities

### A. Charitable Contributions



**Also see:**

> [Ford in the Community](#)

### B. Volunteer Corps



**Also see:**

> [Employee Volunteering](#)

## Supplier Diversity

### A. Total Purchases From Minority-Owned Businesses – United States



**Also see:**

> [Supplier Diversity](#)

### B. Total Purchases From Women-Owned Businesses - United States

\$ billion.



Also see:

> [Supplier Diversity](#)

### C. Total Purchases From Veteran-Owned Businesses - United States

\$ billion.



Also see:

> [Supplier Diversity](#)