



Go Further

SUSTAINABILITY REPORT 2013/14

Year in Review	Our Blueprint for Sustainability	Financial Health	Climate Change and the Environment	Water	Vehicle Safety	Supply Chain	People	Ford Around the World
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GRI Index

This report is aligned with the Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines released in October 2006, at an application level of A. To locate the elements and information contained within the guidelines, use the index below. For a detailed explanation of the indicators, visit the [GRI website](#).

Report Application Level	C	C+	B	B+	A	A+
G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Same as requirement for Level B	Same as requirement for Level B
G3 Management Approach Disclosures OUTPUT	Not Required	Management Approach Disclosures for each Indicator Category	Management Approach Disclosures for each Indicator Category	Management Approach Disclosures for each Indicator Category	Management Approach Disclosures for each Indicator Category	Management Approach Disclosures for each Indicator Category
G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.

*Sector supplement in final version

Related links

External Websites

→ [Global Reporting Initiative](#)

Key

- Yes, this indicator is reported on
- This indicator is partially reported on
- No, this indicator is not reported on

Additional indicators are shown in **bold**

Part I: Profile Disclosures

1. Strategy and Analysis

Profile Disclosure and Description	Status	Links	Notes
1.1 Statement from the most senior decisionmaker of the organization (e.g., CEO, chair or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> → Letter from William Clay Ford, Jr. (Executive Chairman) → Q&A with Alan Mulally (President and CEO) → Letter from Robert Brown (Vice President, Sustainability, Environment and Safety Engineering) 	
1.2 Description of key impacts, risks and opportunities.	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> → Letter from William Clay Ford, Jr. → Q&A with Alan Mulally → Letter from Robert Brown (Vice President, Sustainability, Environment and Safety Engineering) → Our Strategy → Sustainability Strategy → Materiality Analysis → Materiality Matrix → Our Value Chain and Its Impacts → Ford Future Competitiveness → Mobility Solutions → Mobility Challenges and Opportunities → Climate Change - The Issue → Climate Change Risks and Opportunities → Ford's Science-Based CO2 Targets → Water Impacts, Risks and Opportunities 	

2. Organizational Profile

Profile Disclosure and Description	Status	Links	Notes
2.1 Name of the organization.	<input checked="" type="checkbox"/>		Please see 2013 Form 10-K page 1
2.2 Primary brands, products and/or services.	<input checked="" type="checkbox"/>		Please see 2013 Form 10-K page 2-3

2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures.	■		Please see 2013 Form 10-K page 2-3
2.4	Location of organization's headquarters.	■		Please see 2013 Form 10-K page 1
2.5	Number of countries where the organization operates, and names of countries either with major operations or that are specifically relevant to the sustainability issues covered in the report.	■		Please see List of Operations Worldwide
2.6	Nature of ownership and legal form.	■	→ Shareholder Services	
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries).	■	→ 2013 Sales and Highlights → Data: Market Share and Sales	Please see 2013 Form 10-K pages 6–10. More detailed information on our products and services is reported on in our annual financial reporting, including our 10-K and Annual Report .
2.8	Scale of the reporting organization, including: number of employees; net sales (for private sector organizations) or net revenues (for public sector organizations); total capitalization broken down in terms of debt and equity (for private sector organizations); and quantity of products or services provided.	■	→ Financial Health → Employees → Our Financial Health	Information on our scale is reported on in our annual financial reporting, including our 10-K and Annual Report .
2.9	Significant changes during the reporting period regarding size, structure, or ownership including: the location of, or changes in operations, including facility openings, closings, and expansions; and changes in the share capital structure and other capital formation, maintenance and alteration operations (for private sector organizations).	■	→ Focus on Asia → Focus on Europe	Please see 2013 Form 10-K page 2 for a list of changes to our reportable segments.
2.10	Awards received in the reporting period.	■	→ Diversity and Inclusion Awards → Operational Energy and Greenhouse Gas Emissions → Vehicle Safety and Driver Assist Technologies - Highlights → Supplier Diversity Development → Ford of Europe → Ford Asia Pacific Africa → Ford South America	

3. Report Parameters

Report Profile

Profile Disclosure and Description	Status	Links	Notes
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	■	→ Year in Review	
3.2 Date of most recent previous report (if any).	■	→ Year in Review	
3.3 Reporting cycle (annual, biennial, etc.).	■	→ Year in Review	
3.4 Contact point for questions regarding the report or its contents.	■	→ Year in Review → Contact	

Report Scope and Boundary

Profile Disclosure and Description	Status	Links	Notes
3.5 Process for defining report content, including: determining materiality; prioritizing topics within the report; and identifying stakeholders the organization expects to use the report.	■	→ Year in Review → Materiality Analysis → Stakeholder Engagement	
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	■	→ About This Report	
3.7 State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	■	→ About This Report	
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organizations.	■	→ Year in Review → Governance → Stakeholder Engagement - Employees → Working Conditions in Ford Plants → Our 2013 Safety Record → Data - Financial → Data - Climate Change and the Environment → Data - Water → Data - Vehicle Safety → Data - Supply Chain → Data - People	
3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other	■	→ Year in Review → Data - Financial → Data - Climate Change and the Environment	

information in the report. Explain any decisions not to apply, or to substantially deviate from, the GRI Indicator Protocols.

- Data - Water
- Data - Vehicle Safety
- Data - Supply Chain
- Data - People

3.10	Explanation of the effect of any re-statements of information provided in earlier reports and the reasons for such re-statement (e.g., mergers/acquisitions, change of the base years/periods, nature of business, measurement methods).	■	<ul style="list-style-type: none"> → Year in Review → Data - Financial → Data - Climate Change and the Environment → Data - Water → Data - Vehicle Safety → Data - Supply Chain → Data - People
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report.	■	<ul style="list-style-type: none"> → Reporting and transparency

GRI Content Index

Profile Disclosure and Description	Status	Links	Notes
3.12 Table identifying the location of the Standard Disclosures in the report.	■	<ul style="list-style-type: none"> → GRI Index 	

Assurance

Profile Disclosure and Description	Status	Links	Notes
3.13 Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	■	<ul style="list-style-type: none"> → Assurance 	

4. Governance, Commitments, and Engagement

Governance

Profile Disclosure and Description	Status	Links	Notes
4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	■	<ul style="list-style-type: none"> → Sustainability Strategy → Governance → Governance and Management Structures → Sustainability Governance and Integration 	
4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	■	<ul style="list-style-type: none"> → Governance and Management Structures 	
4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	■	<ul style="list-style-type: none"> → Corporate Governance - Board of Directors 	
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	■	<ul style="list-style-type: none"> → Ethical Business Practices → Promoting a Diverse and Inclusive Workforce 	
4.5 Linkage between compensation for members of the highest governance body, senior managers and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	■	<ul style="list-style-type: none"> → Letter from Robert Brown → Sustainability Strategy → Manufacturing → Sustainability Governance and Integration 	
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	■	<ul style="list-style-type: none"> → Ethical Business Practices 	
4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	■	<ul style="list-style-type: none"> → Corporate Governance - Board of Directors 	
4.8 Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental and social performance and the status of their implementation. Explain the degree to which these: are applied across the organization in different regions and departments/units; and relate to internationally agreed standards.	■	<ul style="list-style-type: none"> → Our Strategy → Sustainability Strategy → Ethical Business Practices → Policy Letters and Directives → Environmental Management → Working Conditions in Ford Plants → Sustainable Materials → Supporting One Ford → Promoting a Diverse and Inclusive Workforce 	
4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance, including	■	<ul style="list-style-type: none"> → Letter from Robert Brown → Sustainability Strategy → Public Policy 	

relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles.

- [Climate Change Governance](#)
- [Sustainability Governance and Integration](#)

4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance.	■	<ul style="list-style-type: none"> → Corporate Governance - Board of Directors
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Commitments to External Initiatives

Profile Disclosure and Description	Status	Links	Notes
4.11 Explanation of whether and how the precautionary approach or principles is addressed by the organization. Article 15 of the Rio Principles introduced the precautionary approach. A response to 4.11 could address the organization's approach to risk management in operational planning or the development and introduction of new products.	■		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.
4.12 Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or endorses.	■	<ul style="list-style-type: none"> → Policy Letters and Directives → Sustainability Strategy → Reporting and Transparency → Progress in Reducing Water Use 	
4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: has positions in governance bodies, participates in projects or committees; provides substantive funding beyond routine membership dues; or views membership as strategic.	■	<ul style="list-style-type: none"> → Participation in the Policy-Making Process → Key Partners → Operational Energy and Greenhouse Gas Emissions → Choosing More Sustainable Materials → Eliminating Undesirable Materials → Partnerships and Collaboration → Improving the Electric Vehicle Ecosystem → Encouraging Safer Driving → Accident Avoidance and Driver Assist Technologies → Occupant Protection Technologies → Case Study: Electrified Vehicle Safety → Leadership Development → Safe Conditions → Dealers → Industry and Cross-Industry Collaboration → Building Supplier Capability through Localized Training and Collaboration 	

Stakeholder Engagement

Profile Disclosure and Description	Status	Links	Notes
4.14 List of stakeholder groups engaged by the organization. Examples of stakeholder groups are: communities; civil society; customers; shareholders and providers of capital; suppliers; and employees, other workers and their trade unions.	■	<ul style="list-style-type: none"> → Our Strategy → Our Value Chain and Its Impacts → Stakeholder Engagement 	
4.15 Basis for identification and selection of stakeholders with whom to engage.	■	<ul style="list-style-type: none"> → Our Strategy → Overview of the Analysis Process → Stakeholder Engagement → People → Engaging with Communities → Customers → Supply Chain 	
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	■	<ul style="list-style-type: none"> → Overview of the Analysis Process → Participation in the Policy-Making Process → Engaging with These Stakeholders → Engaging with Communities → Engaging Customers → Understanding Customer Needs → Building Customer Awareness → Creating a Sustainable Supply Chain: Ford's Overall Approach → Building Stronger Relationships → Building Shared Commitment and Capability 	
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has	■	<ul style="list-style-type: none"> → Materiality Matrix → Overview of the Analysis Process 	

responded to those key topics and concerns, including through its reporting.

- Assurance
- Downloads
- Voice: John Fleming (Executive Vice President, Global Manufacturing and Labor Affairs, Ford Motor Company)
- Voice: Brooke Barton (Director, Ceres Water Program)
- Voice: Pete Hardigan (Director of Sustainability, Environment and Safety Engineering, Asia Pacific, Ford Motor Company)
- Employee Satisfaction
- Safety Culture and Accountability
- Dealers
- Customers
- Understanding Customer Needs
- Voice: Kelly Katynski (Supply Chain Sustainability Manager – Conflict Minerals Compliance, Ford Motor Company)
- Supplier Greenhouse Gas Emissions
- Voice: Jim Vella (President, Ford Motor Company Fund and Community Services)

Part II: Disclosures on Management Approach

Economic

Aspects	Status	Links	Notes
Economic performance	■	<ul style="list-style-type: none"> → Ford's Goals, Commitments and Status → Performance Summary → Financial Health → Data - Financial → Our Value Chain and Its Impacts → Investing in Communities → Our Financial Health 	
Market presence	■	<ul style="list-style-type: none"> → 2013 Sales and Highlights → Market Share and Sales → Product Competitiveness 	
Indirect economic impacts	■	<ul style="list-style-type: none"> → Our Value Chain and Its Impacts → Our Financial Health → The Lincoln Motor Company → New Models of Mobility → Ford Motor Credit Company 	

Environmental

Aspects	Status	Links	Notes
Materials	■	<ul style="list-style-type: none"> → Sustainable Materials → Choosing More Sustainable Materials → Eliminating Undesirable Materials 	
Energy	■	<ul style="list-style-type: none"> → Ford's Goals, Commitments and Status → Performance Summary → Greening Our Operations → Greening Our Products 	
Water	■	<ul style="list-style-type: none"> → Ford's Goals, Commitments and Status → Performance Summary → Water → Overview → Progress in Reducing Water Use 	
Biodiversity	■	<ul style="list-style-type: none"> → Sustainable Land Use and Biodiversity 	
Emissions, effluents and waste	■	<ul style="list-style-type: none"> → Climate Change → Beyond CO₂ → Choosing More Sustainable Materials → Waste Management 	
Products and services	■	<ul style="list-style-type: none"> → Choosing More Sustainable Materials → Greening Our Products → Applying Life Cycle Analysis 	
Compliance	■	<ul style="list-style-type: none"> → Eliminating Undesirable Materials → End of Life → A Portfolio Approach 	

→ Fuel

Transport	■	<ul style="list-style-type: none">→ Supplier Greenhouse Gas Emissions→ Logistics Operations	
Overall	■	<ul style="list-style-type: none">→ Ford's Goals, Commitments and Status→ Performance Summary→ Life Cycle Analysis→ Increasing Consumer Awareness of Environmental Issues	

Social: Labor Practices and Decent Work

Aspects	Status	Links	Notes
Employment	■	<ul style="list-style-type: none">→ Employees→ Employee Engagement→ Salute to Dealers	
Labor/management relations	■	<ul style="list-style-type: none">→ Ford's Goals, Commitments and Status→ Performance Summary→ Employees→ Promoting a Diverse and Inclusive Workforce→ Communities→ Engaging with Communities→ Investing in Communities→ Working Conditions in Ford Plants→ Policy Letters and Directives	
Occupational health and safety	■	<ul style="list-style-type: none">→ Ford's Goals, Commitments and Status→ Performance Summary→ Workplace Health and Safety→ Health and Safety Governance→ Our 2013 Safety Record→ Safety Culture and Accountability→ Safe Conditions	
Training and education	■	<ul style="list-style-type: none">→ Leadership Development	
Diversity and equal opportunity	■	<ul style="list-style-type: none">→ Diversity and Inclusion→ Promoting a Diverse and Inclusive Workforce→ Dealers	

Social: Human Rights

Aspects	Status	Links	Notes
Investment and procurement practices	■	<ul style="list-style-type: none">→ Ford's Goals, Commitments and Status→ Performance Summary→ Communities→ Governance→ Water→ Engaging with Communities→ Policy Letters and Directives→ Investing in Communities	
Non-discrimination	■	<ul style="list-style-type: none">→ Engaging with Communities→ Policy Letters and Directives	
Freedom of association and collective bargaining	■	<ul style="list-style-type: none">→ Promoting a Diverse and Inclusive Workforce→ Policy Letters and Directives	
Child labor	■	<ul style="list-style-type: none">→ Engaging with Communities→ Policy Letters and Directives	
Forced and compulsory labor	■	<ul style="list-style-type: none">→ Engaging with Communities→ Policy Letters and Directives	
Security practices	■	<ul style="list-style-type: none">→ Policy Letters and Directives	
Indigenous rights	■	<ul style="list-style-type: none">→ Communities→ Engaging with Communities→ Policy Letters and Directives	

Social: Society

Aspects	Status	Links	Notes
Community	■	<ul style="list-style-type: none">→ Ford's Goals, Commitments and Status→ Performance Summary	

- Communities
- Engaging with Communities
- Investing in Communities

Corruption	■	<ul style="list-style-type: none"> → Governance → Policy Letters and Directives → Ethical Business Practices
Public policy	■	<ul style="list-style-type: none"> → Public Policy → Participation in the Policy-Making Process → Public Policy Positions → Climate Change Policy and Partnerships
Anti-competitive behavior	▣	<ul style="list-style-type: none"> → Policy Letters and Directives
Compliance	■	<ul style="list-style-type: none"> → Governance and Management → Policy Letters and Directives → Ethical Business Practices

Social: Product Responsibility

Aspects	Status	Links	Notes
Customer health and safety	■	<ul style="list-style-type: none"> → Ford's Goals, Commitments and Status → Performance Summary → How We Manage Vehicle Safety → Encouraging Safer Driving → Accident Avoidance and Driver Assist Technologies → Occupant Protection Technologies 	
Product and service labelling	▣	<ul style="list-style-type: none"> → End of Life 	
Marketing communications	▣	<ul style="list-style-type: none"> → Dealers → Building Customer Awareness → Increasing Customer Awareness of Environmental Issues 	
Customer privacy	▣	<ul style="list-style-type: none"> → Ford Motor Credit Company 	
Compliance	▣	<ul style="list-style-type: none"> → Ethical Business Practices → Case Study: Public Domain Ratings 	

Part III: Performance Indicators

Economic

Economic Performance

Profile Disclosure and Description	Status	Links	Notes
EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments.	■	<ul style="list-style-type: none"> → Financial Health → Data - Financial → Our Value Chain and Its Impacts → Investing in Communities → Our Financial Health 	Information related to operating costs is referenced as "automotive costs of goods sold" in the Company's Annual Report on Form 10-K . Information related to payments to providers of capital is referenced as "cash paid interest expenses" and "stockholder dividends" in the Company's Annual Report on Form 10-K . Ford does not report on employee compensation and does not intend to do so in the future because the information is proprietary.
EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.	■	<ul style="list-style-type: none"> → Climate Change Risks and Opportunities → Ford's Climate Change Strategy → The "CO₂ Model": The Science Behind Our Scientific Approach → Climate Change Strategic Principles → Greening Our Products → Quantifying Our Environmental Impacts → Sustainable Technologies and Alternative Fuels Plan → Choosing More Sustainable Materials → Water Impacts, Risks and Opportunities → Operating in Water-Scarce Regions → Dealers 	
EC3 Coverage of the organization's defined benefit plan obligations.	■	<ul style="list-style-type: none"> → Our Financial Health 	For our retirees, we have two principal qualified defined benefit retirement plans in the U.S. 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 U.S. 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](#).

EC4 Significant financial assistance received from government. ■

Incentives from U.S. and non-U.S. governmental entities, in the form of tax rebates or credits, grants, and loans, are recorded in the financial statements in our Annual Report on [Form 10-K](#).

Market Presence

Profile Disclosure and Description	Status	Links	Notes
EC5 Range of ratios of standard entry-level wage compared to local minimum wage at significant locations of operation.	□		
EC6 Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation.	■	<ul style="list-style-type: none"> → Engaging with Communities → Creating a Sustainable Supply Chain: Ford's Overall Approach → Supplier Diversity Development 	Ford uses local suppliers everywhere we operate, and in several localities in which we operate, suppliers set up operations nearby to support Ford operations. In addition, the local economic development model described is aligned with our Supplier Diversity Development initiatives. Attributes of our Supplier Diversity Development initiatives include: economic development rationale, local employment opportunities and workforce development, supplier development and a considerable financial history of purchases from minority- and women-owned companies. These initiatives operate exclusively in the U.S. and are driven in part by compliance with federal requirements. Globally, a mandated Black Economic Empowerment Program also drives supplier development and local employment for Ford in South Africa. Ford does not track the proportion of spending on locally based suppliers at significant locations of operation because local sourcing has not appeared as an important issue in our materiality analyses.
EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	□	→ Engaging with Communities	Ford doesn't track this information, because our materiality analysis determined that the procedures used for local hiring and proportion of senior management hired from the local community is not a material issue. However, Ford's recruiting initiatives are designed to be inclusive and hire from all segments of the diverse populations and communities in which we live and work. Opportunities for employment and advancement are available on a non-discriminatory basis – without regard to race, color, religion, age, gender, sexual orientation, national origin, handicap or veteran status. We take affirmative action in accordance with the law to have minorities and women represented appropriately throughout the workforce and to provide qualified handicapped persons, disabled veterans and veterans of the Vietnam era opportunity for employment and advancement.

Indirect Economic Impacts

Profile Disclosure and Description	Status	Links	Notes
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement.	■	<ul style="list-style-type: none"> → Our Value Chain and Its Impacts → Our Financial Health → Case Study: Saving Lives in Rural India → Community Engagement → Case Study: Electrified Vehicle Safety → Investing in Communities → Ford Motor Company Fund and Community Services → Ford Volunteer Corps 	
EC9 Understanding and describing significant indirect economic impacts, including the extent of impacts.	■	<ul style="list-style-type: none"> → Our Value Chain and Its Impacts → The Lincoln Motor Company → Product Competitiveness → New Models of Mobility → Ford Motor Credit Company → Focus on Europe → Focus on Asia → Applying Life Cycle Analysis 	

Environmental

Materials

Profile Disclosure and Description	Status	Links	Notes
EN1 Materials used by weight or volume.	■	<ul style="list-style-type: none"> → Applying Life Cycle Analysis → Our Value Chain and Its Impacts → Sustainable Materials → What is in a Vehicle? → Choosing More Sustainable Materials → Sustainable Raw Materials → Rare Earth Elements → Materials Management 	In our materiality analysis, the use of sustainable materials appears as a significant issue, and we provide extensive coverage of that issue. However, accounting for the amount of every material used has not been identified as a material issue for internal or external stakeholders.
EN2 Percentage of materials used that are recycled input materials.	■	<ul style="list-style-type: none"> → Sustainable Materials → Choosing More Sustainable Materials → End of Life 	We report on our use of recycled materials and our efforts to increase recycled content in our vehicles. However, accounting for the exact percentage of recycled materials used in all of our vehicles has not been identified as a material issue for internal or external stakeholders.

Energy

Profile Disclosure and Description	Status	Links	Notes
EN3 Direct energy consumption by primary energy source.	■	<ul style="list-style-type: none"> → Data - Operational Energy Use and CO2 Emissions 	We do not currently aggregate energy use by source on a global basis. However, we will provide that information within the next three reporting cycles.
EN4 Indirect energy consumption by primary source.	■	<ul style="list-style-type: none"> → Data - Fuel Economy and CO2 Emissions 	To generate our greenhouse gas emission estimates we use indirect energy conversion factors from the WRI/WBCSD Greenhouse Gas Reporting Protocol or local regulations, if required (such as by the U.S. EPA). However, estimating and aggregating the fuel sources for our indirect energy use is not considered material to our business because we actively manage both energy use and greenhouse gas emissions and do not control the sources of indirect energy we purchase.
EN5 Energy saved due to conservation and efficiency improvements.	■	<ul style="list-style-type: none"> → Data - Operational Energy Use and CO2 Emissions → Greening Our Operations → Operational Energy and Greenhouse Gas Emissions → Renewable Energy → Green Buildings 	
EN6 Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives.	■	<ul style="list-style-type: none"> → Life Cycle Analysis → Greening Our Products → Sustainable Technologies and Alternative Fuels Plan → Improving Fuel Economy → Migration to Alternative Fuels and Powertrains → Vehicle Fuel Efficiency and CO2 Emissions Progress and Performance → Electrification: A Closer Look → Dealers 	
EN7 Initiatives to reduce indirect energy consumption and reductions achieved.	■	<ul style="list-style-type: none"> → Life Cycle Analysis → Greening Our Products → Improving Fuel Economy → Migration to Alternative Fuels and Powertrains → Vehicle Fuel Efficiency and CO2 Emissions Progress and Performance → Electrification: A Closer Look 	

Water

Profile Disclosure and Description	Status	Links	Notes
EN8 Total water withdrawal by source.	■	<ul style="list-style-type: none"> → Data - Water 	
EN9 Water sources significantly affected by withdrawal of water.	■	<ul style="list-style-type: none"> → Water Usages in the Vehicle Life Cycle 	
EN10 Percentage and total volume of water recycled and reused.	■	<ul style="list-style-type: none"> → Investing in New Technologies 	

Biodiversity

Profile Disclosure and Description	Status	Links	Notes
EN11 Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity	■	<ul style="list-style-type: none"> → Sustainable Land Use and Biodiversity 	We believe that protecting biodiversity is an important issue, and we report on our efforts to

value outside protected areas.

increase and protect wildlife habitat. However, this issue was not identified as material in our analysis because Ford facilities, once established, do not routinely disturb land, wildlife or biodiversity. In siting new facilities, we conduct a due diligence process and an environmental impact assessment, both of which consider potential impacts on biodiversity.

EN12	Descriptions of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	■	→ Sustainable Land Use and Biodiversity	This issue is not material, please see EN11 for more detail.
EN13	Habitats protected or restored.	■	→ Sustainable Land Use and Biodiversity → Remediation	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	■	→ Sustainable Land Use and Biodiversity → Remediation	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	□		

Emissions, Effluent, and Waste

Profile Disclosure and Description	Status	Links	Notes
EN16 Total direct and indirect greenhouse gas emissions by weight.	■	→ Quantifying our Environmental Impacts → Applying Life Cycle Analysis → Ford's Greenhouse Gas Emissions → Supplier Greenhouse Gas Emissions → Data - Operational Energy Use and CO ₂ Emissions	
EN17 Other relevant indirect greenhouse gas emissions by weight.	■	→ Data: Fuel Economy and CO ₂ Emissions	
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.	■	→ Applying Life Cycle Analysis → Greening Our Operations → Operational Energy and Greenhouse Gas Emissions → Renewable Energy → Non CO ₂ , Facility-Related Emissions → Improving Fuel Economy → Migration to Alternative Fuels and Powertrains → Vehicle Fuel Efficiency and CO ₂ Emissions Progress and Performance → Electrification: A Closer Look	
EN19 Emissions of ozone-depleting substances by weight.	■	→ Data - Emissions (VOC and other)	
EN20 NO _x , SO _x and other significant air emissions by type and weight.	■	→ Applying Life Cycle Analysis → Data - Tailpipe Emissions	
EN21 Total water discharge by quality and destination.	■	→ Progress in Reducing Water Use	Significant discharges to water by type are not currently tracked at the corporate level. The large majority of wastewater discharges are treated before discharge. The Company is collecting baseline data on discharges to municipal wastewater treatment plants, and this data will be reported as soon as practical, likely beginning in 2015.
EN22 Total weight of waste by type and disposal method.	■	→ Data - Waste → Waste Management	This is an area in which Ford is increasing its tracking and reporting. We currently report on waste by type, categorized into hazardous and nonhazardous. We also report on waste disposal to landfill. With our new GEM database, we are now tracking waste disposal methods beyond landfill (i.e., recycling, reuse, compost, incineration, other.) With this new data-tracking tool, we will be able to more report fully on this metric in the next few years.
EN23 Total number and volume of significant spills.	■	→ Compliance	
EN24 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally.	■	→ Waste Management	
EN25 Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	□		

Products and Services

Profile Disclosure and Description	Status	Links	Notes
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EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	■	<ul style="list-style-type: none"> → Applying Life Cycle Analysis → Greening Our Operations → Choosing more Sustainable Materials → Eliminating Undesirable Materials → Water Usage in the Vehicle Life Cycle 	
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	□	<ul style="list-style-type: none"> → Choosing More Sustainable Materials → Logistics Operations 	We are committed to reducing waste and increasing recycling of the waste we generate as well as to using recycled content materials in our vehicles. However, because our vehicles are sold with very limited packaging, the reclamation of our product packaging is not a material issue.

Compliance

Profile Disclosure and Description	Status	Links	Notes
EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	■	<ul style="list-style-type: none"> → Environmental Management → Compliance → Eliminating Undesirable Materials 	

Transport

Profile Disclosure and Description	Status	Links	Notes
EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	■	<ul style="list-style-type: none"> → Supplier Greenhouse Gas Emissions → Logistics Operations 	

Overall

Profile Disclosure and Description	Status	Links	Notes
EN30 Total environmental protection expenditures and investments by type.	□	<ul style="list-style-type: none"> → Operational Energy and Greenhouse Gas Emissions → Supplier Environmental Management 	

Social: Labor Practices and Decent Work

Employment

Profile Disclosure and Description	Status	Links	Notes
LA1 Total workforce by employment type, employment contract and region.	■	<ul style="list-style-type: none"> → Data - Engagement and Community → Ford Asia Pacific Africa → Ford of Europe → Ford South America 	The number of employees by region can be found in Ford's Annual Report on Form 10-K .
LA2 Total number and rate of employee turnover by age group, gender and region.	□		Age and gender turnover is proprietary information.
LA3 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	■	→ Employees	

Labor/Management Relations

Profile Disclosure and Description	Status	Links	Notes
LA4 Percentage of employees covered by collective bargaining agreements.	■	<ul style="list-style-type: none"> → Stakeholder Engagement - Employee → Employees 	
LA5 Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	■	→ Focus on Europe	Ford fully complies with applicable requirements for minimum notice periods regarding operational changes.

Occupational Health and Safety

Profile Disclosure and Description	Status	Links	Notes
LA6 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	■	<ul style="list-style-type: none"> → Stakeholder Engagement - Employees → Health and Safety Governance 	Ford faces workplace health and safety challenges similar to those of many multinational manufacturing companies. These challenges include, for example, establishing and reinforcing high, common expectations for the safety of our employees worldwide. Most of our manufacturing facilities have joint union/management safety committees that guide the development and implementation of safety programs in their operations. Approximately 75 percent of the Company's workforce globally are covered by the health and safety committees. This includes the entire manufacturing workforce and some staff organizations.
LA7 Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region.	■	<ul style="list-style-type: none"> → Our 2013 Safety Record → Data - Workplace Safety 	Absenteeism is covered by collective bargaining agreements, which vary. The data are not tracked

centrally. Rates of absenteeism were not identified as a material issue in our materiality analysis.

LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases.	■	→ Health as a Strategic Advantage
LA9	Health and safety topics covered in formal agreements with trade unions.	■	→ Safety Culture and Accountability → Workplace Health and Safety

Training and Education

Profile Disclosure and Description	Status	Links	Notes
LA10 Average hours of training per year per employee by employee category.	■	→ Ethical Business Practices → Leadership Development	We provide information on employee training programs relevant to sustainability; however, our materiality analysis did not identify the average hours of training per employee as a material issue.
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	■	→ Leadership Development → Focus on Europe	
LA12 Percentage of employees receiving regular performance and career development reviews.	■	→ Leadership Development	

Diversity and Opportunity

Profile Disclosure and Description	Status	Links	Notes
LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	■	→ Corporate Governance - Board of Directors → Data - Engagement and Community	Employment information by age group is proprietary information.
LA14 Ratio of basic salary of men to women by employee category.	■	→ Diversity and Inclusion	

Social: Human Rights

Strategy and Management

Profile Disclosure and Description	Status	Links	Notes
HR1 Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	■	→ Policy Letters and Directives → Expanding Impact on Our Supply Chain → Sustainable Raw Materials	
HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	■	→ Supply Chain - Data → Supply Chain Profile → Assessing Suppliers → Sustainable Raw Materials → Conflict Minerals	
HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	■	→ Ethical Business Practices → Building Supplier Capability through Localized Training and Collaboration	

Non-Discrimination

Profile Disclosure and Description	Status	Links	Notes
HR4 Total number of incidents of discrimination and actions taken.	■	→ Diversity and Inclusion → Engagement and Community Data	This is proprietary information.

Freedom of Association and Collective Bargaining

Profile Disclosure and Description	Status	Links	Notes
HR5 Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	■	→ Promoting a Diverse and Inclusive Workforce → Policy Letters and Directives	

Child Labor

Profile Disclosure and Description	Status	Links	Notes
HR6 Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	■	→ Policy Letters and Directives → Engaging with Communities	

Forced and Compulsory Labor

Profile Disclosure and Description	Status	Links	Notes
HR7 Operations identified as having significant risk for incidents of forced or compulsory labor, and measurements to contribute	■	→ Policy Letters and Directives → Engaging with Communities	

to the elimination of forced or compulsory labor.

[→ Forced Labor and Human Trafficking in Supply Chains](#)

Security Practices

Profile Disclosure and Description	Status	Links	Notes
HR8 Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	□		

Indigenous Practices

Profile Disclosure and Description	Status	Links	Notes
HR9 Total number of incidents of violations involving rights of indigenous people and actions taken.	□		

Social: Society

Community

Profile Disclosure and Description	Status	Links	Notes
SO1 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.	■	<ul style="list-style-type: none"> → Engaging with Communities → Investing in Communities → Encouraging Safer Driving 	

Corruption

Profile Disclosure and Description	Status	Links	Notes
SO2 Percentage and total number of business units analyzed for risks related to corruption.	■	<ul style="list-style-type: none"> → Governance → Policy Letters and Directives 	
SO3 Percentage of employees trained in organization's anti-corruption policies and procedures.	■	→ Ethical Business Practices	
SO4 Actions taken in response to incidents of corruption.	■	→ Ethical Business Practices	

Public Policy

Profile Disclosure and Description	Status	Links	Notes
SO5 Public policy positions and participation in public policy development and lobbying.	■	<ul style="list-style-type: none"> → Public Policy → Participation in the Policy-Making Process → Public Policy Positions → Climate Change Policy and Partnerships 	
SO6 Total value of financial and in-kind contributions to political parties, politicians and related institutions by country.	■	→ Participation in the Policy-Making Process	

Anti-Competitive Behavior

Profile Disclosure and Description	Status	Links	Notes
SO7 Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcomes.	■		Legal actions are described in the Company's Annual Report on the Form 10-K .

Compliance

Profile Disclosure and Description	Status	Links	Notes
SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	■	→ Compliance	Additional information on fines for noncompliance with laws and regulations can be found in the Company's Annual Report on the Form 10-K on pages 58–60.

Social: Product Responsibility

Customer Health and Safety

Profile Disclosure and Description	Status	Links	Notes
PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	■	<ul style="list-style-type: none"> → Product Development → Applying Life Cycle Analysis → Improving Vehicle Interior Environmental Quality and Choosing Allergy-Tested Materials → Eliminating Undesirable Materials → Vehicle Safety and Driver Assist Technologies → Case Study: Public Domain Ratings → Case Study: Electrified Vehicle Safety → Case Study: Driver Distraction 	

PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes.	■	<ul style="list-style-type: none"> → Customer Satisfaction and Quality → Product, Quality and Service → Vehicle Safety - Data 	Additional information on fines for noncompliance with laws and regulations can be found in the Company's Annual Report on the Form 10-K on pages 58-60.
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Products and Service Labeling

Profile Disclosure and Description	Status	Links	Notes
PR3 Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	■		Ford's vehicles are subject to numerous labeling requirements that vary by country, region and state. We maintain compliance through our normal product requirement compliance systems. For example, in the U.S., window stickers on new vehicles provide fuel economy and crash test ratings, the percentage of vehicle content from the U.S. and Canada and major sources of foreign parts. We report on safe and efficient use of the product in vehicle manuals. In Europe, we use an Eco-label that goes beyond legal requirements and also inform customers in the driver's manual about the impact of air conditioning on real-world fuel economy. Eco-labels also discuss substances that might produce an environmental or social impact. Ford of Europe also reports on disposal of products. In the U.S., Ford makes vehicle dismantling guides available.
PR4 Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	□		
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	■	<ul style="list-style-type: none"> → Product Competitiveness → Customer Satisfaction and Quality → Global and Regional Quality Improvements → Dealers → Customers → Engaging Customers → Understanding Customer Needs 	

Marketing Communications

Profile Disclosure and Description	Status	Links	Notes
PR6 Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion and sponsorship.	■	<ul style="list-style-type: none"> → Policy Letters and Directives → Dealers 	
PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes.	□		Information on all legal proceedings and incidents of noncompliance can be found in the Company's Annual Report on the Form 10-K .

Customer Privacy

Profile Disclosure and Description	Status	Links	Notes
PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	□	→ Ford Motor Credit Company	

Compliance

Profile Disclosure and Description	Status	Links	Notes
PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	■		Information on all legal proceedings and incidents of noncompliance can be found in the Company's Annual Report on the Form 10-K .