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MATERIAL ISSUES

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Materiality Analysis

For its 2010/11 Sustainability Report, Ford conducted an update of its materiality analysis, adding key inputs, replacing outdated inputs and gathering feedback from internal experts. In addition, a [Ceres Stakeholder Committee](#) reviewed the analysis and provided comments.

Not surprisingly, in the two years since our last analysis, some new issues emerged, some dropped out and others were recast or reorganized.

In general, there was less concern about Ford's financial viability among non-Company stakeholders, likely reflecting Ford's improved financial performance. Water emerged as a material issue – in particular, the need for a water strategy that varies by risk and region. Supply chain issues also rose in importance for Ford and other stakeholders, including issues related to the sustainability of raw materials and the environmental and human rights performance of suppliers. These topics are now at the highest level of importance under the new issue category of "supply chain sustainability."

In addition to these major trends, changes to the most material issues (upper right part of the materiality matrix) included the following:

- Financial issues were reorganized into two primary categories: Ford's financial health and Ford's future competitiveness. Some issues that were formerly in the upper-right segment – including health care legacy costs, labor costs and access to capital – declined in importance, likely because of actions Ford has taken to manage them. As a result, many financial issues were reorganized into a more general "costs and risks" category. This category and "product competitiveness" issues remained at the highest level of importance for Ford and stakeholders. Labor costs, access to capital, the threat of competitor bankruptcy and dealer and supplier viability – new issues that were added in the last analysis – were less important than in the last analysis.
- Mobility issues – including urban mobility, mega-cities and urban-to-rural migration – were included under the category of "Ford's future competitiveness," as they present challenges for traditional models of personal mobility and opportunities to develop new products and services. Also in the future competitiveness category are emerging markets products and services strategy, an issue of increasing importance as Ford continues to grow globally.
- Ford's climate change strategy remains of the highest importance to the Company and stakeholders alike, but the issues comprising the grouping have shifted. For example, as anticipated global carbon markets failed to emerge, emissions trading/cost of carbon decreased in importance to Ford and its stakeholders. Climate change policy remains of high concern.



Materiality Matrix

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

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Overview of the Analysis

What Is Materiality?

For the purposes of this report, we consider material information to be that which is of greatest interest to, and which has the potential to affect the perception of, those stakeholders who wish to make informed decisions and judgments about the Company's commitment to environmental, social and economic progress. Thus, materiality as used in this Sustainability Report does not share the meaning of the concept for the purposes of financial reporting.

How Was the Analysis Conducted?

To identify and prioritize material issues, we significantly updated the analysis done for our 2008/9 Sustainability Report using a three-step process.

Identification of Material Business Issues

We developed a list of more than 500 issues, grouped into 15 topics. The issues were identified by reviewing Ford business documents as well as comments from employees, dealers and our major external stakeholders: customers, communities, suppliers, investors and NGOs. For the Ford analysis, the documents included Ford policies, business strategy and performance tracking tools, and the Annual Report on Form 10-K. To represent stakeholder views, we looked at Ford-specific inputs like summaries of stakeholder engagement sessions as well as documents that represent stakeholder views more broadly, such as the Global Reporting Initiative G3 Guidelines, the Ceres Roadmap to Sustainability and reports from socially responsible and mainstream investors.

Prioritization of the Issues

We noted the frequency with which issues were raised in the source documents and rated each issue as low, moderate or high for current or potential impact on the Company in a three- to five-year timeframe, and degree of concern to stakeholders (by stakeholder group). For each issue, the ratings were averaged separately for Ford and stakeholders (with extra weight assigned to investors and multi-stakeholder inputs, as they are key audiences of our reporting). The issues and their ratings were then plotted on a "[materiality matrix](#)."

We consider the issues in the upper-right sector to be the most material. None of the issues is unimportant; the position of each in the matrix simply represents our understanding of its relative importance to the Company and its stakeholders.

Review of the Analysis

The draft matrix was reviewed internally. It was then reviewed and revised again based on a meeting of a [Ceres stakeholder committee](#) that included representatives of environmental and other NGOs, socially responsible investment organizations and a supplier company.

Use of the Analysis

We have used this analysis to identify issues to cover in our reporting and as an input to our sustainability strategy development. This analysis, and the methods for conducting materiality analyses generally, are works in progress. Sustainability issues are not discrete. Rather, they overlap and interconnect in a complex system that is difficult to capture in a list of issues. Analyzing issues by stakeholder group adds depth to our understanding of who is concerned about which issues and why, but in the process of placing them on a two-dimensional matrix, some of that nuance is lost. Finally, an element of subjectivity is inevitable.

We have participated with other companies and organizations in documenting current methods for materiality analysis with the expectation that this will help advance the practice.



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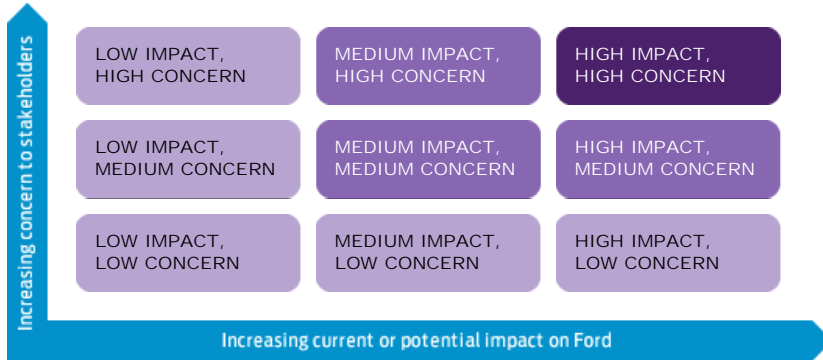
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Materiality Matrix

Click a box to explore the issues...



Reporting Priorities

- Issues in this box set the agenda for our material issues section and printed summary
- Issues in these boxes set the agenda for the rest of the web report and future reporting
- Issues in these boxes are not currently covered in detail by reporting

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



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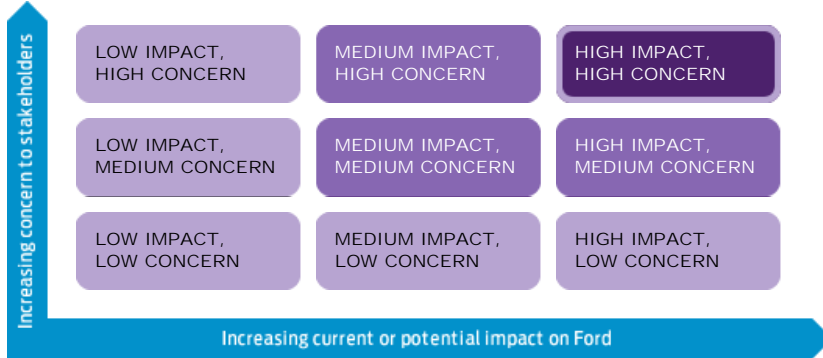
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14 material issues have been identified at this level

Click on an issue below for more details

CLIMATE CHANGE

Low-carbon strategy

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

Vehicle GHG emissions

Definition/Description	Ford's product actions to meet its CO ₂ target.
Comments	Increasingly driven by regulatory requirements as well as Ford's voluntary product CO ₂ goal; of increasing interest to government and investors.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none"> Climate Change Vehicle Environment Progress and Goals Environment Data: Fuel Economy and CO₂ Emissions

Fuel economy

Definition/Description	Increasingly global issue, but particular focus on Ford's U.S. fleet.
Comments	Increasingly driven by regulatory requirements as well as Ford's voluntary product CO ₂ goal; of increasing interest to government and investors.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none"> Environment Progress and Goals Delivering More Fuel-Efficient Vehicles Greenhouse Gas Emissions Overview Climate Change Risks and Opportunities

- [Our Strategy: Blueprint for Sustainability](#)
- [Improving Fuel Economy](#)
- [Environment Data: Fuel Economy and CO₂ Emissions](#)

⊞ Electrification strategy

Definition/Description	Ford's strategy to deliver electric vehicles to the marketplace and work with partners to address infrastructure and utility interface issues.
Comments	Reflects growing interest in alternatives to fossil fuels and domestic energy and the challenges of transitioning from traditionally fueled vehicles to plug-in vehicles.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none"> • Migration to Alternative Fuels and Powertrains • Electrification: A Closer Look • Public Policy Positions: Electrification

PUBLIC POLICY

⊞ GHG/fuel economy regulation

Definition/Description	Regulation of vehicle emissions globally, state-by-state regulation in U.S.; increasing stringency and inconsistency of regulation; challenges left by lack of U.S. federal climate legislation.
Comments	With passage of new CAFE requirements in U.S. and new EU requirements in Europe, focus is increasingly on economy-wide policy approaches.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none"> • U.S. Climate Change Policy • U.S. Greenhouse Gas and Fuel Economy Regulation • European Climate Change Policy • Climate Change Risks and Opportunities • Emissions Trading Policy • Greenhouse Gas Emissions Overview • Public Policy Positions

WATER

⊞ Water strategy

Definition/Description	Includes growing recognition of water as a key sustainability issue, including water scarcity and risks, need for water risk assessments, and understanding of linkages between water and carbon.
Comments	New material issue this year, reflecting higher profile of this issue for Ford and stakeholders.
Trend (from previous analysis)	NEW
More information	<ul style="list-style-type: none"> • Water • Perspectives on Sustainability: Monica Ellis • Water Use

FORD FINANCIAL HEALTH

⊞ Product competitiveness

Definition/Description	Ford's strategy related to products and sales, including product mix, market share, and meeting customer demands, including for more fuel-efficient products.
Comments	A top concern for Ford and stakeholders. Reorganized and renamed since last materiality analysis.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none"> • Product Competitiveness • Delivering New Products

⊞ Risk and cost management

Definition/Description	Broad concerns about Ford's financial performance, with a focus on costs and cost-related risks.
Comments	A top concern for Ford and stakeholders. Reorganized slightly and renamed since last materiality analysis. Includes health care legacy costs, labor costs, energy security and

	access to capital, formerly top-right issues on their own in the previous analysis.
Trend (from previous analysis)	↔ Already at the highest level, though some of the specific issues have shifted up or down in importance.
More information	<ul style="list-style-type: none"> • Sustaining Ford • Economy • Health as a Strategic Advantage • Public Policy • Restructuring Our Business • Financing Our Plan and Improving Our Balance Sheet

FORD FUTURE COMPETITIVENESS

<p>📌 Sustainable mobility</p>	
Definition/Description	Ford's approach to increasing challenges of urban mobility, congestion, urbanization and mega-cities, as well as rural mobility and economic opportunity.
Comments	Reorganized – formerly under a stand-alone mobility category; now an element of Ford's future competitiveness strategy.
Trend (from previous analysis)	↔ Already at the highest level
More information	<ul style="list-style-type: none"> • Mobility Solutions

VEHICLE SAFETY

<p>📌 Vehicle safety</p>	
Definition/Description	Active and passive safety; pedestrian safety; customer interest in and demand for safe vehicles; increasing regulation generally with focus on active safety; challenge of evolving in-vehicle technology.
Comments	Developed and emerging market issues differ.
Trend (from previous analysis)	↔ Ford increasingly emphasizing market opportunity for safer products
More information	<ul style="list-style-type: none"> • Vehicle Safety • Public Policy Positions: Vehicle Safety • Perspectives on Sustainability: Scott Belcher

SUPPLY CHAIN SUSTAINABILITY

<p>📌 Supplier relationships</p>	
Definition/Description	Includes importance of Ford's financial variability to suppliers and vice versa, and importance of strong relationships as well as established policies and performance commitments.
Comments	Increased importance in this analysis, especially to Ford and suppliers.
Trend (from previous analysis)	↑ Increased in importance to Ford and stakeholders
More information	<ul style="list-style-type: none"> • Supplier Relationships

<p>📌 Supply chain environmental sustainability</p>	
Definition/Description	Includes need to address carbon and water issues in supply chain relationships.
Comments	Largely a new issue from last analysis, reorganized and of higher importance to Ford and stakeholders.
Trend (from previous analysis)	NEW
More information	<ul style="list-style-type: none"> • Supply Chain Environmental Sustainability • Environmental Management: Suppliers

<p>📌 Sustainable raw materials</p>	
Definition/Description	Includes issues around conflict minerals, rare earth metals and other strategic materials, and overall impacts of raw material extraction on the environment, communities, geopolitics and Ford's costs.
Comments	New issue this year reflecting increased prominence of these concerns.
Trend (from previous analysis)	NEW

More information	Sustainable Raw Materials <ul style="list-style-type: none"> Sustainable Materials Product Sustainability Index
Human rights in the supply chain	
Definition/Description	Issues covered by Ford's working conditions code; need for industry cooperation.
Comments	Issues have been reorganized in this analysis under umbrella of supply chain sustainability. High interest to communities, suppliers and NGOs.
Trend (from previous analysis)	 Already at the highest level
More information	<ul style="list-style-type: none"> Human Rights in the Supply Chain: Ford's Global Working Conditions Program Perspectives on Sustainability: Sister Patricia Daly



MATERIAL ISSUES

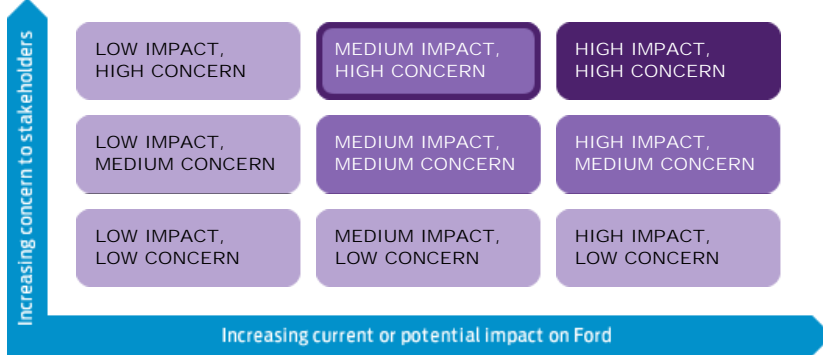
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No material issues have been identified at this level



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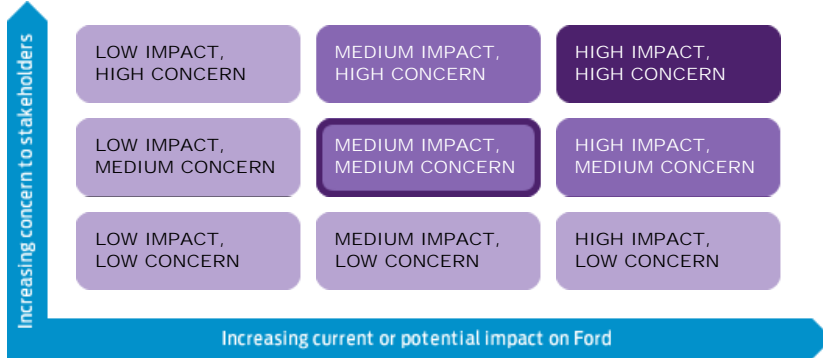
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Seven material issues have been identified at this level

Click on an issue below for more details

FORD FUTURE COMPETITIVENESS

Innovation management

Definition/Description	Includes R&D investment and new business models.
Comments	Of interest to investors.
Trend (from previous analysis)	NEW
More information	<ul style="list-style-type: none"> Delivering New Products Economy Data: Innovation

COMMUNITY

Community impacts and contributions

Definition/Description	Encompasses a range of direct and indirect economic impacts, including local hiring and sourcing and philanthropic donations to the community; also local environmental impacts.
Comments	High concern to communities.
Trend (from previous analysis)	↓ Lower level of concern to stakeholders
More information	<ul style="list-style-type: none"> Communities Human Rights in the Supply Chain: Ford's Global Working Conditions Program Sustaining Ford Restructuring Our Business Manufacturing Case Study: Economic Impacts of the Auto Industry

PUBLIC POLICY

Political payments and contributions

Definition/Description	Includes need for consistent and transparent public policy positions and concerns about Company donations to candidates and campaigns; lobbying costs; employee Political Action Committee; indirect giving through trade associations, etc.
Comments	Stakeholders, including shareholders, are showing increasing interest and advocacy for "political accountability" or transparency around corporate participation in the political process and various forms of corporate political donations.

Trend (from previous analysis)	➔ Same position
More information	<ul style="list-style-type: none"> • Public Policy • Participation in the Policy-Making Process • Policy Letters and Directives

OPERATIONS

<p>Energy use and oil consumption operations</p>	
Definition/Description	Operations/facilities: concerns about cost and availability; energy security.
Comments	Lower level of concern to Ford reflects active and successful management towards targets.
Trend (from previous analysis)	⬇ Lower level of concern to Ford
More information	<ul style="list-style-type: none"> • Environment Progress and Goals • Operations • Environment: Case Studies • Environment Data: Operational Energy Use and CO₂ Emissions

<p>Waste generation and management</p>	
Definition/Description	Includes Ford's operational waste generation, management and disposal.
Trend (from previous analysis)	⬆ Higher concern for stakeholders
More information	<ul style="list-style-type: none"> • Waste Management • Environment Data: Waste

<p>Air emissions (other than GHGs)</p>	
Definition/Description	Includes VOC and ozone-depleting emissions from operations.
Comments	Lower level of concern to Ford reflects active and successful management towards targets.
Trend (from previous analysis)	<p>⬇ Lower level of concern to Ford</p> <p>⬆ Higher concern for stakeholders</p>
More information	<ul style="list-style-type: none"> • Non-CO₂ Tailpipe Emissions • Non-CO₂ Facility-Related Emissions

<p>Hazardous pollutants</p>	
Definition/Description	Hazardous substances in products, manufacturing and supply chain.
Comments	Increasing public interest.
Trend (from previous analysis)	➔ Same position
More information	<ul style="list-style-type: none"> • Sustainable Materials • Non-CO₂ Tailpipe Emissions • Waste Management • Environment Data: Emissions (VOC and Other)

WORKPLACE

<p>Diversity/equal opportunity</p>	
Definition/Description	Diversity of Ford Board and management; harassment programs and monitoring.
Comments	Relatively high concern to NGOs/stakeholders who see diversity as global strategic issue.
Trend (from previous analysis)	➔ Same position
More information	<ul style="list-style-type: none"> • Diversity and Inclusion in the Workplace • Corporate Governance – Board of Directors • Code of Basic Working Conditions • Society Data: U.S. Employment of Minority-group Personnel and Women at Year-end • Supplier Diversity Development



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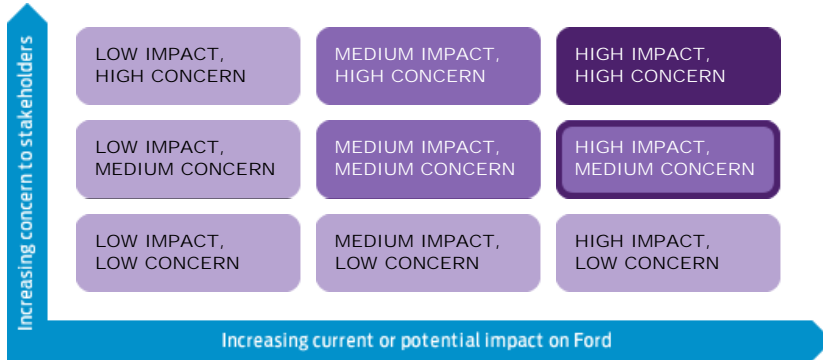
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20 material issues have been identified at this level

Click on an issue below for more details

SUSTAINABILITY VISION, GOVERNANCE AND MANAGEMENT

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

GOVERNANCE

<p>➤ Ethical business practices</p>	
Definition/Description	Concerns covered by codes of conduct, e.g., corruption and anti-competitive behavior.
Comments	Among stakeholders, of most concern to investors.
Trend (from previous analysis)	➡ Same position
More information	<ul style="list-style-type: none"> Ethical Business Practices Corporate Governance – Board of Directors Sustainability Governance
<p>➤ Human rights strategy</p>	
Definition/Description	Includes Ford's policies and practices related to human rights.
Comments	This issue has been newly categorized as a governance issue, reflecting its mainstreaming into Ford's business.
Trend (from previous analysis)	⬇ Lower level of concern to stakeholders
More information	<ul style="list-style-type: none"> Human Rights in the Supply Chain: Ford's Global

PUBLIC POLICY

Global environmental regulation

Definition/Description	Trend toward greater regulation and the cost of compliance.
Comments	Continues to be of high importance to Ford.
Trend (from previous analysis)	➡ Same position
More information	<ul style="list-style-type: none"> • Climate Change Risks and Opportunities • Climate Change Policy and Partnerships • Public Policy Positions

FORD FINANCIAL HEALTH

Alignment of products with demand

Definition/Description	Ford's realignment of production capacity to lower levels of demand and the shift from trucks and SUVs to cars; supply-base rationalization; managing downsizing.
Comments	Reduced in importance to stakeholders, still of highest concern to Ford.
Trend (from previous analysis)	⬇ Lower level of concern to stakeholders
More information	<ul style="list-style-type: none"> • Sustaining Ford • Delivering New Products

Manufacturing efficiency

Definition/Description	Includes reduced complexity of products, lean and flexible manufacturing, and flexible work rules.
Comments	Key element of Ford's ability to respond to changing markets; part of public discussion about aid to automakers.
Trend (from previous analysis)	➡ Same position
More information	<ul style="list-style-type: none"> • Investing in Operations • Current Financial Health

Quality

Definition/Description	Product quality and customer service/customer relationship management.
Comments	Lower concern to stakeholders may reflect Ford's dramatically improved quality record.
Trend (from previous analysis)	⬇ Lower level of concern to stakeholders
More information	<ul style="list-style-type: none"> • Economy: Progress • Customer Satisfaction and Quality • Economy Data: Product, Quality and Service

FORD FUTURE COMPETITIVENESS

Emerging markets products and services strategy

Definition/Description	Ford's approach to emerging markets: infrastructure development; human rights as an issue in growth markets; Ford's impacts/contributions in emerging markets (other than products and services), including local sourcing, pollution, potential for partnerships.
Comments	With projected growth in the Company's Asia Pacific operations, would have increased in importance for the Company if it was not already at the highest level. Key drivers of the issue include congestion, shifting demographics, urbanization and social equity.
Trend (from previous analysis)	⬇ Lower level of concern to stakeholders
More information	<ul style="list-style-type: none"> • Mobility Solutions • Focus on Asia • 2010 Sales and Highlights • Case Study: Sustainable Growth in Asia

WATER

Water use

Definition/Description	Includes impacts on water sources; water management, cost of water and discharges to water.
Comments	Particular concern in areas of water scarcity; issue gaining a higher public profile.
Trend (from previous analysis)	↔ Same position
More information	<ul style="list-style-type: none"> • Water • Water Use • Environment Data: Water Use

CLIMATE CHANGE

🔍 Cleaner vehicle technology	
Definition/Description	Ford's development of low-carbon technologies, including hybrids, electric vehicles, clean diesel, fuel cells; also emerging technologies like nanotechnology.
Comments	Lower stakeholder interest, may reflect increased action from automakers in this area.
Trend (from previous analysis)	⬇ Lower level of concern to stakeholders
More information	<ul style="list-style-type: none"> • Ford's Sustainable Technologies and Alternative Fuels Plan • Vehicle • Delivering More Fuel-Efficient Vehicles • Products

OPERATIONS

🔍 Operational environmental management	
Definition/Description	High-level environmental operational concerns, including environmental management, environmental compliance.
Comments	Environmental compliance a concern to communities. Increased importance to Ford reflects management focus on achieving environmental targets.
Trend (from previous analysis)	⬆ Increased in importance to Ford
More information	<ul style="list-style-type: none"> • Environmental Management • Operations • Greenhouse Gas Emissions Overview

🔍 GHG emissions – operations	
Definition/Description	Includes cost of controlling GHG emissions.
Comments	Less of a concern than GHG emissions from vehicles, but rated high for Ford and NGOs/stakeholders.
Trend (from previous analysis)	↔ Same position
More information	<ul style="list-style-type: none"> • Greenhouse Gas Emissions Overview • Environment Progress and Goals • Our Strategy: Blueprint for Sustainability • Environment Data: Operational Energy Use and CO₂ Emissions

🔍 Other operational environmental issues	
Definition/Description	Includes spills, nuisances (noise), and pre- and post-production logistics.
Trend (from previous analysis)	⬆ Increased in importance to Ford and stakeholders
More information	<ul style="list-style-type: none"> • Operations

PRODUCT

🔍 Tailpipe emissions	
Definition/Description	Air-quality impacts of vehicle emissions other than GHGs; trend toward greater regulation.
Comments	High concern to customers/NGOs/stakeholders; impact on Ford due to increased and inconsistent regulation.
Trend (from previous analysis)	↔ Same position
More information	<ul style="list-style-type: none"> • Non-CO₂ Tailpipe Emissions • Environment Progress and Goals • Ford's Sustainable Technologies and Alternative Fuels

	<p>Plan</p> <ul style="list-style-type: none"> • Environment Data: Tailpipe Emissions
Environmentally preferred materials	
Definition/Description	Cradle-to-cradle approach; use of renewable, recycled, recyclable materials.
Comments	Formerly "sustainable materials."
Trend (from previous analysis)	➡ Same position
More information	<ul style="list-style-type: none"> • Sustainable Materials
Lifecycle assessment	
Definition/Description	Includes the need for defensible lifecycle assessment processes.
Comments	New issue this year. Reflects growing interest in lifecycle assessment among consumers and other stakeholders, with a particular focus on GHG emissions and water.
Trend (from previous analysis)	NEW
More information	<ul style="list-style-type: none"> • Design for Lifecycle Sustainability • End of Life • Water • Lifecycle Vehicle CO₂ Emissions

WORKPLACE

Workplace health and safety	
Definition/Description	Health and safety management systems; ergonomics.
Comments	Emerging issue is managing health and safety impacts of downsizing.
Trend (from previous analysis)	➡ Same position
More information	<ul style="list-style-type: none"> • Workplace Health and Safety • Human Rights • Working Conditions in Ford Plants • Society Data: Workplace Safety
Employee morale and teamwork	
Definition/Description	Includes issues of employee satisfaction, development, recruitment and retention as well as increasing employee interest in sustainability.
Comments	New sub-issues were added in this category including employee interest in working for a sustainable company and the need to engage employees in sustainability issues.
Trend (from previous analysis)	⬆ Increased in importance to stakeholders
More information	<ul style="list-style-type: none"> • Supporting a Great Place to Work • Fostering a Capable and Effective Workforce
Employees/labor practices/decent work	
Definition/Description	Ford's employment practices, including wages, wage ratios, benefits, permanent v. temporary positions; training and education; turnover; impact of aging workforce.
Comments	High concern to communities and investors.
Trend (from previous analysis)	⬆ Increased in importance to Ford
More information	<ul style="list-style-type: none"> • Employees • Human Rights in the Supply Chain: Ford's Global Working Conditions Program • Restructuring Our Business

COMMUNITY ENGAGEMENT

Community engagement	
Definition/Description	License to operate, NGO relationships and specific community concerns like breast cancer, obesity, compliance.
Comments	Increasing concern to Ford, lower concern to to communities and NGOs in this analysis. However, community interest in specific issues of engagement like water increased in this analysis.

Trend (from previous analysis)



Increased in importance to Ford
Lower level of concern for stakeholders

More information

- [Communities](#)



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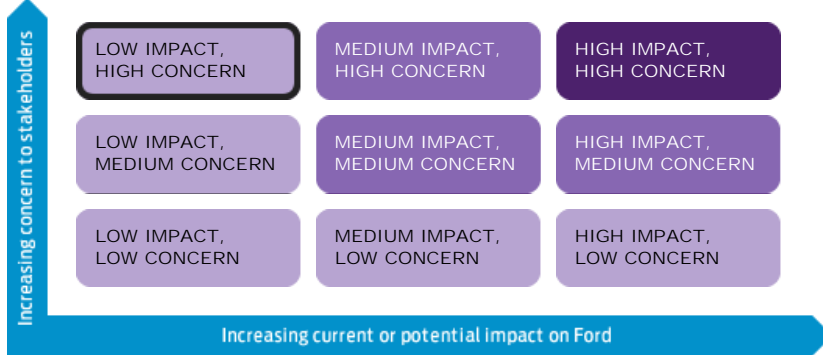
- MATERIAL ISSUES
 - Materiality Analysis
 - Overview of the Analysis
 - Materiality Matrix
 - Climate Change
 - Water
 - Supply Chain
 - Vehicle Safety and Driver-Assist Technologies
 - Sustaining Ford
 - Perspectives on Sustainability

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Materiality Matrix

Click a box to explore the issues...



Reporting Priorities

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No material issues have been identified at this level



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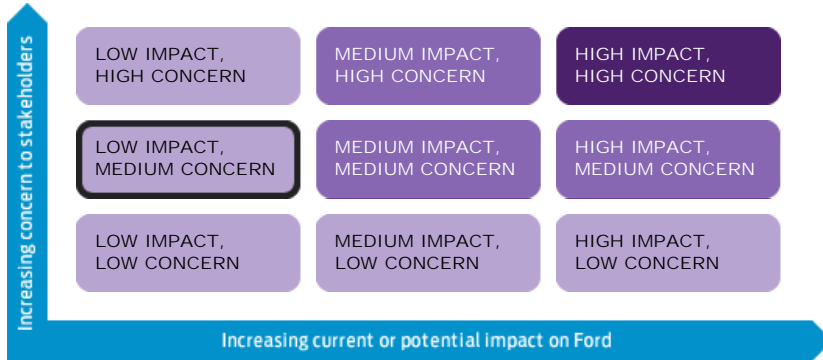
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Two material issues have been identified at this level

GOVERNANCE

- Shareholder concerns (resolutions)

OPERATIONS

- Land and nature



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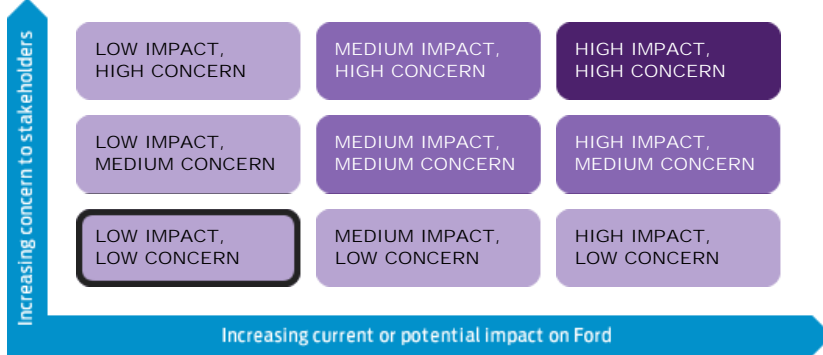
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Two material issues have been identified at this level

PUBLIC POLICY

- Health care policy

CLIMATE CHANGE

- Emissions trading/cost of carbon



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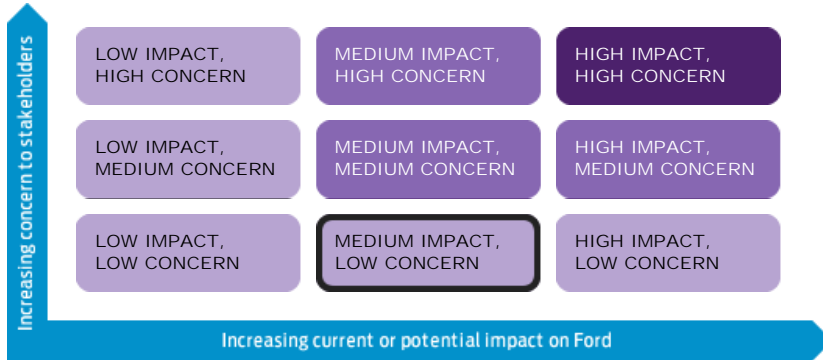
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Seven material issues have been identified at this level

FORD FINANCIAL HEALTH

- Dealer viability and competitiveness
- Supplier viability and competitiveness

PRODUCT

- Labeling
- Noise
- Customer privacy
- Marketing communications/demand creation/advertising

VEHICLE SAFETY

- Emerging market vehicle and road safety



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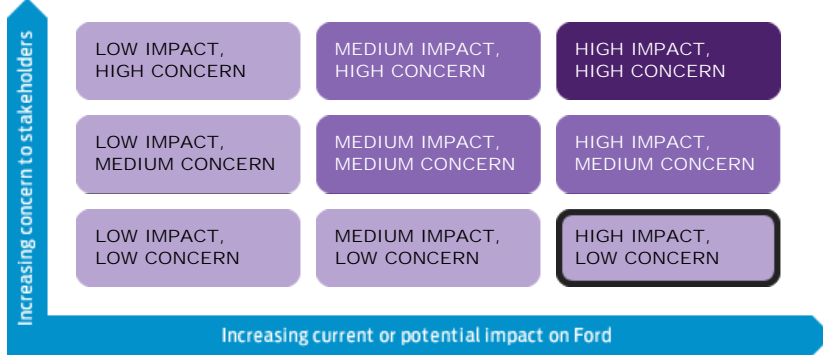
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Five material issues have been identified at this level

CLIMATE CHANGE STRATEGY

- Clean/alternative fuels
- Other climate change issues

PRODUCT

- End-of-life management
- Vehicle interior air quality
- Compliance