

2020

GRI INDEX



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GRI INDEX 2020

This report is in accordance with the Global Reporting Initiative (GRI) Standards: Comprehensive option. This year we have reported to the following new standards: GRI 303: Water and Effluents 2018 and GRI 403: Occupational Health and Safety 2018. To locate the topics and standards contained within the guidelines, and our responses to these standards, use the index below. For a detailed explanation of the standards, visit the [GRI website](#).

GRI Standard	GRI Disclosure	Location and Notes
GRI 101: Foundation 2016 General Disclosures		
Organizational profile		
GRI 102: General Disclosures 2016		
102-1	Name of the organization	Ford Motor Company
102-2	Activities, brands, products, and services	https://corporate.ford.com/company.html Form 10-K: Item 1. Business, pages 1–7
102-3	Location of headquarters	Contact Us
102-4	Location of operations	Global Operations
102-5	Ownership and legal form	Investors Form 10-K: Item 5. Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities, page 25
102-6	Markets served	Global Links Form 10-K: Item 1. Business, pages 1–7
102-7	Scale of the organization	Form 10-K: Item 1. Business, pages 1–7, 14; Item 6. Selected Financial Data, page 26 Global Operations
102-8	Information on employees and other workers	Performance Data , pages 2–3 Data for salaried and hourly employees by region is compiled through our finance department. Gender information is provided by our Workforce Planning and Analytics function. The scope of this data covers both our Automotive, Ford Credit and Mobility segments. Europe includes the U.K. and GEM only due to privacy data.
102-9	Supply chain	Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22
102-10	Significant changes to the organization and its supply chain	There were no significant changes to size, structure or ownership during the reporting period.

GRI Standard	GRI Disclosure	Location and Notes
102-11	Precautionary principle or approach	The precautionary principle is the idea that if the consequences of an action are unknown, but are judged to have some potential for major or irreversible negative consequences, then it is better to avoid that action. We do not formally apply the precautionary principle to decision making across all of our activities. However, it has influenced our thinking. For example, in addressing climate change as a business issue, we have employed this principle. In addition, we assess and manage environmental, safety, supply chain, operational and other risks as described throughout this report.
102-12	External initiatives	Sustainability Report 2020 > Collaborating With Industry Partners, page 46 Sustainability Report 2020 > About Our Reporting Suite, page 2 UN Global Compact Communication on Progress Index United Nations Sustainable Development Goals Index UN Guiding Principles Reporting Framework Index Sustainability Accounting Standards Board (SASB) Index Task Force on Climate-related Financial Disclosures (TCFD) Index Bloomberg GEI Climate Change Scenario Report CDP Climate Change Response CDP Water Response
102-13	Membership of associations	Sustainability Report 2020 > Collaborating With Industry Partners, page 46 Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44 Sustainability Report 2020 > Energy and Emissions, page 41
Strategy		
102-14	Statement from senior decision maker	Sustainability Report 2020 > Letter from William Clay Ford, Jr. and Jim Hackett, page 3
102-15	Key impacts, risks, and opportunities	Form 10-K: Item 1A. Risk Factors, pages 14–20 Sustainability Report 2020 > About Our Reporting Suite, page 2 Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Creating Value at Ford, page 13 TCFD Index Climate Change Scenario Report
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	Sustainability Report 2020 > Public Policy, page 15 Code of Conduct Handbook Policy Letter 24
102-17	Mechanisms for advice and concerns about ethics	Sustainability Report 2020 > Transparency and Trust, page 14 Code of Conduct Handbook

GRI Standard	GRI Disclosure	Location and Notes
Governance		
102-18	Governance structure	Sustainability Report 2020 > Sustainability Governance, page 14 Members of the Board Corporate Governance
102-19	Delegating authority	Sustainability Report 2020 > Sustainability Governance, page 14
102-20	Executive-level responsibility for economic, environmental, and social topics	Sustainability Report 2020 > Sustainability Governance, page 14 Proxy Statement 2019 Our Vice President, Chief Sustainability, Environment and Safety Officer reports to the General Counsel. He is accountable to shareholders and the Board and also attends the Sustainability and Innovation Board Committee meetings (refer to 2020 Proxy for specific Board Committee function).
102-21	Consulting stakeholders on economic, environmental, and social topics	Sustainability Report 2020 > Our Materiality Process, page 8 GRI Index Appendix, page 44 Sustainability Report 2020 > Sustainability Governance, page 14 Sustainability Report 2020 > Stakeholder Review of Our Report, page 9 Ford holds annual reviews in partnership with CERES, involving investors, academia and a range of small- and medium-sized enterprises (SMEs).
102-22	Composition of the highest governance body and its committees	Performance Data , page 4 Members of the Board Proxy Statement 2019
102-23	Chair of the highest governance body	Members of the Board
102-24	Nominating and selecting the highest governance body	Proxy Statement 2019
102-25	Conflicts of interest	Proxy Statement 2019
102-26	Role of highest governance body in setting purpose, values, and strategy	Sustainability Report 2020 > Sustainability Governance, page 14
102-27	Collective knowledge of highest governance body	Charter of the Sustainability and Innovation Committee of the Board of Directors
102-28	Evaluating the highest governance body's performance	Corporate Governance Principles We take actions in response to evaluations of the Board of Directors' performance on economic, environmental and social topics when the Board determines they are in the best interest of the company. Actions may include changes in membership and organizational practice, additional training or other actions.

GRI Standard	GRI Disclosure	Location and Notes
102-29	Identifying and managing economic, environmental, and social impacts	GRI Index Appendix, page 44 Sustainability Report 2020 > Sustainability Governance, page 14 Charter of the Sustainability and Innovation Committee of the Board of Directors Proxy Statement 2019 , page 14
102-30	Effectiveness of risk management processes	Proxy Statement 2019
102-31	Review of economic, environmental, and social topics	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Sustainability Governance, page 14 Charter of the Sustainability and Innovation Committee of the Board of Directors
102-32	Highest governance body's role in sustainability reporting	Ford's Sustainability Report Summary is reviewed by the senior executives and the Board of Directors' Sustainability and Innovation Committee. The full report is reviewed by the Vice President, Chief Sustainability, Environment and Safety Officer.
102-33	Communicating critical concerns	Corporate Governance Charter of the Sustainability and Innovation Committee of the Board of Directors Proxy Statement 2019 , page 14
102-34	Nature and total number of critical concerns	This information is considered confidential.
102-35	Remuneration policies	Proxy Statement 2019
102-36	Process for determining remuneration	Proxy Statement 2019
102-37	Stakeholders involvement in remuneration	Remuneration of the Board is put to a shareholder vote as part of the election process, see: Proxy Statement 2019
102-38	Annual total compensation ratio	This information is considered confidential.
102-39	Percentage increase in annual total compensation ratio	This information is considered confidential.

GRI Standard	GRI Disclosure	Location and Notes
Stakeholder engagement		
102-40	List of stakeholder groups	GRI Index Appendix, page 44
102-41	Collective bargaining agreements	<p>Through collective bargaining agreements covering wages, benefits and other employment provisions, our union partners help us to provide a safe, productive and respectful workplace.</p> <p>Substantially, all the hourly employees in our Automotive operations are represented by unions and covered by collective bargaining agreements. In the United States, approximately 99 percent of these unionized hourly employees in our Automotive segment are represented by the International Union, United Automobile, Aerospace and Agricultural Implement Workers of America ("UAW" or "United Auto Workers"). At December 31, 2019, approximately 56,000 hourly employees in the United States were represented by the UAW (Employment Data, page 12). We earned a reputation for being a labor friendly organization after reaching a US labor agreement with the UAW after only 3 days of negotiations, find out more in this article.</p> <p>A substantial number of our employees in other regions are represented by unions or government councils.</p> <p>For more information, please see Form 10-K, page 13.</p>
102-42	Identifying and selecting stakeholders	<p>GRI Index Appendix, page 44</p> <p>Sustainability Report 2020 > Stakeholder Review of Our Report, page 9</p> <p>Ford engages at many levels, including interactions between many different company functions and a wide variety of external and internal stakeholders groups, locally and globally.</p> <p>For example, we engage externally at the most senior levels of the company through global networks including the UN Global Compact. In addition to actively participating in industry organizations, we organize meetings with individuals and groups of stakeholders to solicit their input. Material input from all these interactions is communicated internally as appropriate, and added to our existing collective knowledge and research. Our procurement team engages with suppliers on sustainability performance, and our manufacturing plants forge links with local communities as part of being a good neighbor.</p> <p>Relevant stakeholder feedback on sustainability issues is also reported to executive management or our Sustainability and Innovation Board Committee as needed, through normal management channels including Business Plan Reviews. Through all these interactions and processes, we formulate engagement programs and identify stakeholders with whom to engage and track progress.</p>
102-43	Approach to stakeholder engagement	<p>Sustainability Report 2020 > Stakeholder Review of Our Report, page 9</p> <p>GRI Index Appendix, page 44</p> <p>Every day, at every level of the business, we engage with a large number of stakeholders, both formally and informally. These ongoing interactions are crucial to helping us understand and prioritize our most material issues, and enabling us to address the concerns of our stakeholders effectively. See our GRI Index Appendix, which summarizes the key stakeholder groups identified and channels we use to maintain dialogue with them. The formality and regularity of each engagement approach vary on a case-by-case basis.</p>

GRI Standard	GRI Disclosure	Location and Notes
102-44	Key topics and concerns raised	<p>Sustainability Report 2020 > Our Materiality Process, page 8</p> <p>Sustainability Report 2020 > Stakeholder Review of Our Report, page 9</p> <p>GRI Index Appendix, page 44</p> <p>For this Sustainability Report and our previous 13 reports, Ford worked with Ceres to convene an independent Stakeholder Committee to advise us. The committee made recommendations to Ford that can be found in the Stakeholder Review section of our report.</p>
Reporting practice		
102-45	Entities included in the consolidated financial statements	Form 10-K : Item 1. Business, pages 1–7
102-46	Defining report content and topic Boundaries	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Reporting Scope and Boundaries, page 2</p>
102-47	List of material topics	Sustainability Report 2020 > Materiality Results, page 8
102-48	Restatements of information	Performance Report 2020 > pages 2, 3, 4, 5, 6, 8, 9 and 10
102-49	Changes in reporting	Sustainability Report 2020 > Materiality Results, page 8
102-50	Reporting period	Sustainability Report 2020 > Reporting Scope and Boundaries, page 2
102-51	Date of most recent report	Our most recent sustainability report was published in June 2019.
102-52	Reporting cycle	Sustainability Report 2020 > Welcome, page 2
102-53	Contact point for questions regarding the report	Sustainability Report 2020 > Welcome, page 2
102-54	Claims of reporting in accordance with the GRI Standards	Sustainability Report 2020 > GRI Content Index
102-55	GRI content index	GRI Index
102-56	External assurance	Sustainability Report 2020 > Data Assurance, page 2

GRI Standard	GRI Disclosure	Location and Notes
Material Topics GRI 200 Economic Standard Series		
Economic Performance		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Creating Value at Ford, page 13 Form 10-K: Ford Motor Company and Subsidiaries Financial Statements, FS-5 to FS-6 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers, communities and investors.
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	Form 10-K: Ford Motor Company and Subsidiaries Financial Statements, FS-5 to FS-6 Sustainability Report 2020 > Strengthening Communities and Making Lives Better, page 30 Information related to operating costs is referenced as “cost of sales” in the company’s Annual Report on Form 10-K. Information related to payments to providers of capital is referenced as “interest expense on Automotive debt” and “cash dividends” in the company’s Annual Report on Form 10-K. Ford reports on income taxes in the Form 10-K Note 7: Income Taxes, but country-level details are not reported for confidentiality reasons. In addition, Ford does not report on employee compensation and does not intend to do so in the future because the information is regarded as proprietary.
201-2	Financial implications and other risks and opportunities due to climate change	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35 TCFD Index Climate Change Scenario Report 2020 Form 10-K: Item 1A. Risk Factors, pages 14–20

GRI Standard	GRI Disclosure	Location and Notes
201-3	Defined benefit plan obligations and other retirement plans	Form 10-K: Ford Motor Company and Subsidiaries, Notes to the Financial Statements, Note 17. FS-38 to FS-45 Notes to the Financial Statements, Note 17. Retirement Benefits, FS-40 to FS-49 For our retirees, we have two principal qualified defined benefit retirement plans in the United States. The Ford–UAW Retirement Plan covers hourly employees represented by the UAW, and the General Retirement Plan covers substantially all other Ford employees in the United States hired on or before December 31, 2003. We established, effective January 1, 2004, a defined contribution plan generally covering new salaried U.S. employees hired on or after that date. Other U.S. and non-U.S. subsidiaries have separate plans that generally provide similar types of benefits. We report on contributions to, and the funded status of, our pension plans in our Annual Report on Form 10-K FS-40 to FS-49.
201-4	Financial assistance received from government	We receive grants, tax incentives and low- or no-interest loans from many countries and subdivisions of countries. Financially material assistance from governments is typically reported in our annual 10-K filing. We discuss these in our 2019 10-K (please see link below). We do not currently track centrally all of the types of potential government assistance listed in this indicator. No government is a material shareholder in the company. Form 10-K: Ford Motor Company and Subsidiaries Financial Statements, pages 17, 23, 36, FS-15, FS-51–53 and FS-63–64

Market Presence

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Empowering Our People, page 16 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13
103-3	Evaluation of the management approach	Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Transparency and Trust, page 14

GRI 202: Market Presence 2016

202-1	Ratios of standard entry level wage by gender compared to local minimum wage	This is not applicable for the United States because entry-level employees are paid well above minimum wage. Pay in other global markets are in compliance with relevant local regulatory requirements.
202-2	Proportion of senior management hired from the local community	Information unavailable: This data is not readily available and is not tracked today. It would require the establishment of global definitions and each region would need to complete its own analysis.

GRI Standard	GRI Disclosure	Location and Notes
Indirect Economic Impacts		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers and communities</p>
103-2	The management approach and its components	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p>
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	<p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44</p> <p>Sustainability Report 2020 > Strengthening Communities and Making Lives Better, page 30</p> <p>Ford uses local suppliers everywhere we operate; in several localities in which we operate, suppliers set up operations nearby to support Ford operations. In addition, the local economic development model described frequently aligns with our Supplier Diversity and Inclusion initiatives. Attributes of our Supplier Diversity and Inclusion initiatives include economic development rationale, local employment opportunities and workforce development, supplier development and a considerable financial history of purchases from minority-, women- and veteran-owned companies. In addition, Ford encourages the Tier 1 supply base to source with diverse businesses where commercially viable. Ford is committed to supporting local and diverse communities and tracks the performance of Tier 1 suppliers to ensure the same practices are being implemented throughout the supply chain. Globally, a mandated Black Economic Empowerment Program also drives supplier development and local employment for Ford in South Africa. In other parts of the world, we are working to identify and source women-owned businesses that are certified in their country.</p>

GRI Standard	GRI Disclosure	Location and Notes
203-2	Significant indirect economic impacts	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 United Nations Sustainable Development Goals Index 2020 Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Empowering Our People, page 16 Sustainability Report 2020 > Strengthening Communities and Making Lives Better, page 30 Sustainability Report 2020 > Driver Assist Technologies, page 28 Sustainability Report 2020 > Creating Tomorrow, Together, page 47 Sustainability Report 2020 > Mobility Solutions, page 49 Sustainability Report 2020 > Scaling Up Electrification, page 47 Sustainability Report 2020 > Self-Driving Vehicles, page 49
Procurement Practices		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Protecting Our Planet, page 33 Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Boundary: Internal: All Ford operating regions and business units; Ford dealers; External: Suppliers and communities
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	This information is considered confidential.

GRI Standard	GRI Disclosure	Location and Notes
Anti-corruption		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Governance, page 14</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers and communities</p>
103-2	The management approach and its components	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Code of Conduct Handbook</p>
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	<p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>We assess 100 percent of our operations for risks related to corruption. We consider operations that require contact with government officials to pose the most significant risk of corruption through bribery (obtaining necessary permits, handling crossborder logistics, making fleet sales to government entities, etc.).</p>
205-2	Communication and training about anti-corruption policies and procedures	<p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Ford's anti-corruption policy must be adhered to by all Ford salaried and agency personnel around the globe, and all are required to complete the online Anti-Bribery Awareness training.</p>
205-3	Confirmed incidents of corruption and actions taken	This information is considered confidential.
Anti-competitive Behavior		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Governance, page 14</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers and communities</p>

GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Code of Conduct Handbook
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Form 10-K : Item 3. Legal Proceedings, pages 21–23
GRI 300 Environmental Standards Series		
Materials		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Protecting Our Planet, page 33 Sustainability Report 2020 > Moving Toward a Circular Economy, page 39 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers, suppliers and communities
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Moving Toward a Circular Economy, page 39
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	Sustainability Report 2020 > Moving Toward a Circular Economy, page 39 Ford monitors total materials used and recycled materials used per vehicle. However, we're not able to report the total materials used, as volume of vehicles and model mix is confidential. We are currently reviewing the feasibility of reporting and our target is to include sustainability and recycling matrices in future reports.
301-2	Recycled input materials used	This information is considered confidential. Refer to Ford SASB Index, Materials Efficiency and Recycling; Average recyclability of vehicles sold; TR-AU-440b.3.

GRI Standard	GRI Disclosure	Location and Notes
301-3	Reclaimed products and their packaging materials	<p>Information not readily available. Ford reclaims and remanufactures a number of components (e.g. engines and transmissions) for service parts in older vehicles. But it would be a small percentage of overall parts or vehicles produced.</p> <p>Ford remanufactures a number of components for the aftermarket and has many uses for recycled content in our components including rubber from post-consumer tires in underbody covers, recycled plastic bottles in carpet and nylon from carpeting in cylinder head covers. Parts remanufactured and with recycled content also vary by region.</p> <p>Refer to Ford SASB Index, Materials Efficiency and Recycling, Weight of end-of-life material recovered, percentage recycled; TR-AU-440b.2.</p> <p>Sustainability Report 2020 > Moving Toward a Circular Economy, page 39</p>
Energy		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Our Strategy for Reducing Carbon, page 41</p> <p>Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44</p> <p>CDP Climate Change Response</p> <p>TCFD Index 2020</p> <p>Climate Change Scenario Report 2020</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers and suppliers</p>
103-2	The management approach and its components	<p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Protecting Our Planet, page 33</p> <p>Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35</p> <p>Sustainability Report 2020 > Energy and Emissions, page 41</p> <p>Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44</p> <p>Climate Change Scenario Report</p>
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	<p>Sustainability Report 2020 > Energy and Emissions, page 41</p> <p>Performance Data, page 8</p> <p>CDP Climate Change Response (items C7.5, C8.2a, C8.2c, C8.2e and C8.2f)</p>

GRI Standard	GRI Disclosure	Location and Notes
302-2	Energy consumption outside of the organization	We estimate 1.85 Exajoule (EJ) were consumed by the Ford vehicles sold in 2019. This represents the Scope 3 definition of “use of sold vehicles” in the World Resources Institute’s and World Business Council for Sustainable Development’s GHG Protocol. Use of sold vehicles is Ford’s largest source of Scope 3 energy and emissions. This calculation is based on the lifetime emissions (150,000 km) of all passenger cars and other light-duty vehicles sold during the reporting year in the United States, EU-28, China, Canada, Mexico, Australia, Brazil and India, representing 87 percent of vehicles sold. The energy consumed is calculated from the regional light-duty vehicle government regulation reporting of fleet average gCO ₂ /km or L/100 km. Regulatory incentives that do not reduce energy use – such as supercredits, BEV and FFV volume multipliers – are excluded from the calculation. The emissions or fuel consumption are converted to energy using the factors 8,887 g CO ₂ /gallon gasoline (US EPA) and 122 MJ/gallon gasoline (Argonne National Laboratories, GREET 2015 model).
302-3	Energy intensity	Sustainability Report 2020 > Energy and Emissions, page 41 Performance Data , page 8 CDP Climate Change Response (items C6, C6.5, C8.2a and C8.2c)
302-4	Reduction of energy consumption	Sustainability Report 2020 > Energy and Emissions Performance Data , page 8 CDP Climate Change Response (items C1.3a, C4.3b and C4.3c)
302-5	Reductions in energy requirements of products and services	Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35 Sustainability Report 2020 > Energy and Emissions, page 41 Performance Data , page 8 CDP Climate Change Response (item C4.5a)

Water

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Protecting Our Planet, page 33 Sustainability Report 2020 > Water Use, page 43 Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35 Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
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GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Protecting Our Planet, page 33 Sustainability Report 2020 > Water Use, page 43 Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35 Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Water Use, page 43 CDP Water Response
303-2	Management of water discharge-related impacts	Ford's discharges are subject to many regulatory requirements, therefore we measure and monitor standard effluent parameters and report to the appropriate regulatory agencies as required. Frequency of monitoring and parameters monitored vary by facility depending on discharge permits, ranging from batch to weekly to annual to continuous. Commonly measured parameters are TSD and zinc, and methods are lab analysis or in-line measurement.
303-3	Water withdrawal	CDP Water Response
303-4	Water discharge	CDP Water Response
303-5	Water consumption	CDP Water Response Ford does not separately calculate consumption at each facility on an ongoing basis. This decision is continually reassessed via the water assessments performed each year. Consumption data is obtained from water assessments performed at select Ford facilities. As of 2018, a third party has conducted water assessments at 80 percent of all Ford facilities. These assessments indicate that consumption associated with water incorporated into the product is not material.
Biodiversity		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Protecting Our Planet, page 33 Sustainability Report 2020 > Sustainable Operations, page 41 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers

GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Protecting Our Planet, page 33</p> <p>Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35</p> <p>Sustainability Report 2020 > Sustainable Operations, page 41</p> <p>Climate Change Scenario Report</p>
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Necessary information cannot be obtained. The processes we have in place do not collect this data, and we have no current plans to collect it in the future.
304-2	Significant impacts of activities, products, and services on biodiversity	<p>Ford's most significant impacts on land use and biodiversity are indirect and related to the effects of auto travel generally, including road-building, urban/suburban sprawl and associated changes to habitats and ecosystems. Ford does not consider direct impacts of its own operations on biodiversity to be a material issue.</p> <p>Remediation</p> <p><i>Ringwood Mines Landfill Site</i></p> <p>Ford Motor Company continues to work cooperatively with the Borough of Ringwood, the U.S. Environmental Protection Agency (EPA), and the New Jersey Department of Environmental Protection (DEP) to address concerns raised in connection with Ford's prior disposal activities in Ringwood, New Jersey.</p> <p>In the fall of 2014, the EPA issued a Record of Decision (ROD) for the three soil areas requiring remediation. The parties negotiated a proposed Consent Decree for the soil remedy in 2019, and await final lodging of the Consent Decree by the Court. It is anticipated that the permitting, planning and bidding activities will be completed during the summer/fall of 2020 with remedy construction to begin in early 2021.</p> <p>Ford submitted the Sitewide Groundwater Focused Feasibility Study (FFS) to the EPA in October 2018. EPA reviewed the remedial options presented in the FFS and issued a proposed clean-up plan in January 2020. It is anticipated that the EPA will draft the groundwater ROD by the end of 2020.</p> <p><i>Livonia Transmission Plant</i></p> <p>Ford Motor Company is continuing to address groundwater impacts east of the Livonia Transmission Plant in Michigan. A groundwater treatment system was installed in March 2017 and is currently preventing migration of groundwater impacts. Ford and the State of Michigan entered into a Consent Decree in July 2017 to continue investigation and remediation actions. Per the Consent Decree, Ford submitted a Conceptual Site Model in August 2017 and completed Remedial Investigation activities in 2018/2019. Corrective actions are being implemented at off-site properties east of the Facility.</p> <p>Area residents are connected to the City of Livonia's water source and there is no impact to drinking water.</p>
304-3	Habitats protected or restored	Necessary information cannot be obtained. The processes we have in place do not collect this data, and we have no current plans to collect it in the future.

GRI Standard	GRI Disclosure	Location and Notes
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Necessary information cannot be obtained. The processes we have in place do not collect this data, and we have no current plans to collect it in the future.
Emissions		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Protecting Our Planet, page 33</p> <p>Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35</p> <p>Sustainability Report 2020 > Energy and Emissions, page 41</p> <p>Sustainability Report 2020 > Understanding Our Suppliers' Impact, page 45</p> <p>Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35</p> <p>Sustainability Report 2020 > Improving Fuel Economy, page 36</p> <p>Sustainability Report 2020 > Alternative Fuels and Powertrains, page 37</p> <p>Sustainability Report 2020 > Addressing Non-CO₂ Emissions, page 39</p> <p>TCFD Index</p> <p>Climate Change Scenario Report</p> <p>CDP Climate Change (Item C3)</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers, communities and suppliers</p>
103-2	The management approach and its components	<p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Protecting Our Planet, page 33</p> <p>Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35</p> <p>Sustainability Report 2020 > Energy and Emissions, page 41</p> <p>Sustainability Report 2020 > Understanding Our Suppliers' Impact, page 45</p> <p>Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35</p> <p>Sustainability Report 2020 > Improving Fuel Economy, page 36</p> <p>Sustainability Report 2020 > Alternative Fuels and Powertrains, page 37</p> <p>Sustainability Report 2020 > Addressing Non-CO₂ Emissions, page 39</p> <p>Climate Change Scenario Report</p> <p>Please see our most recent CDP response: C3, business strategy. C4, targets and performance. C1, governance.</p>

GRI Standard	GRI Disclosure	Location and Notes
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	<p>Sustainability Report 2020 > Energy and Emissions, page 41</p> <p>Performance Data, page 8</p> <p>Please see our most recent CDP response: C5, emissions methodology. C6.1, scope 1 emissions.</p> <p>Verification data is not yet available for Ford's 2019 global facility greenhouse gas (GHG) emissions. As completed for 2018, 100 percent of Ford's 2019 global facility GHG emissions will be third-party verified to limited assurance in accordance with ISO 14064-3. 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 for U.K. facilities, Lloyds for Spain and Intechnica for Germany. European facilities are verified against the EU-ETS rules and guidelines. Find out more about EU-ETS in our CDP Climate Response, section 11.1.</p>
305-2	Energy indirect (Scope 2) GHG emissions	<p>Sustainability Report 2020 > Energy and Emissions, page 41</p> <p>Performance Data, page 8</p> <p>Please see our most recent CDP response: C5, emissions methodology. C6.2, scope 2 emissions. Verification data is not yet available for Ford's 2019 global facility greenhouse gas (GHG) emissions. As completed for 2018, 100 percent of Ford's 2019 global facility GHG emissions will be third-party verified to limited assurance in accordance with ISO 14064-3. 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 for U.K. facilities, Lloyds for Spain and Intechnica for Germany. European facilities are verified against the EU-ETS rules and guidelines. Find out more about EU-ETS in our CDP Climate Response, section 11.1.</p>
305-3	Other indirect (Scope 3) GHG emissions	<p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Protecting Our Planet, page 33</p> <p>Sustainability Report 2020 > Energy and Emissions, page 41</p> <p>Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44</p> <p>CDP Climate Change Response (item C6.5)</p>
305-4	GHG emissions intensity	<p>Performance Data, page 8</p> <p>CDP Climate Change Response (items C3.1d, C5 and C6.2)</p>
305-5	Reduction of GHG emissions	<p>Sustainability Report 2020 > Protecting Our Planet, page 33</p> <p>Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35</p> <p>Sustainability Report 2020 > Energy and Emissions, page 41</p> <p>Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44</p> <p>CDP Climate Change Response (items C3.1d, C5, C6.2 and C7.0)</p> <p>Performance Data, page 8</p>

GRI Standard	GRI Disclosure	Location and Notes
305-6	Emissions of ozone-depleting substances (ODS)	Performance Data , page 8
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Performance Data , page 8

Effluents and Waste

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Protecting Our Planet, page 33 Sustainability Report 2020 > Water Use, page 43 Sustainability Report 2020 > Reducing Waste, page 43 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Protecting Our Planet, page 33 Sustainability Report 2020 > Energy and Emissions, page 41 Sustainability Report 2020 > Water Use, page 43 Sustainability Report 2020 > Reducing Waste, page 43
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14

GRI 306: Effluents and Waste 2016

306-1	Water discharge by quality and destination	Performance Data , page 10 We report process water discharged (see water data section). All discharges from Ford facilities meet Ford water quality standard or local regulations, whichever is more stringent. We do not have any agreements with other organizations for direct reuse of our discharged water.
306-2	Waste by type and disposal method	Performance Data , page 9 At each of our facilities, we work with total waste management contractors who determine the waste disposal method based on our strict requirements. We take care to hire companies that are experts and will dispose of all our waste responsibly. Our waste disposal contracts with total waste management contractors include strict requirements to follow all relevant laws and to dispose of waste in an environmentally and socially responsible way.

GRI Standard	GRI Disclosure	Location and Notes
306-3	Significant spills	No significant off-site spills were registered in 2019.
306-4	Transport of hazardous waste	<p>Performance Data, page 9</p> <p>All of our hazardous waste (see waste data for weight) is transported from our sites by our total waste management contractor for each facility. Ford does not import any hazardous waste. At each of our facilities, we work with total waste management contractors who determine the waste disposal method based on our strict requirements. We take care to hire companies that are experts and will dispose of all our waste responsibly. Our waste disposal contracts with total waste management contractors include strict requirements to follow all relevant laws and to dispose of waste in an environmentally and socially responsible way.</p>
306-5	Water bodies affected by water discharges and/or runoff	This indicator is not applicable because the impact captured by the indicator is insignificantly low.

Environmental Compliance

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Protecting Our Planet, page 33</p> <p>Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44</p> <p>Sustainability Report 2020 > Energy and Emissions, page 41</p> <p>Sustainability Report 2020 > Water Use, page 43</p> <p>Sustainability Report 2020 > Reducing Waste, page 43</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers</p>
103-2	The management approach and its components	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Protecting Our Planet, page 33</p> <p>Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44</p> <p>Sustainability Report 2020 > Energy and Emissions, page 41</p> <p>Sustainability Report 2020 > Water Use, page 43</p> <p>Sustainability Report 2020 > Reducing Waste, page 43</p> <p>Ford's Environmental Operating System (EOS), which is fully integrated into the Ford Production System (FPS), provides a standardized, streamlined approach to maintaining compliance with all legal, third-party and Ford internal requirements, including government regulations, ISO 14001 and Ford's own environmental policies and business plan objectives and targets. The EOS allows us to monitor compliance with external regulations and helps us develop and track internal environmental performance goals at the corporate, regional and facility level. In addition, we require our preferred "Q1" suppliers of production parts to certify their facilities to ISO 14001.</p>

GRI Standard	GRI Disclosure	Location and Notes
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 307: Environmental Compliance 2016		
307-1	Non-compliance with environmental laws and regulations	<p>Please see GRI 304-2.</p> <p>Form 10-K: Item 3. Legal Proceedings, pages 21–23</p> <p>In 2019, Ford facilities globally received eight new notices of violation (five in the United States, two in Europe and one in Argentina) from environmental protection agencies on matters related to environmental regulatory requirements. Fines of US\$14,650 were paid in calendar year 2019.</p>
Supplier Environmental Assessment		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Protecting Our Planet, page 33</p> <p>Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers</p>
103-2	The management approach and its components	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Governance > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Protecting Our Planet, page 33</p> <p>Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44</p>
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	<p>Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44</p> <p>Of our Tier 1 production suppliers with manufacturing facilities providing production parts directly to Ford (approximately 1,200 parent suppliers, representing 4,400 supplier sites) 100 percent are required to have ISO 14001 certification, which requires them to implement an environmental management system. In 2017 we launched a pilot of an automotive industry self-assessment questionnaire (SAQ), which was issued to over 500 suppliers to assist with evaluating risk in the business and identifying supplier opportunities. In 2019, as well as the previous years, we issued more than 500 SAQs to Tier 1 suppliers.</p>

GRI Standard	GRI Disclosure	Location and Notes
308-2	Negative environmental impacts in the supply chain and actions taken	<p>Sustainability Report 2020 > Minimizing Our Supply Chain Impact, page 44</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Audit Findings, page 26</p> <p>We engage with suppliers on their environmental performance. Our environmental web-guides are a part of our global terms and conditions for all suppliers and spell out requirements for ISO 14001 certification, compliance with local and national environmental laws, prohibited and declarable substances and other environment specifications. No suppliers were terminated for negative impacts in 2019.</p>
GRI 400 Social Standards Series		
Employment		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Empowering Our People, page 16</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers</p>
103-2	The management approach and its components	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Diversity and Inclusion, page 18</p> <p>Sustainability Report 2020 > Attraction and Retention, page 20</p> <p>Sustainability Report 2020 > Learning and Development, page 20</p>
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	<p>Performance Data, page 5</p> <p>Information unavailable: This data is not readily available and is not consistently tracked globally today. It would require the establishment of global definitions and each region would need to complete its own analysis. Age and gender turnover is confidential information.</p>

GRI Standard	GRI Disclosure	Location and Notes
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report 2020 > Attraction and Retention, page 20 Ford offers comprehensive benefit packages that are competitive in the countries where we do business. Depending on location and country-specific practices, the packages may include pension plans, medical plans, life and accident insurance, disability protection, and paid vacations and holidays.
401-3	Parental leave	Sustainability Report 2020 > Building An Adaptive Workforce, page 20 Salaried U.S. employees as of December 31, 2019 are eligible for eight weeks of new parent days: 31,207 (females: 8,577; males: 22,630). All U.S. salaried employees are eligible for parental leave benefits. Global parental leave data unavailable: This data is not readily available and is not currently tracked. Employees on parental leave in the United States are on active payroll because it is 100 percent paid. To maximize flexibility, each new parent schedules the eight weeks of paid leave directly with their supervisor. The process relies on an honor system rather than employees having to formally code or track their time off, which means that we do not have aggregated data at the corporate level. We believe that this process is beneficial for employees due to the greater flexibility it provides.

Labor/Management Relations

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Attraction and Retention, page 20 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Diversity and Inclusion, page 18 Sustainability Report 2020 > Attraction and Retention, page 20 Sustainability Report 2020 > Learning and Development, page 20
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14

GRI Standard	GRI Disclosure	Location and Notes
GRI 402: Labor/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	Ford fully complies with applicable national and/or local legal requirements for minimum notice periods regarding significant operational changes. The vast majority of Ford's global hourly workforce is covered by collective bargaining agreements. However, in most cases, minimum notice periods and provisions for negotiation/consultation of significant operational changes are not specified in such agreements. Rather, communication of such changes generally occurs as part of the ongoing engagement between the company and employee representatives. For example, in the United States, the company utilizes a weekly reporting process that provides the UAW with three-week advance notice of any planned "indefinite layoff" actions and two-week advance notice of any planned "temporary layoff" actions. In addition, the UAW–Ford collective bargaining agreement includes a provision for a joint monthly meeting (NJSOESC), which provides a forum to review such actions.
Occupational Health and Safety		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Empowering Our People, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22 Sustainability Report 2020 > Health and Safety, page 23
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Sustainability Report 2020 > Health and Safety, page 23 Ford has an internal Safety Operating System (SOS) that is based on Occupational Safety and Health Administration (OSHA), OSHA references and ISO standards as compliance requirements. Ford is not legally required to have such a system, but this is used to monitor and track the company's compliance with both internal and external required standards. The scope of the SOS is Ford's majority-owned facilities. Joint ventures are encouraged to adopt Ford standards.

GRI Standard	GRI Disclosure	Location and Notes
403-2	Hazard identification, risk assessment and incident investigation	<p>Ford's internal hazard identification, risk assessment and incident investigation processes are required when on-site. The company works with internal documents that detail the health and safety requirements and must be followed by contractors and all personnel when on-site at Ford majority-owned facilities.</p> <p>For all work performed by contractors, a Pre-Task Analysis (PTA) that identifies the hazards for the work and mitigation of those hazards must be completed. The PTAs are reviewed and monitored by Ford.</p> <p>Contractors are instructed to report any job hazards to their supervisor for resolution. If the hazard relates to Ford-owned equipment or facilities, then they are instructed to notify their Ford representative.</p>
403-3	Occupational health services	<p>The identification and elimination of hazards and the minimization of risks are managed through the Occupational and Health and Safety Administration.</p> <p>Postings throughout the plants state that employees must report a work-related injury or illness to the medical department. Non-Ford employees will be given first aid treatment and their respective agency notified of the injury. The agency will direct its employee to the proper facility for medical treatment.</p>
403-4	Worker participation, consultation, and communication on occupational health and safety	<p>Most of our manufacturing facilities have joint union/management safety committees that guide the development and implementation of safety programs in their operations. We do not report the percentage of workers that are represented by formal joint management-worker health and safety committees, as the necessary information cannot be obtained.</p>
403-5	Worker training on occupational health and safety	<p>Ford has an extensive training catalog that includes training every employee must receive prior to starting work, as well as program-specific training based on their job assignment. Each region and facility has a training matrix that details what training is required for each person. The required training will vary based on the work they perform and the location.</p>
403-6	Promotion of worker health	<p>For non-occupational services, consultation is provided for employees who seek advice, but the employee is referred to their personal medical doctor (PMD) for the treatment of non-occupational conditions (unless temporary care is required to relieve an emergency condition). Ford medical staff do not treat non-occupational medical conditions except in an emergency. Salaried employees have access to programs offered through the Ford Benefits Department, including Castlight – a personalized program focused on health promotion.</p> <p>Hourly employees have access to employee stock purchase plan (ESPP) programs that include weight management and smoking cessation. Both hourly and salaried employees have access to Quarterly Wellness Programs that include blood pressure evaluations/monitoring, lipid profile and glucose monitoring.</p>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p><u>Sustainability Report 2020 > Improving Vehicle Safety, page 27</u></p> <p>Ford's internal hazard identification, risk assessment and incident investigation processes are ongoing and required at all times. Requirements pertain to contractors and all personnel on Ford majority-owned facilities, including pre-assessment tasks (PTA) identifying work hazards and mitigation, in case of occurrence. All PTAs are monitored by Ford. Contractors are instructed to report any job hazards to their supervisor and Ford representative.</p> <p>Ford has a strong health and safety training program for its employees. When employees are on-site at non-majority-owned facilities and joint ventures, they are required to adhere to the facilities' requirements.</p>

GRI Standard	GRI Disclosure	Location and Notes
403-8	Workers covered by an occupational health and safety management system	Ford has an internal Safety Operating System (SOS) that is based on OSHA, OSHA references and ISO standards as compliance requirements. Ford's internal processes are based on OSHA references and ISO standards as compliance requirements. These processes are in place at all Ford majority-owned facilities.
403-9	Work-related injuries	Sustainability Report 2020 > Health and Safety, page [XX] Performance Data , page 5 Data for occupational global injury breakdown is omitted as this information is considered confidential.
403-10	Work-related ill health	Sustainability Report 2020 > Health and Safety, page [XX] Performance Data , page 5 Data for work-related ill health breakdown is omitted as this information is considered confidential.

Training and Education

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Empowering Our People, page 16 Sustainability Report 2020 > Learning and Development, page 20 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Empowering Our People, page 16 Sustainability Report 2020 > Learning and Development, page 20
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14

GRI 404: Training and Education 2016

404-1	Average hours of training per year per employee	This information is currently not available. Rather than measure the average hours of training an employee has taken, our focus is on developing our employees through our Competency Development Framework. We achieve this by developing training for each competency and associated level, allowing employees to build their skills where they have gaps in a given competency.
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GRI Standard	GRI Disclosure	Location and Notes
404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability Report 2020 > Learning and Development, page 20 We offer a full catalog of functional/technical as well as leadership and professional development training opportunities in all regions. In addition, we currently offer leadership programs globally, tailored for every level of management. We provide reemployment assistance for salaried employees who exit on some types of separation programs. Reemployment assistance is not made available to salaried employees who retire without a separation program referenced above. Hourly employee collective bargaining agreements in some countries include provisions for tuition and transition assistance programs.
404-3	Percentage of employees receiving regular performance and career development reviews	All full-time, regular, salaried employees are subject to the performance review process. Performance reviews for hourly employees depends on their collective agreement.

Diversity and Equal Opportunity

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Diversity and Inclusion, page 18 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Diversity and Inclusion, page 18
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14

GRI 405: Diversity and Equal Opportunity 2016

405-1	Diversity of governance bodies and employees	Performance Data , pages 3–4 Sustainability Report 2020 > Governance, page 14
405-2	Ratio of basic salary and remuneration of women to men	Sustainability Report 2020 > Diversity and Inclusion, page 18 We report global salaried gender pay ratio (see our Sustainability Report 2020 > Diversity and Inclusion, page [xx]). We do not currently report ratio by region or employee category.

GRI Standard	GRI Disclosure	Location and Notes
Non-discrimination		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Diversity and Inclusion, page 18 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Diversity and Inclusion, page 18
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Sustainability Report 2020 > Diversity and Inclusion, page 18 Performance Data , page 5 All incidents are promptly investigated and handled appropriately. Status of incidents and actions taken are not reported as this information is considered confidential.
Freedom of Association and Collective Bargaining		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Empowering Our People, page 16 Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22 Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers

GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Empowering Our People, page 16</p> <p>Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22</p> <p>Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26</p>
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Empowering Our People, page 16</p> <p>Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22</p> <p>Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26</p> <p>Assessment of the right to freedom of association and collective bargaining is included in Ford's audit processes and is part of our risk management. Our annual risk analysis has identified a list of 22 high-priority countries which pose the highest risk as evaluated through our human rights indicators.</p> <p>In 2019, we identified non-conformances associated with freedom of association at 43 percent of production suppliers audited, out of a total of 24 assessments. This data is not broken down by region due to a limited sample size in some regions.</p>
Child Labor		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Empowering Our People, page 16</p> <p>Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22</p> <p>Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers</p>

GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Empowering Our People, page 16</p> <p>Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22</p> <p>Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26</p> <p>Sustainability Report 2020 > Collaborating With Industry Partners, page 46</p>
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	<p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Empowering Our People, page 16</p> <p>Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22</p> <p>Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26</p> <p>Sustainability Report 2020 > Collaborating With Industry Partners, page 46</p> <p>Assessment of child labor is included in Ford's audit processes and is part of our risk management. Our annual risk analysis has identified a list of 22 high-priority countries which pose the highest risk as evaluated through our human rights indicators.</p> <p>In 2019, our audits did not reveal any instances of child labor, although we identified non-conformances associated with child labor avoidance policies and management systems at 52 percent of production suppliers audited, out of a total of 23 assessments. This data is not broken down by region due to a limited sample size in some regions.</p>

GRI Standard	GRI Disclosure	Location and Notes
Forced or Compulsory Labor		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Empowering Our People, page 16 Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22 Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Empowering Our People, page 16 Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22 Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26 Sustainability Report 2020 > Collaborating With Industry Partners, page 46
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14

GRI Standard	GRI Disclosure	Location and Notes
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Empowering Our People, page 16</p> <p>Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22</p> <p>Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26</p> <p>Sustainability Report 2020 > Collaborating With Industry Partners, page 46</p> <p>Assessment of the risk of forced or compulsory labor is included in Ford's audit processes and is part of our risk management. Our annual risk analysis has identified a list of 22 high-priority countries which pose the highest risk as evaluated through our human rights indicators.</p> <p>In 2019, our audits did not reveal any instances of forced labor, although we identified non-conformances associated with freely chosen employment policies and management systems at 74 percent of production suppliers audited, out of a total of 23 assessments. This data is not broken down by region due to a limited sample size in some regions.</p>
Human Rights Assessment		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Empowering Our People, page 16</p> <p>Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22</p> <p>Sustainability Report 2020 > Collaborating With Industry Partners, page 46</p> <p>Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers</p>

GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Empowering Our People, page 16</p> <p>Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22</p> <p>Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26</p> <p>Sustainability Report 2020 > Collaborating With Industry Partners, page 46</p>
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 412: Human Rights Assessment 2016		
412-1	Operations that have been subject to human rights reviews or impact assessments	<p>Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26</p> <p>ESG Reporting Hub > Human Rights</p> <p>Ford's Policy Letter 24, our Code of Human Rights, Basic Working Conditions and Corporate Responsibility, applies to our own facilities as well as those of our joint venture partners and suppliers. We began doing formal assessments of Ford and joint venture facilities globally in 2004.</p> <p>In 2019, we piloted a new, more quantitative process to conduct assessments at global facilities across our operating regions. We have conducted around 50 human rights assessments at our global facilities, including joint ventures. An overview of recent assessments is available for download.</p> <p>Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22</p>
412-2	Employee training on human rights policies or procedures	<p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Our information collection process measures this information in other ways than the total hours trained, but does provide detail on the number of employees trained, and the type of training. In 2019, we trained approximately 100,000 people globally on human rights issues covering bribery, anti-harassment and anti-discrimination (in addition to other ethics and compliance topics). This represents virtually all of our workforce excluding our manufacturing labor.</p> <p>In 2019, we trained additional employees in the Asia-Pacific region in our Policy Letter 24 – code of Human Rights Basic Working Conditions and Corporate Responsibility and Supply Chain Sustainability Program. To date, we've trained over 4,500 employees.</p> <p>In addition, our publicly available mobile app for smartphones, The Right Way, can be used by people inside and outside our company and provides just-in-time compliance and ethics information for our increasingly global and mobile workforce. This includes anti-corruption and anti-bribery guidance, as well as information on mutual respect, non-discrimination and warning signs for human trafficking.</p>

GRI Standard	GRI Disclosure	Location and Notes
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22
Local Communities		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Community Life, page 30 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Community Life, page 30
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Sustainability Report 2020 > Community Life, page 30 Measuring the impact of community investments and calculating success of nonprofit work can be challenging. We take a conservative approach toward measuring outcomes and use standard industry practices for quantifying the financial impact of our volunteer work. Throughout 2019, more than 17,000 Ford employees in 37 countries and 18 U.S. states participated in over 1,400 volunteer activities for more than 1,400 community service projects that helped feed the hungry, provide clean water, build homes, renovate schools, mentor young people and protect the environment. Ford Fund contributed more than \$1 million to buy tools and supplies to support the projects. When possible, we use outside resources to measure an investment's value. An outside study found that the Ford Resource and Engagement Center in Detroit returned \$3 in services for every \$1 invested by Ford and our nonprofit affiliates. Since the FREC opened in 2013, nonprofits have assisted more than 125,000 local residents, distributed more than 2.7 million pounds of food and helped complete over 11,000 tax returns. Sustainability Report 2020 > Our Response to the Covid-19 Outbreak, page 4

GRI Standard	GRI Disclosure	Location and Notes
413-2	Operations with significant actual and potential negative impacts on local communities	Form 10-K: Item 3. Legal Proceedings, pages 21–23 In 2019, Ford facilities globally received eight new notices of violation (five in the United States, two in Europe and one in Argentina) from environmental protection agencies on matters related to environmental regulatory requirements. Fines of US\$14,650 were paid in calendar year 2019.
Supplier Social Assessment		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22 Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22 Sustainability Report 2020 > Building Capability in Our Supply Chain, page 26 Sustainability Report 2020 > Supplier Diversity, page 27
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	All new Ford suppliers are expected to comply with our Global Terms and Conditions. All our suppliers are subject to an ongoing program of human rights and working conditions audits. As new suppliers come on board we will include them in the consideration for a SAQ to evaluate their social and environmental sustainability, business conduct and compliance and supplier management. We are currently looking at the process of onboarding suppliers.

GRI Standard	GRI Disclosure	Location and Notes
414-2	Negative social impacts in the supply chain and actions taken	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Identifying Our Salient Human Rights Issues, page 22</p> <p>Sustainability Report 2020 > Auditing Our Suppliers, page 26</p> <p>In the period covered by the report, no suppliers were terminated for negative impacts.</p>
Public Policy		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Public Policy, page 15</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Governments</p>
103-2	The management approach and its components	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Public Policy, page 15</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Safety and Quality, page 27</p>
103-3	Evaluation of the management approach	<p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Public Policy, page 15</p>

GRI Standard	GRI Disclosure	Location and Notes
GRI 415: Public Policy 2016		
415-1	Political contributions	<p>Ford Motor Company does not make corporate contributions to political candidates or political organizations (but may do so in limited cases in some non-U.S. countries where it has operations). Company resources are not used for the purpose of electing candidates to public office, even when permitted by law. Nor do we take positions for partisan political purposes – that is, specifically for the purpose of advancing the interest of a political party or candidate for public office. We support a broad range of trade associations and coalitions to enhance our understanding of, and advocacy for, policy issues, including climate change. To learn more see Ford Political Activity</p> <p>When our views do not align with those of the associations to which we belong we reserve the right to make our own position clear. See Sustainability Report Public Policy, page 15 and Climate Change Scenario Report, page 19.</p> <p>Sustainability Report 2020 > Letter From William Clay Ford, Jr. and Jim Hackett, page 3</p> <p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Climate Change Strategy, page 33</p> <p>Sustainability Report 2020 > Ethics and Compliance Training, page 15</p> <p>Sustainability Report 2020 > Public Policy, page 15</p> <p>Climate Change Scenario Report 2020 > Trust, page 12</p> <p>Climate Change Scenario Report 2020 > Public Policy, page 19</p>
Customer Health and Safety		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Safety and Quality, page 27</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers and suppliers</p>
103-2	The management approach and its components	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Public Policy, page 15</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22</p> <p>Sustainability Report 2020 > Safety and Quality, page 27</p>

GRI Standard	GRI Disclosure	Location and Notes
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Response to the Covid-19 Outbreak, page 4
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	All of our significant vehicle categories are subject to health and safety regulations that tend to become increasingly stringent over time. As such, their health and safety impacts are regularly assessed for improvement.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Performance Data, page 6 Form 10-K: Item 1. Business. Vehicle Safety, page 13. Government Standards, pages 8–12
Marketing and Labeling		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Safety and Quality, page 27 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Public Policy, page 15 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Putting People First, page 16 Sustainability Report 2020 > Respecting Human Rights Within Ford, page 22 Sustainability Report 2020 > Safety and Quality, page 27
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
GRI 417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	Ford follows all federal and state requirements applicable to the manufacturer for product certification and service information and labeling of our vehicles. Percentage of significant product categories is confidential. Ford Motor Company follows all federal and state guidelines regarding marketing and advertising communications and abides by the “Ford Marketing Standards Manual.” This information is confidential.

GRI Standard	GRI Disclosure	Location and Notes
417-2	Incidents of non-compliance concerning product and service information and labeling	This information is considered confidential.
417-3	Incidents of non-compliance concerning marketing communications	This information is considered confidential.

Customer Privacy

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	<p>Sustainability Report 2020 > Prioritizing Key Issues, page 8</p> <p>Sustainability Report 2020 > Governance, page 14</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Data Privacy and Security, page 53</p> <p>Sustainability Report 2020 > Safety and Quality, page 27</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers and suppliers</p>
103-2	The management approach and its components	<p>Sustainability Report 2020 > Our Sustainability Strategy, page 6</p> <p>Sustainability Report 2020 > Transparency and Trust, page 14</p> <p>Sustainability Report 2020 > Public Policy, page 15</p> <p>Sustainability Report 2020 > Our Goals and Progress, page 10</p> <p>Sustainability Report 2020 > Creating Value at Ford, page 13</p> <p>Sustainability Report 2020 > Putting People First, page 16</p> <p>Sustainability Report 2020 > Data Privacy and Security, page 53</p> <p>Sustainability Report 2020 > Safety and Quality, page 27</p>
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14

GRI 418: Customer Privacy 2016

418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	This information is considered confidential.
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GRI Standard	GRI Disclosure	Location and Notes
Mobility Solutions		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Protecting Our Planet, page 33 Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35 Sustainability Report 2020 > Mobility Solutions, page 49 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Public Policy, page 15 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Protecting Our Planet, page 33 Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35 Sustainability Report 2020 > Mobility Solutions, page 49
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14
Electrification and Alternative Fuels		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Protecting Our Planet, page 33 Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35 Sustainability Report 2020 > Scaling Up Electrification, page 47 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers

GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Protecting Our Planet, page 33 Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35 Sustainability Report 2020 > Scaling Up Electrification, page 47
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14

Self-driving Vehicles

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Prioritizing Key Issues, page 8 Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Self-Driving Vehicles, page 49 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Self-Driving Vehicles, page 49
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14

Smart Technology

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Driver Assist Technologies, page 28 Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
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GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Driver Assist Technologies, page 28 Sustainability Report 2020 > Reducing Our Vehicle Footprint, page 35
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14

Sustainable Cities and Infrastructure

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Sustainability Report 2020 > Governance, page 14 Sustainability Report 2020 > Mobility Solutions, page 49 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
103-2	The management approach and its components	Sustainability Report 2020 > Our Sustainability Strategy, page 6 Sustainability Report 2020 > Transparency and Trust, page 14 Sustainability Report 2020 > Our Goals and Progress, page 10 Sustainability Report 2020 > Creating Value at Ford, page 13 Sustainability Report 2020 > Mobility Solutions, page 49
103-3	Evaluation of the management approach	Sustainability Report 2020 > Transparency and Trust, page 14

GRI APPENDIX

Stakeholder Engagement

Stakeholder Group	Our Approach
Communities	Community Relations Committees
	Interactions with governments
	Membership of associations
	Dialogue with nongovernmental organizations
	Ford Fund
	Ford Driving Skills for Life program
Customers	Consumer Insight process
	Market research
	Customer care programs
	Dealer interactions
	Ford.com website
	Ford Owners magazine
Dealers	Intranet communications
	Brand sales and service representatives
	Brand Dealer Councils
	Dealer roundtables
	President's Circle
	Salute to Dealers
	Advertising and public service announcements
	Dealer Attitude Survey

Stakeholder Group	Our Approach
Employees	Intranet site
	Sustainability Report and executive summary
	Social media applications
	Union representatives
	Joint labor-management committees
	Webcasts, videos, blogs and executive Q&A sessions with senior management
	"Town Hall" meetings
	Employee surveys
	Employee Resource Group initiatives
	Test drive and vehicle reveal events
Investors	Investment community forums
	Quarterly earnings communications
	Annual shareholders' meeting
	Annual report
	Proxy statement
	SEC filings (e.g., 10-K, 10-Q, 8-K)
	Ratings and rankings

Stakeholder Group	Our Approach
Suppliers	Top Supplier meetings
	Ford Partnership for A Cleaner Environment (PACE)
	Aligned Business Framework supplier dialogue sessions
	Supplier quality roundtables
	Supplier Diversity Development Networking
	External supplier organizations

Material Issue Definitions

Material Issue	Definition
Planet	
Product carbon footprint and fuel economy	Fuel use and greenhouse gas (GHG) emissions from Ford vehicles in use.
Air quality	Impacts of Ford's products and operations on local air quality, including congestion and smog-forming emissions. Poor air quality and air pollution can impact negatively on human health, resulting in allergies and diseases, and affect the human right to life.
Operations and logistics energy use and GHG emissions	Energy used and GHG emissions generated by Ford's own direct and indirect operations and logistics.
Climate change resilience strategy and energy future	We acknowledge that climate change is real and that we share the responsibility for reducing GHG emissions. Climate change impacts include extreme weather events and natural disasters, rising sea levels, floods, heatwaves, droughts, desertification, water shortages, impact on oceans and the spread of tropical and vector-borne diseases. We assess and respond to climate-related risks to product strategy, facilities and physical infrastructure, supply chain, regulatory environment, consumer demand, etc., and are working to ensure access to affordable, reliable and sustainable energy for Ford's business and customers.
Water use	Water use, management, treatment and discharge by Ford's operations. Assessment and mitigation of regional impacts of Ford and Ford suppliers' water use on local communities based on levels of water stress, availability and quality. We do this because everyone is entitled to sufficient, safe, acceptable, physically accessible and affordable water for personal and domestic (household) use.
Sustainable materials	Use of sustainable materials in vehicles, including renewable and recyclable materials, as well as sustainable chemicals. Design for sustainability, including product R&D, operational logistics and human capital.
Waste management	Management of vehicle end-of-life and recycling, operational waste, and non-GHG emissions and effluents.
Process chemicals	Phasing out harmful process chemicals and protecting human health during use.
Environmental management, process innovation and biodiversity	Effective environmental management systems for production and product development, including design for sustainability. Considering life cycle assessment of products and process innovations, and management of direct and indirect impacts on habitats and ecosystems.
People	
Human rights	Ensuring human rights are respected throughout our operations and supply chain in line with our Policy Letter 24 expectations and local law. Human rights include our ten salient issues (in alphabetical order): access to water and sanitation; air quality; child labor; climate change; data protection, privacy and security; forced labor and ethical recruitment; harassment and discrimination; health, safety and security; human trafficking; product safety and quality.
Human capital	Building an effective, diverse and capable workforce, including talent attraction and retention, job security, employee and leadership development, fostering a collaborative environment and corporate culture, employee engagement, workforce planning, compensation labor relations and collective bargaining, diversity and inclusion, equality and decent work.
Employee wellness, health and safety	Providing a healthy and safe working environment for employees, contractors and visitors. Health and safety pertain to providing and maintaining for all personnel a safe and healthy work environment that meets or exceeds applicable legal standards for occupational health and safety.

Material Issue	Definition
Supply chain management, assessment, capacity building and performance, responsible sourcing of raw materials	Understanding and mitigation of potential risks to ensure continuity of supply, capacity building and improved performance. Effective communication of expectations throughout the supply chain. Responsible sourcing of raw materials ensures that materials are never knowingly procured that contribute to human rights abuses, including child and forced labor; bribery or corruption; or environmental concerns. Responsible sourcing expectations include compliance with local law, reporting requirements (i.e., conflict minerals such as cobalt and mica, 3TG reporting), customer terms and conditions, and respect for indigenous populations, including water and land rights.
Customer satisfaction, product quality and safety	Customer satisfaction and the quality of Ford's products, including safety, performance issues, recalls and third-party ratings. Products are designed using standards that ensure they meet or exceed all applicable laws and regulations and do not represent harm or hazards to consumers. Ford's products will advance the state of the art of safety wherever practicable.
Customer privacy, data protection and understanding consumer behavior	Use of data science and analytics to better understand consumer behavior, while maintaining consumer privacy and security.
Sustainable cities and infrastructure	Meeting the demand and helping to shape sustainable transportation, cities and infrastructure. Increasing connectivity for vehicles, cities and infrastructure to help improve air quality, ease congestion, broaden mobility and enhance the customer experience, with effective management of security and safety.
Socioeconomic contribution and community engagement	Supporting local communities through investment and constructive engagement, partnering for sustainable development and applying Ford's technology to help address societal challenges.
Customer engagement and marketing	Responsible customer engagement and marketing of Ford's products and services, including education about new product lines and technology.
Changing consumer preferences	Responding to changes in market demand and acceptance and consumer preferences, including on vehicle type, features and technology.
Mobility solutions	Developing and exploring new models for sustainable mobility in response to the expanding sharing economy, including vehicle-to-infrastructure communications, non-vehicles or multimodal mobility systems, and new ownership models such as ride-sharing and on-demand mobility solutions. Effective management of safety, security and liability.
Work stoppages	Work stoppages at Ford or supplier facilities or other limitations on production, including as a result of labor disputes, geopolitical issues, natural or man-made disasters, tight credit markets or other financial distress, or production constraints or difficulties.
Innovation	
Financial health, intellectual property protection and brand perception	Ensuring profitable operations with effective cost and risk management, including intellectual property protection, and positive brand perception of the company and its products.
Smart technology	Development and impact of smart technology on manufacturing, vehicles, supply chain and user experience, including blockchain, additive manufacturing, augmented reality, head-up displays and associated accessibility services including "Feel the View" technology.
Self-driving vehicles	Development of self-driving vehicle technology, at levels 1–5 (driver assistance through complete trip automation), with effective management of safety, security and public engagement.
Electrification and alternative fuels	Delivery of affordable, efficient and low-carbon fuels and powertrains, and staying ahead of the curve on electric innovation.

Material Issue	Definition
Governance	
Ethical business practices	Effective corporate governance to manage corruption and bribery, and conflicts of interest and implement the code of conduct. Ensuring transparency and disclosure on performance, goals and challenges.
Government regulation, policy and engagement	Ensuring compliance with government regulation, policy and expectations. Responsible lobbying and engagement with governments.
Accountable and inclusive governance	Ensuring transparent and accountable corporate governance practices that promote the just and effective functioning of the Board, its committees and Ford as a company. Includes Board diversity and responsible CEO remuneration.



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