

GRI Index

2021



Integrated Sustainability and Financial Report 2021

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

Our Sustainability Aspirations

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



Climate Change

Achieve carbon neutrality by 2050



Air

Attain zero emissions from our vehicles and facilities



Energy

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



Waste

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



Water

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



Materials

Utilize only recycled or renewable content in vehicle plastics



Safety

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



Human Rights

Source only raw materials that are responsibly produced



Diversity, Equity and Inclusion

Create a truly diverse culture where everyone feels like they belong



Access

Drive human progress by providing mobility and accessibility for all

GRI Index 2021

This report is in accordance with the Global Reporting Initiative (GRI) Standards: Comprehensive option. 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		
Organizational profile		
GRI 102: General Disclosures		
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	Worldwide Locations
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, pages 30–31
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, 19; Item 6. Selected Financial Data, page 31 Worldwide Locations
102-8	Information on employees and other workers	Performance Data > Workforce Profile, Diversity, pages 3–5 Data for salaried and hourly employees by region is compiled through our Finance department. Gender information is provided by our Global Office for Diversity, Equity and Inclusion. The scope of this data covers our Automotive, Ford Credit and Mobility segments. Europe includes the U.K. and GEM only due to privacy data.

GRI Standard	GRI Disclosure	Location and Notes
102-9	Supply chain	Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Supplier Code of Conduct Global Modern Slavery and Human Trafficking Transparency Statement Responsible Materials Sourcing Policy
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.
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	Integrated Sustainability and Financial Report 2021 > Reporting Scope and Boundaries, page 3 Integrated Sustainability and Financial Report 2021 > Collaborating With Industry Partners, page 56 UN Global Compact Communication on Progress Index UN 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 Gender-Equality Index Survey Climate Change Scenario Report CDP Climate Change Response CDP Water Response

GRI Standard	GRI Disclosure	Location and Notes
102-13	Membership of associations	Integrated Sustainability and Financial Report 2021 > Collaborating With Industry Partners, page 56 Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56 Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53 Integrated Sustainability and Financial Report 2021 > Stakeholder Engagement Methods, page 16 Integrated Sustainability and Financial Report 2021 > Stakeholder Review of Our Report, page 16 Integrated Sustainability and Financial Report 2021 > Multi-Stakeholder Action on Human Rights and Responsible Sourcing, page 72
Strategy		
102-14	Statement from senior decision-maker	Integrated Sustainability and Financial Report 2021 > Letter From Bill Ford and Jim Farley, page 6
102-15	Key impacts, risks, and opportunities	Form 10-K: Item 1.A Risk Factors , pages 15–24 Integrated Sustainability and Financial Report 2021 > Reporting Scope and Boundaries, page 3 Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Risks and Opportunities, page 21 TCFD Index Climate Change Scenario Report
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	Integrated Sustainability and Financial Report 2021 > Public Policy, page 23 Code of Conduct Handbook We Are Committed to Protecting Human Rights and the Environment Policy Conflict Minerals Report Supplier Code of Conduct Global Modern Slavery and Human Trafficking Transparency Statement
102-17	Mechanisms for advice and concerns about ethics	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Code of Conduct Handbook
Governance		
102-18	Governance structure	Integrated Sustainability and Financial Report 2021 > Corporate Governance, page 18 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Members of the Board Corporate Governance Proxy Statement 2021 > Corporate Governance Principles/ Our Governance Practices, page 10
102-19	Delegating authority	Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19

GRI Standard	GRI Disclosure	Location and Notes
102-20	Executive-level responsibility for economic, environmental, and social topics	Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Proxy Statement 2021 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 2021 Proxy Statement for specific Board Committee functions).
102-21	Consulting stakeholders on economic, environmental, and social topics	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Stakeholder Review of Our Report, page 16 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 GRI Index Appendix, page 54 Ford holds annual reviews in partnership with Ceres, involving investors, academia and a range of small- and medium-sized enterprises (SMEs). Also see the Stakeholder Engagement section in the Integrated Sustainability and Financial Report 2021 (page 16).
102-22	Composition of the highest governance body and its committees	Performance Data > Diversity – Board of Directors Composition by Gender and Minorities, page 4 Members of the Board Proxy Statement 2021
102-23	Chair of the highest governance body	Members of the Board
102-24	Nominating and selecting the highest governance body	Proxy Statement 2021
102-25	Conflicts of interest	Proxy Statement 2021
102-26	Role of highest governance body in setting purpose, values, and strategy	Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
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.
102-29	Identifying and managing economic, environmental, and social impacts	GRI Index Appendix, page 54 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Charter of the Sustainability and Innovation Committee of the Board of Directors Proxy Statement 2021 , pages 14–15 Performance Data
102-30	Effectiveness of risk management processes	Proxy Statement 2021

GRI Standard	GRI Disclosure	Location and Notes
102-31	Review of economic, environmental, and social topics	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Charter of the Sustainability and Innovation Committee of the Board of Directors
102-32	Highest governance body's role in sustainability reporting	Ford's Integrated Sustainability and Financial Report Summary is reviewed by the senior executives and the Board of Directors' Sustainability and Innovation Committee. The report is reviewed by the Vice President, Chief Sustainability, Environment and Safety Officer, and the Executive Director, Investor Relations.
102-33	Communicating critical concerns	Governance & Policies Charter of the Sustainability and Innovation Committee of the Board of Directors Proxy Statement 2021, page 14
102-34	Nature and total number of critical concerns	This information is considered confidential.
102-35	Remuneration policies	Proxy Statement 2021 Several of our senior executives have individual performance objectives that are tied to key environmental areas of focus as we transition our company to a carbon neutral position by 2050. In addition, as part of our commitment to accelerating our diversity, equity and inclusion (DEI) efforts, starting in 2021, every corporate officer will have an individual DEI performance objective. Performance against personal objectives influences overall performance ratings, which determine individual payouts under our Annual Incentive Compensation Plan (AICP).
102-36	Process for determining remuneration	Proxy Statement 2021
102-37	Stakeholders involvement in remuneration	Remuneration of the Board is put to shareholder vote as part of the election process; see: Proxy Statement 2021
102-38	Annual total compensation ratio	This information is considered confidential. Proxy Statement 2021 > Pay Ratio, pages 74–75

GRI Standard	GRI Disclosure	Location and Notes
102-39	Percentage increase in annual total compensation ratio	This information is considered confidential. Proxy Statement 2021 > Pay Ratio, pages 74–75
Stakeholder engagement		
102-40	List of stakeholder groups	GRI Index Appendix, page 54
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, 2020, approximately 58,000 hourly employees in the United States were represented by the UAW (Form 10-K: Item 1. Employment Data, page 14). We earned a reputation for being a labor-friendly organization after reaching a U.S. labor agreement with the UAW after only three days of negotiations; find out more in this article. Ford works with about 42 unions globally, representing approximately 72% of our global workforce covered by collective bargaining agreements.</p> <p>A substantial number of our employees in other regions are represented by unions or government councils. For more information, please see Form 10-K, page 14.</p>
102-42	Identifying and selecting stakeholders	<p>GRI Index Appendix, page 54</p> <p>Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15</p> <p>Integrated Sustainability and Financial Report 2021 > Stakeholder Review of Our Report, page 16</p> <p>Ford engages with many of our internal experts and external stakeholders to assist us in addressing our aspirations. We work with internal stakeholders from various global business units at the working level to the most senior levels of our company. In addition, we regularly engage with external stakeholders, including customers, investors, labor unions, NGOs, suppliers, trade associations, and regulators and governments, to assist us in addressing material issues and salient issues. Relevant stakeholder feedback on sustainability issues is also reported to executive management or our Sustainability and Innovation Committee as needed, through normal management channels including business plan reviews. Through all these interactions and processes, we formulate engagement programs and identify key stakeholders with whom to engage that provide the most relevant feedback and track progress.</p> <p>We seek to create relationships that foster positive growth throughout all business endeavors, including our sustainability initiatives, through respected global networks such as the United Nations – where we are signatories for the Business Ambition for 1.5°C, Global Compact, Global Compact CEO Water Mandate, Sustainable Development Goals (SDGs), and Women’s Empowerment Principles. Our Procurement team engages with suppliers on sustainability performance, and our manufacturing plants forge links with local communities and trade unions as part of being a good corporate citizen. Please refer to the Stakeholder Engagement section of our report for a more comprehensive list of our key stakeholders.</p>

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102-43	Approach to stakeholder engagement	<p>GRI Index Appendix, page 54</p> <p>Integrated Sustainability and Financial Report 2021 > Stakeholder Review of Our Report, page 16</p> <p>Every day, at every level of the business, we engage with a large number of internal and external 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 the channels we use to maintain dialogue with them. The formality and regularity of each engagement approach vary on a case-by-case basis.</p>
102-44	Key topics and concerns raised	<p>GRI Index Appendix, page 54</p> <p>Integrated Sustainability and Financial Report 2021 > Stakeholder Review of Our Report, page 16</p> <p>For this Integrated Sustainability and Financial Report and in previous 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>Integrated Sustainability and Financial Report 2021 > Reporting Scope and Boundaries, page 3</p> <p>Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15</p>
102-47	List of material topics	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15
102-48	Restatements of information	Performance Data , pages 3–10
102-49	Changes in reporting	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15
102-50	Reporting period	Integrated Sustainability and Financial Report 2021 > Reporting Scope and Boundaries, page 3
102-51	Date of most recent report	Our most recent sustainability report was published in June 2020.
102-52	Reporting cycle	Integrated Sustainability and Financial Report 2021 > Reporting Scope and Boundaries, page 3
102-53	Contact point for questions regarding the report	Integrated Sustainability and Financial Report 2021 > Introduction, page 2
102-54	Claims of reporting in accordance with the GRI Standards	GRI Index
102-55	GRI content index	GRI Index
102-56	External assurance	Integrated Sustainability and Financial Report 2021 > Data Assurance, page 3

GRI Standard	GRI Disclosure	Location and Notes
Material Topics GRI 200 Economic: Standard Series		
GRI 201: Economic Performance 2016		
103-1	Explanation of the material topic and its Boundary	<p>Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p> <p>Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9</p> <p>Form 10-K: Ford Motor Company and Subsidiaries Financial Statements, pages 102–104</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers, communities and investors.</p>
103-2	The management approach and its components	<p>Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10</p> <p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14</p> <p>Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9</p>
103-3	Evaluation of the management approach	<p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p>
201-1	Direct economic value generated and distributed	<p>Form 10-K: Ford Motor Company and Subsidiaries Financial Statements, pages 102–104</p> <p>Integrated Sustainability and Financial Report 2021 > Community Investment and Engagement, pages 79–82</p> <p>Our income statement classifies our company excluding Ford Credit total costs and expenses into two categories: (i) cost of sales, and (ii) selling, administrative and other expenses. We include within cost of sales those costs related to the development, production and distribution of our vehicles, parts, accessories and services. Specifically, we include in cost of sales each of the following: material costs (including commodity costs); freight costs; warranty, including product recall costs; labor and other costs related to the development and production of our vehicles, parts, accessories and services; depreciation and amortization; and other associated costs. We include within selling, administrative and other expenses labor and other costs not directly related to the development and production of our vehicles, parts, accessories and services, including such expenses as advertising and sales promotion costs.</p> <p>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.</p> <p>Cash paid for interest was \$1.2 billion, \$1 billion, and \$1.4 billion in 2018, 2019, and 2020, respectively, on Automotive and Other debt. Cash paid for interest was \$3.5 billion, \$4.1 billion, and \$3.4 billion in 2018, 2019, and 2020, respectively, on Ford Credit debt.</p>

GRI Standard	GRI Disclosure	Location and Notes
201-2	Financial implications and other risks and opportunities due to climate change	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Reducing Our Vehicle CO ₂ Footprint, pages 43–45 Integrated Sustainability and Financial Report 2021 > Risks and Opportunities, page 21 TCFD Index Climate Change Scenario Report Form 10-K : Item 1.A Risk Factors, pages 15–24
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 pages 139–146 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 pages 142–146.
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 Form 10-K filing. We discuss these in our 2020 Form 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 : page 21, Ford Motor Company and Subsidiaries Financial Statements, pages 148–151, 163–165
GRI 202: Market Presence 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Our Purpose, page 7 Integrated Sustainability and Financial Report 2021 > Our Plan, page 7
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
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 is in compliance with relevant local regulatory requirements.

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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 203: Indirect Economic Impacts 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers and communities
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
203-1	Infrastructure investments and services supported	Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56 Integrated Sustainability and Financial Report 2021 > Community Investment and Engagement, pages 79–82 Integrated Sustainability and Financial Report 2021 > Corporate Governance, page 18 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Supplier Diversity, page 65 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 DEI initiatives. Attributes of our Supplier DEI 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 and small businesses. 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.

GRI Standard	GRI Disclosure	Location and Notes
203-2	Significant indirect economic impacts	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 United Nations Sustainable Development Goals Index Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Integrated Sustainability and Financial Report 2021 > Community Investment and Engagement, page 79 Integrated Sustainability and Financial Report 2021 > Driver Assist Technologies, pages 75–76 Integrated Sustainability and Financial Report 2021 > Mobility Solutions, pages 32–33 Integrated Sustainability and Financial Report 2021 > Self-Driving Vehicles, pages 33–37
GRI 204: Procurement Practices 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Supplier Code of Conduct Boundary: Internal: All Ford operating regions and business units; Ford dealers; External: Suppliers and communities
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
204-1	Proportion of spending on local suppliers	This information is considered confidential.

GRI Standard	GRI Disclosure	Location and Notes
GRI 205: Anti-corruption 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers and communities
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Code of Conduct Handbook Supplier Code of Conduct We Are Committed to Protecting Human Rights and the Environment Policy
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
205-1	Operations assessed for risks related to corruption	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 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 cross-border logistics, making fleet sales to government entities, etc.).
205-2	Communication and training about anti-corruption policies and procedures	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 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. Supplier Code of Conduct
205-3	Confirmed incidents of corruption and actions taken	This information is considered confidential.

GRI Standard	GRI Disclosure	Location and Notes
GRI 206: Anti-competitive Behavior 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers and communities
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Code of Conduct Handbook
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Form 10-K : Legal Proceedings pages 26–28
GRI 207: Tax 2019		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Code of Conduct Handbook
207-1	Approach to Tax	Ford reports income taxes in its Form 10-K Note 7: Income Taxes. Our tax strategy is annually reviewed internally by the Finance Committee of the Board of Directors and is not publicly released. Integrated Sustainability and Financial Report 2021 > Corporate Governance, page 18 Governance & Policies Charter of the Finance Committee of the Board of Directors
207-2	Tax governance, control and risk management	Integrated Sustainability and Financial Report 2021 > Corporate Governance, page 18 Governance & Policies Charter of the Finance Committee of the Board of Directors

GRI Standard	GRI Disclosure	Location and Notes
207-3	Stakeholder engagement and management of concerns related to tax	This information is considered confidential.
207-4	Country-by-country reporting	Ford reports on income taxes in the Form 10-K Note 7: Income Taxes, but country-level details are not reported for confidentiality reasons.
GRI 300 Environmental Standards Series		
GRI 301: Materials 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40 Integrated Sustainability and Financial Report 2021 > Moving Toward a Circular Economy, pages 47–49 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Moving Toward a Circular Economy, pages 47–49 Integrated Sustainability and Financial Report 2021 > Taking a Life Cycle Approach, page 45 Integrated Sustainability and Financial Report 2021 > Responsible Sourcing of Raw Materials, pages 71–72 Integrated Sustainability and Financial Report 2021 > Reducing Our Vehicle CO ₂ Footprint, pages 43–45 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Supplier Code of Conduct We Are Committed to Protecting Human Rights and the Environment Policy
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Charter of the Sustainability and Innovation Committee of the Board of Directors
301-1	Materials used by weight or volume	Integrated Sustainability and Financial Report 2021 > Moving Toward a Circular Economy, pages 47–49 Ford monitors materials used and recycled materials per model. However, we are not able to report the total materials used, as the model series mix is confidential. In 2020 Ford established an interim target of 20 percent renewable and recycled plastics by 2025.
301-2	Recycled input materials used	This information is considered confidential. Refer to 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 (for example, engines and transmissions) for service parts in older vehicles. But these are 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. Refer to SASB Index, Materials Efficiency and Recycling, Weight of end-of-life material recovered, percentage recycled; TR-AU-440b.2.</p> <p>Ford established an interim target of 20 percent renewable and recycled plastics by 2025.</p> <p>Integrated Sustainability and Financial Report 2021 > Moving Toward a Circular Economy, pages 47–49</p>
GRI 302: Energy 2016		
103-1	Explanation of the material topic and its Boundary	<p>Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15</p> <p>Integrated Sustainability and Financial Report 2021 > Our Strategy for Reducing Carbon, page 50</p> <p>Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56</p> <p>Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14</p> <p>CDP Climate Change Response</p> <p>TCFD Index</p> <p>Climate Change Scenario Report</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>Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10</p> <p>Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14</p> <p>Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9</p> <p>Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40</p> <p>Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53</p> <p>Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56</p> <p>Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67</p> <p>Climate Change Scenario Report</p> <p>CDP Climate Change Response (C1.2)(C1.2a)</p> <p>Supplier Code of Conduct</p> <p>We Are Committed to Protecting Human Rights and the Environment Policy</p>
103-3	Evaluation of the management approach	<p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p> <p>Charter of the Sustainability and Innovation Committee of the Board of Directors</p> <p>CDP Climate Change Response (C1.2)(C1.2a)(C2.2)(C2.2a)</p>

GRI Standard	GRI Disclosure	Location and Notes
302-1	Energy consumption within the organization	Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53 Performance Data > Operational Energy Use and CO ₂ Emissions, page 8 CDP Climate Change Response (items C7.5, C8.2a, C8.2c, C8.2d, C8.2e)
302-2	Energy consumption outside of the organization	<p>We estimate 3.09 exajoules (EJ) will be consumed by the Ford vehicles sold in 2020 over their lifetimes. The calculation methodology has been updated for the 2020 data year to capture well-to-wheels (WTW) energy use (previously we reported only tank-to-wheels, TTW) as prescribed by the Greenhouse Gas (GHG) Protocol definition of Scope 3 “use of sold vehicles.” Use of sold vehicles is Ford’s largest source of energy use and CO₂ emissions. This calculation is based on the WTW lifetime (150,000 miles) energy use of all passenger cars, other light-duty vehicles and commercial vehicles (medium- and heavy-duty) sold during the reporting year in the United States, EU, UK, China, Canada, Mexico, Australia, Brazil and India, representing approximately 87 percent of vehicles sold. The energy consumed is calculated from the regional government regulatory reporting of fleet average gCO₂/km or L/100 km on a TTW basis. Regulatory incentives that do not reduce energy use – such as supercredits, and BEV and FFV volume multipliers – are removed. Then the regulatory emissions are converted to on-road CO₂ in a two-step process: 1) apply factors to convert from test-cycle (CAFE or NEDC to WLTP) [Ref. ICCT, Development of test cycle conversion factors among worldwide light-duty vehicle CO₂ emission standards, 2014]; 2) apply an uplift of 10% from WLTP test to on-road [ref. SBTi, Transport Science-Based Target-Setting Guidance, 2018]. The upstream well-to-tank (WTT) CO₂e emissions are calculated using emissions factors from the U.S. GREET 2019 model [Argonne National Laboratories] and the EU JEC WTW Study [JEC Well-To-Wheels Report version 4.a, 2014]. TTW gCO₂/km is converted to direct energy consumption using the fuel properties 8,887 (10,200) gCO₂/gallon gasoline (diesel) [U.S. Environmental Protection Agency (EPA)] and 122 (137) MJ/gallon gasoline (diesel) [Argonne National Laboratories, GREET 2019 model]. Indirect energy use during fuel production is calculated using factors from the GREET and JEC models. The TTW and WTT EJ of energy consumed are summed to give the WTW energy consumed.</p> <p>Recalculating the 2018 and 2019 use of sold products energy use to include the same WTW basis as this 2020 report gives 3.92 and 4.16 EJ, respectively. The decrease in 2020 is due to reduced vehicle sales during the COVID-19 pandemic. 2020 data are preliminary estimates.</p>
302-3	Energy intensity	Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53 Performance Data > Operational Energy Use and CO ₂ Emissions, page 8 CDP Climate Change Response (items C7.5, C8.2a, C8.2c, C8.2d and C8.2e)
302-4	Reduction of energy consumption	Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53 Performance Data > Operational Energy Use and CO ₂ Emissions, page 8 CDP Climate Change Response (items C1.3a, C4.3b and C4.3c)
302-5	Reductions in energy requirements of products and services	Integrated Sustainability and Financial Report 2021 > Reducing Our Vehicle CO ₂ Footprint, pages 43–45 Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53 Performance Data > Operational Energy Use and CO ₂ Emissions, page 8 CDP Climate Change Response (Item C4.5a)

GRI Standard	GRI Disclosure	Location and Notes
GRI 303: Water and Effluents 2018		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40 Integrated Sustainability and Financial Report 2021 > Water Use, pages 53–54 Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40 Integrated Sustainability and Financial Report 2021 > Water Use, pages 53–54 Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
303-1	Interactions with water as a shared source	Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > Water Use, pages 53–54 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

GRI Standard	GRI Disclosure	Location and Notes
303-5	Water consumption	<p>CDP Water Response</p> <p>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 2019, 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.</p>
GRI 304: Biodiversity 2016		
103-1	Explanation of the material topic and its Boundary	<p>Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p> <p>Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainable Operations, page 50</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>Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10</p> <p>Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40</p> <p>Integrated Sustainability and Financial Report 2021 > Reducing Our Vehicle CO₂ Footprint, pages 43–45</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainable Operations, page 50</p> <p>Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, We Are Committed to Protecting Human Rights and the Environment Policy</p> <p>Supplier Code of Conduct</p>
103-3	Evaluation of the management approach	<p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p>
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.

GRI Standard	GRI Disclosure	Location and Notes
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. 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, which was lodged final by the Court in August 2020. It is anticipated that remedy construction will begin in 2021. Ford submitted the Sitewide Groundwater Focused Feasibility Study (FFS) to the EPA in October 2018. The EPA reviewed the remedial options presented in the FFS and issued a proposed clean-up plan in January 2020. The EPA later issued the groundwater ROD in September 2020. Ford anticipates negotiating a proposed Consent Order with the EPA in 2021 for the performance of a groundwater remedial design.</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 on-site in March 2017 and continues to prevent migration of groundwater impacts. Ford and the State of Michigan entered into a Consent Decree in July 2017 to continue investigation and remediation actions. Investigation and corrective actions are ongoing, both on-site and at off-site properties. 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.
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.

GRI Standard	GRI Disclosure	Location and Notes
GRI 305: Emissions 2016		
103-1	Explanation of the material topic and its Boundary	<p>Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p> <p>Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40</p> <p>Integrated Sustainability and Financial Report 2021 > Reducing Our Vehicle CO₂ Footprint, pages 43–45</p> <p>Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53</p> <p>Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56</p> <p>Integrated Sustainability and Financial Report 2021 > Improving Fuel Economy, page 45</p> <p>Integrated Sustainability and Financial Report 2021 > Alternative Fuels and Powertrains, pages 46–47</p> <p>Integrated Sustainability and Financial Report 2021 > Addressing Non-CO₂ Emissions, page 47</p> <p>Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15</p> <p>Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14</p> <p>TCFD Index</p> <p>Climate Change Scenario Report</p> <p>CDP Climate Change Response (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>Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10</p> <p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14</p> <p>Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15</p> <p>Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9</p> <p>Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40</p> <p>Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53</p> <p>Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56</p> <p>Integrated Sustainability and Financial Report 2021 > Improving Fuel Economy, page 45</p> <p>Integrated Sustainability and Financial Report 2021 > Alternative Fuels and Powertrains, pages 46–47</p> <p>Integrated Sustainability and Financial Report 2021 > Addressing Non-CO₂ Emissions, page 47</p> <p>Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67</p> <p>Charter of the Sustainability and Innovation Committee of the Board of Directors</p> <p>Climate Change Scenario Report</p> <p>We Are Committed to Protecting Human Rights and the Environment Policy</p> <p>Supplier Code of Conduct</p>

GRI Standard	GRI Disclosure	Location and Notes
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
305-1	Direct (Scope 1) GHG emissions	Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > Climate Change: Toward Carbon Neutrality, pages 41–43 Performance Data > Operational Energy Use and CO ₂ Emissions, page 8 Please see our most recent CDP Climate Change Response : C5, emissions methodology. C6.1, scope 1 emissions. Verification data is not yet available for Ford's 2019 global facility 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 EU 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 Change Response, section 11.1.
305-2	Energy indirect (Scope 2) GHG emissions	Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > Climate Change: Toward Carbon Neutrality, pages 41–43 Performance Data > Operational Energy Use and CO ₂ Emissions, page 8 Please see our most recent CDP Climate Change Response : C5, emissions methodology. C6.2, scope 2 emissions. Verification data is not yet available for Ford's 2019 global facility 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 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 Change Response, section 11.1.
305-3	Other indirect (Scope 3) GHG emissions	Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40 Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53 Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56 CDP Climate Change Response (item C6.5)
305-4	GHG emissions intensity	Performance Data > Operational Energy Use and CO ₂ Emissions, page 8 CDP Climate Change Response (items C5, C6, and C7)

GRI Standard	GRI Disclosure	Location and Notes
305-5	Reduction of GHG emissions	Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40 Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53 Integrated Sustainability and Financial Report 2021 > Reducing Our Vehicle CO ₂ Footprint, pages 43–45 Integrated Sustainability and Financial Report 2021 > Improving Fuel Economy, page 45 Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impact, pages 55–56 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 CDP Climate Change Response (items C3.1d, C5, C6 and C7) Performance Data > Emissions (VOC and Other), page 8
305-6	Emissions of ozone-depleting substances (ODS)	Performance Data > Emissions (VOC and Other), page 8
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Performance Data > Non-CO ₂ Tailpipe Emissions, page 8
GRI 306: Effluents and Waste 2020		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40 Integrated Sustainability and Financial Report 2021 > Water Use, pages 53–54 Integrated Sustainability and Financial Report 2021 > Reducing Waste, page 55 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40 Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53 Integrated Sustainability and Financial Report 2021 > Water Use, pages 53–54 Integrated Sustainability and Financial Report 2021 > Reducing Waste, page 55 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67

GRI Standard	GRI Disclosure	Location and Notes
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
306-1	Waste generation and significant waste-related impacts	Integrated Sustainability and Financial Report 2021 > Reducing Waste, page 55 Ford does not have any insight to waste created by upstream or downstream suppliers outside of the requirement to utilize ISO-14001 for the environmental management system.
306-2	Management of significant waste-related impacts	Integrated Sustainability and Financial Report 2021 > Reducing Waste, page 55 Integrated Sustainability and Financial Report 2021 > Moving Toward a Circular Economy, pages 47–49 Ford established an Environmental Operating System Audit process as well as an intensive Environmental Legal Compliance Audit process for all environmental media. These, along with the contractual oversight by subject matter experts in environmental management and purchased services, are the primary means of verification of contractual and legislative obligations. Ford also maintains an internal database for environmental-related data (including waste).
306-3	Waste generated	Performance Data > Waste, page 9
306-4	Waste diverted from disposal	Performance Data > Waste, page 9
306-5	Waste directed to disposal	Performance Data > Waste, page 9
GRI 307: Environmental Compliance 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40 Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53 Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56 Integrated Sustainability and Financial Report 2021 > Water Use, pages 53–54 Integrated Sustainability and Financial Report 2021 > Reducing Waste, page 55 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>Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10</p> <p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14</p> <p>Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9</p> <p>Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40</p> <p>Integrated Sustainability and Financial Report 2021 > Energy and Emissions, pages 50–53</p> <p>Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56</p> <p>Integrated Sustainability and Financial Report 2021 > Water Use, pages 53–54</p> <p>Integrated Sustainability and Financial Report 2021 > Reducing Waste, page 55</p> <p>Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67</p> <p>We Are Committed to Protecting Human Rights and the Environment Policy</p> <p>Supplier Code of Conduct</p> <p>Ford's Environmental Operating System (EOS) is a single standard global system that provides a standardized approach to maintaining compliance with all legal and third-party requirements as well as integrating Ford environmental policies, business plan objectives, ISO 14001, Ford Production System (FPS) Environmental and Compliance Assurance. The EOS allows us to monitor compliance with external regulations and contains processes to develop and track internal environmental performance goals at the corporate, regional and facility levels. In addition, we require our "Q1" suppliers to certify their facilities to ISO 14001.</p>
103-3	Evaluation of the management approach	<p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p>
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 26–28</p> <p>In 2020, Ford facilities globally received one new notice of violation in the United States and three new potential notices of violation in Europe from environmental protection agencies on matters related to environmental regulatory requirements. No fines were paid.</p>
GRI 308: Supplier Environmental Assessment 2016		
103-1	Explanation of the material topic and its Boundary	<p>Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p> <p>Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40</p> <p>Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56</p> <p>Integrated Sustainability and Financial Report 2021 > Responsible Sourcing of Raw Materials, pages 71–72</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers</p>

GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	<p>Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10</p> <p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14</p> <p>Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9</p> <p>Integrated Sustainability and Financial Report 2021 > Environment Overview, page 40</p> <p>Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56</p> <p>Integrated Sustainability and Financial Report 2021 > Responsible Sourcing of Raw Materials, pages 71–72</p> <p>Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67</p> <p>We Are Committed to Protecting Human Rights and the Environment Policy</p> <p>Supplier Code of Conduct</p>
103-3	Evaluation of the management approach	<p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p> <p>Supplier Code of Conduct</p>
308-1	New suppliers that were screened using environmental criteria	<p>Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts pages 55–56</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. Starting in 2017, we launched an automotive industry self-assessment questionnaire (SAQ), issuing over 500 supplier invitations each year through 2019. SAQs provide data to evaluate environmental risks in the business and identify supplier opportunities. In 2020, we increased our invitation list to include an additional 1,200 Tier 1 suppliers. We are currently looking at the process of onboarding suppliers and are aiming to have a new and comprehensive process in place by year-end of 2021.</p>
308-2	Negative environmental impacts in the supply chain and actions taken	<p>Integrated Sustainability and Financial Report 2021 > Minimizing Our Supply Chain Impacts, pages 55–56</p> <p>Integrated Sustainability and Financial Report 2021 > Social Overview, page 58</p> <p>Integrated Sustainability and Financial Report 2021 > Auditing Our Suppliers, page 70</p> <p>CDP Water Response</p> <p>CDP Climate Change Response (C6.5)(C12)</p> <p>We engage with suppliers on their environmental performance. Our environmental web guides are a part of our Supplier Global Terms and Conditions (GT&Cs) and spell out requirements for ISO 14001 certification, compliance with local and national environmental laws, prohibited and declarable substances and other environmental specifications. No suppliers were terminated for negative impacts in 2020.</p>

GRI Standard	GRI Disclosure	Location and Notes
GRI 400 Social Standards Series		
GRI 401: Employment 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 We Are Committed to Protecting Human Rights and the Environment Policy
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
401-1	New employee hires and employee turnover	Performance Data > Workforce Profile, page 3 Performance Data > Employee Engagement, page 5 Gender and age data are unavailable by region and not consistently tracked today. This would require the establishment of global definitions and each region would need to complete its own analysis. For global gender data see our Bloomberg Gender-Equality Index Survey . Age and gender turnover data is confidential information.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Integrated Sustainability and Financial Report 2021 > Building an Adaptive Workforce, page 62 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.

GRI Standard	GRI Disclosure	Location and Notes
401-3	Parental leave	<p>Integrated Sustainability and Financial Report 2021 > Building an Adaptive Workforce, page 62</p> <p>Salaried U.S. employees as of December 31, 2020 who are eligible for eight weeks of new parent days: 31,105 (women: 8,513; men: 22,592).</p> <p>All U.S. salaried employees who are eligible for parental leave benefits.</p> <p>Employees using New Parent Days in the United States are on active payroll. 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.</p> <p>For global parental leave data please see the Bloomberg Gender-Equality Index Survey.</p>
GRI 402: Labor/Management Relations 2016		
103-1	Explanation of the material topic and its Boundary	<p>Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p> <p>Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60</p> <p>Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66</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>Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10</p> <p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14</p> <p>Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9</p> <p>Integrated Sustainability and Financial Report 2021 > Social Overview, page 58</p> <p>Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67</p> <p>Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66</p> <p>We Are Committed to Protecting Human Rights and the Environment Policy</p> <p>Supplier Code of Conduct</p> <p>Responsible Materials Sourcing Policy</p> <p>Global Modern Slavery and Human Trafficking Transparency Statement</p>

GRI Standard	GRI Disclosure	Location and Notes
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 UN Guiding Principles Reporting Framework Index
402-1	Minimum notice periods regarding operational changes	<p>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.</p>
GRI 403: Occupational Health and Safety 2018		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Occupational Health and Safety, page 68 We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct

GRI Standard	GRI Disclosure	Location and Notes
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
403-1	Occupational health and safety management system	Integrated Sustainability and Financial Report 2021 > Occupational Health and Safety, page 68 Ford has an internal global Safety Operating System (SOS) that is based on Occupational Safety and Health Administration (OSHA) regulations specifically relating to general industry and construction, ISO standards and select nationally recognized standards organizations such as the National Fire Protection Association (NFPA), American National Standards Institute (ANSI) and American Society of Mechanical Engineers (ASME) as compliance requirements. Additionally, we have a set of internal global Ford safety standards (FAS08). Ford is not legally required to have such an operating 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 applies to employees and contractors at Ford's majority-owned facilities. Joint ventures where Ford is the minority owner are encouraged to apply Ford standards and the Safety Operating System.
403-2	Hazard identification, risk assessment and incident investigation	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 that must be followed by contractors and all personnel when on-site at Ford majority-owned facilities. 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. 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.
403-3	Occupational health services	The identification and elimination of hazards and the minimization of risks are managed through the OSHA. 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.
403-4	Worker participation, consultation, and communication on occupational health and safety	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.
403-5	Worker training on occupational health and safety	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.
403-6	Promotion of worker health	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. 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.

GRI Standard	GRI Disclosure	Location and Notes
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>Integrated Sustainability and Financial Report 2021 > Improving Vehicle Safety, page 73</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 PTAs 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>
403-8	Workers covered by an occupational health and safety management system	<p>U.S. locations are governed by OSHA and the requirements established in the Code of Federal Regulations (Standards – 29 CFR), General Industry (Part 1910) and Construction (Part 1926). Additionally, ISO standards and select nationally recognized standards organizations such as the NFPA, ANSI and ASME form part of our compliance requirements.</p> <p>Internally, we have a structure of health and safety standards that align requirements established from OSHA, other applicable global regulations and applicable industry standards. The structure of the SOS is based on these requirements.</p> <p>The scope of the SOS is Ford's majority-owned facilities. Joint ventures are encouraged to adopt Ford standards. We do not track the number or percentage of employees and contractors that are covered by the SOS. We do require that all of our majority-owned manufacturing and non-manufacturing locations adhere to the SOS. The SOS does not apply to employees located in our administration or office buildings. These employees and buildings are covered by a different set of internal safety requirements.</p>
403-9	Work-related injuries	<p>Integrated Sustainability and Financial Report 2021 > Occupational Health and Safety, page 68</p> <p>Performance Data: Health and Safety page 5</p> <p>Data for occupational global injury breakdown is omitted as this information is considered confidential.</p>
403-10	Work-related ill health	<p>Integrated Sustainability and Financial Report 2021 > Occupational Health and Safety, page 68</p> <p>Performance Data > Health and Safety, page 5</p> <p>Data for work-related ill health breakdown is omitted as this information is considered confidential.</p>
GRI 404: Training and Education 2016		
103-1	Explanation of the material topic and its Boundary	<p>Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p> <p>Integrated Sustainability and Financial Report 2021 > Social Overview, page 58</p> <p>Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60</p> <p>Integrated Sustainability and Financial Report 2021 > Learning and Development, page 62</p> <p>Integrated Sustainability and Financial Report 2021 > Human Rights Within Our Supply Chain, page 69</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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Integrated Sustainability and Financial Report 2021 > Learning and Development, page 62
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
404-1	Average hours of training per year per employee	<p>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.</p> <p>Performance Data UN Sustainable Development Goals Index UN Guiding Principles Reporting Framework Index</p>
404-2	Programs for upgrading employee skills and transition assistance programs	Integrated Sustainability and Financial Report 2021 > Learning and Development, page 62 <p>We offer a full catalog of functional/technical, 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.</p>
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 depend on their collective agreement.
GRI 405: Diversity and Equal Opportunity 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Diversity, Equity and Inclusion, pages 63–65 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 <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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Diversity, Equity and Inclusion, pages 63–65 Integrated Sustainability and Financial Report 2021 > Board's Role in Risk Management, page 20 Diversity & Inclusion
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
405-1	Diversity of governance bodies and employees	Performance Data > Diversity, pages 4–5 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
405-2	Ratio of basic salary and remuneration of women to men	Integrated Sustainability and Financial Report 2021 > Diversity, Equity and Inclusion, pages 63–65 We report global salaried gender pay ratio (see our Integrated Sustainability and Financial Report 2021: Diversity, Equity and Inclusion , pages 63–65). We do not currently report ratio by region or employee category. Bloomberg Gender-Equality Index Survey
GRI 406: Non-discrimination 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Diversity, Equity and Inclusion, pages 63–65 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Diversity, Equity and Inclusion, pages 63–65 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Respecting Human Rights in Our Facilities 2021 We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct UN Guiding Principles Reporting Framework Index
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
406-1	Incidents of discrimination and corrective actions taken	Integrated Sustainability and Financial Report 2021 > Diversity, Equity and Inclusion, pages 63–65 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.
GRI 407: Freedom of Association and Collective Bargaining 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Training to Build Capacity, page 70 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Training to Build Capacity, page 70 We are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct Respecting Human Rights in Our Facilities 2021
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Training to Build Capacity, page 70 Integrated Sustainability and Financial Report 2021 > Human Rights Within Our Supply Chain, page 69 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. In 2020, we identified non-conformances associated with freedom of association at 21 percent of production suppliers audited, out of a total of 14 assessments. This data is not broken down by region due to a limited sample size in some regions. When severe issues were identified, we worked with the supplier to immediately mitigate the risk and develop corrective action plans to address the issues according to an established timeline.

GRI Standard	GRI Disclosure	Location and Notes
GRI 408: Child Labor 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Building Supplier Capability Through PACE, page 56 Integrated Sustainability and Financial Report 2021 > Responsible Sourcing of Raw Materials, pages 71–72 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Building Supplier Capability Through PACE, page 56 Integrated Sustainability and Financial Report 2021 > Responsible Sourcing of Raw Materials, pages 71–72 Integrated Sustainability and Financial Report 2021 > Collaborating With Industry Partners, page 56 We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct Responsible Materials Sourcing Policy Global Modern Slavery and Human Trafficking Transparency Statement Respecting Human Rights in Our Facilities 2021

GRI Standard	GRI Disclosure	Location and Notes
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
408-1	Operations and suppliers at significant risk for incidents of child labor	Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Building Supplier Capability Through PACE, page 56 Integrated Sustainability and Financial Report 2021 > Responsible Sourcing of Raw Materials, pages 71–72 Integrated Sustainability and Financial Report 2021 > Disclosing and Reporting on Conflict Minerals, page 71 Integrated Sustainability and Financial Report 2021 > Collaborating With Industry Partners, page 56 Conflict Minerals Report 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. In 2020, 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 36 percent of production suppliers audited, out of a total of 14 assessments. This data is not broken down by region due to a limited sample size in some regions. When severe issues were identified, we worked with the supplier to immediately mitigate the risk and develop corrective action plans to address the issues according to an established timeline.
GRI 409: Forced or Compulsory Labor 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Building Supplier Capability Through PACE, page 56 Integrated Sustainability and Financial Report 2021 > Responsible Sourcing of Raw Materials, pages 71–72 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 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>Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10</p> <p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14</p> <p>Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9</p> <p>Integrated Sustainability and Financial Report 2021 > Social Overview, page 58</p> <p>Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66</p> <p>Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60</p> <p>Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67</p> <p>Integrated Sustainability and Financial Report 2021 > Building Supplier Capability Through PACE, page 56</p> <p>Integrated Sustainability and Financial Report 2021 > Responsible Sourcing of Raw Materials, pages 71–72</p> <p>Integrated Sustainability and Financial Report 2021 > Collaborating With Industry Partners, page 56</p> <p>We Are Committed to Protecting Human Rights and the Environment Policy</p> <p>Supplier Code of Conduct</p> <p>Responsible Materials Sourcing Policy</p> <p>Global Modern Slavery and Human Trafficking Transparency Statement</p> <p>Respecting Human Rights in Our Facilities 2021</p>
103-3	Evaluation of the management approach	<p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p>
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p> <p>Integrated Sustainability and Financial Report 2021 > Social Overview, page 58</p> <p>Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66</p> <p>Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60</p> <p>Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67</p> <p>Integrated Sustainability and Financial Report 2021 > Building Supplier Capability Through PACE, page 56</p> <p>Integrated Sustainability and Financial Report 2021 > Responsible Sourcing of Raw Materials, pages 71–72</p> <p>Integrated Sustainability and Financial Report 2021 > Collaborating With Industry Partners, page 56</p> <p>Integrated Sustainability and Financial Report 2021 > Human Rights Within Our Supply Chain, pages 69–70</p> <p>Conflict Minerals Report</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 2020, 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 57 percent of production suppliers audited, out of a total of 14 assessments. This data is not broken down by region due to a limited sample size in some regions. When severe issues were identified, we worked with the supplier to immediately mitigate the risk and develop corrective action plans to address the issues according to an established timeline.</p>

GRI Standard	GRI Disclosure	Location and Notes
GRI 412: Human Rights Assessment 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Building Supplier Capability Through PACE, page 56 Integrated Sustainability and Financial Report 2021 > Responsible Sourcing of Raw Materials, pages 71–72 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Empowering Our People, pages 59–60 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Training to Build Capacity, page 70 Integrated Sustainability and Financial Report 2021 > Responsible Sourcing of Raw Materials, pages 71–72 Integrated Sustainability and Financial Report 2021 > Collaborating With Industry Partners, page 56 We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct Respecting Human Rights in Our Facilities 2021
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19

GRI Standard	GRI Disclosure	Location and Notes
412-1	Operations that have been subject to human rights reviews or impact assessments	<p>Integrated Sustainability and Financial Report 2021 > Training to Build Capacity, page 70</p> <p>Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67</p> <p>Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66</p> <p>ESG Reporting Hub: Human Rights</p> <p>Respecting Human Rights in Our Facilities 2021</p> <p>Ford's We Are Committed to Protecting Human Rights and the Environment Policy 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 and have conducted more than 55 human rights assessments since then.</p> <p>In 2020, Ford piloted a new, more quantitative approach utilizing an established online third-party assessment tool from the Responsible Business Alliance (RBA) to assess human rights risks across global facilities in a consistent way. The RBA's online assessment tool has been developed by human rights experts and provides companies with the opportunity to identify areas within their facilities that may be at more risk for human rights issues. In 2021, we plan to continue utilizing this new process to assess human rights risk at approximately 75 percent of our global facilities.</p>
412-2	Employee training on human rights policies or procedures	<p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p> <p>Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66</p> <p>Integrated Sustainability and Financial Report 2021 > Training to Build Capacity, page 70</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 2020, we provided training to approximately 100,000 people globally on important issues including anti-harassment and anti-discrimination, our Code of Conduct and the SpeakUp program (in addition to other ethics and compliance topics). This represents virtually all of our workforce, excluding our manufacturing direct labor.</p> <p>In 2020, over 200 Purchasing staff from Ford's South Africa, India, Thailand, China and Australia markets received remote training on our Supply Chain Sustainability programs. As of 2020 year end, 4,811 Purchasing employees who are likely to be visiting our global supplier locations have been trained or retrained on human rights and working conditions.</p>
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	<p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p> <p>Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66</p> <p>Integrated Sustainability and Financial Report 2021 > Training to Build Capacity, page 70</p> <p>In 2020 all new supplier contracts were based on the GT&Cs. The GT&Cs forbid the use of forced labor, child labor and physically abusive disciplinary practices. Our Supplier Web Guide is issued to all our business partners and suppliers, and requires that they comply with standards set out in the guide. These include respect for human rights, and expressly prohibit forced labor (including human trafficking), physical disciplinary abuse, child labor and any infraction of the law.</p>

GRI Standard	GRI Disclosure	Location and Notes
GRI 413: Local Communities 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Community Investment and Engagement, pages 79–82 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Community Investment and Engagement, pages 79–82 Ford Fund We Are Committed to Protecting Human Rights and the Environment Policy
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
413-1	Operations with local community engagement, impact assessments, and development programs	Integrated Sustainability and Financial Report 2021 > Community Investment and Engagement, pages 79–82 Integrated Sustainability and Financial Report 2021 > Ford Fund: COVID-19 Community Support in Numbers, page 79 Ford Fund Measuring the impact of community investments and calculating the success of nonprofit work can be challenging. During the past 15 years, Ford employees have logged more than 1.7 million hours volunteering for community service projects that help feed the hungry, provide clean water, build homes, renovate schools, mentor young people and more.
413-2	Operations with significant actual and potential negative impacts on local communities	Form 10-K: Item 3. Legal Proceedings , pages 26–28 In 2020, Ford facilities globally received one new notice of violation in the United States and three new potential notices of violation in Europe from environmental protection agencies on matters related to environmental regulatory requirements. No fines were paid in 2020.

GRI Standard	GRI Disclosure	Location and Notes
GRI 414: Supplier Social Assessment 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Building Supplier Capability Through PACE, page 56 Integrated Sustainability and Financial Report 2021 > Responsible Sourcing of Raw Materials, pages 71–72 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Building Supplier Capability Through PACE, page 56 Integrated Sustainability and Financial Report 2021 > Supplier Diversity, page 65 We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct Responsible Materials Sourcing Policy Global Modern Slavery and Human Trafficking Transparency Statement
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
414-1	New suppliers that were screened using social criteria	All new Ford suppliers are expected to comply with our GT&Cs. All our suppliers are subject to an ongoing program of human rights and working conditions audits. Starting in 2017, we launched an automotive industry SAQ, issuing over 500 supplier invitations each year through 2019. SAQs provide data to evaluate human rights and working conditions risks in the business and identify supplier opportunities. In 2020, we increased our invitation list to include an additional 1,200 Tier 1 suppliers. We are currently looking at the process of onboarding suppliers and are aiming to have a new and comprehensive process in place by year-end of 2021.

GRI Standard	GRI Disclosure	Location and Notes
414-2	Negative social impacts in the supply chain and actions taken	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Training to Build Capacity, page 70 Integrated Sustainability and Financial Report 2021 > Auditing Our Suppliers, page 70 In the period covered by the report, no suppliers were terminated for negative impacts.
GRI 415: Public Policy 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Public Policy, page 23 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Governments
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Public Policy, page 23 Integrated Sustainability and Financial Report 2021 > Ethical Conduct, page 23 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Safety and Quality, pages 73–74
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Public Policy, page 23 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Ethical Conduct, page 23

GRI Standard	GRI Disclosure	Location and Notes
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 2020 U.S. Political Engagement Report.</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 Integrated Sustainability and Financial Report 2021, page 23; Climate Change Scenario Report, page 19; and U.S. Political Engagement Report.</p> <p>Integrated Sustainability and Financial Report 2021 > Letter From Bill Ford and Jim Farley, page 6</p> <p>Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10</p> <p>Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14</p> <p>Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9</p> <p>Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22</p> <p>Integrated Sustainability and Financial Report 2021 > Public Policy, page 23</p> <p>Integrated Sustainability and Financial Report 2021 > Being Transparent About Our Climate Change Strategy, page 43</p> <p>Climate Change Scenario Report, pages 12 and 19</p> <p>2020 U.S. Political Engagement Report</p>
GRI 416: Customer Health and Safety 2016		
103-1	Explanation of the material topic and its Boundary	<p>Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15</p> <p>Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19</p> <p>Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14</p> <p>Integrated Sustainability and Financial Report 2021 > Social Overview, page 58</p> <p>Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66</p> <p>Integrated Sustainability and Financial Report 2021 > Safety and Quality, pages 73–74</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers and suppliers</p>

GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Public Policy, page 23 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Safety and Quality, pages 73–74 Integrated Sustainability and Financial Report 2021 > Identifying Our Salient Human Rights Issues, page 67 Integrated Sustainability and Financial Report 2021 > Customer Experience, pages 78–79
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Global Safety Ratings, page 73
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 > Vehicle Safety, page 6 Form 10-K : Item 1. Business. Vehicle Safety, page 11. Governmental Standards, pages 7–11.
GRI 417: Marketing and Labeling 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Our Purpose, page 7 Integrated Sustainability and Financial Report 2021 > Data Privacy and Security, page 37 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Customer Experience, pages 78–79 Integrated Sustainability and Financial Report 2021 > Safety and Quality, pages 73–74 Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers and suppliers

GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Social Overview, page 58 Integrated Sustainability and Financial Report 2021 > Respecting Human Rights, page 66 Integrated Sustainability and Financial Report 2021 > Customer Experience, pages 78–79 Integrated Sustainability and Financial Report 2021 > Safety and Quality, pages 73–74
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
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.
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.
GRI 418: Customer Privacy 2016		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Data Privacy and Security, page 37 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Data Privacy and Security, page 37 Integrated Sustainability and Financial Report 2021 > Safety and Quality, pages 73–74

GRI Standard	GRI Disclosure	Location and Notes
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	This information is considered confidential.
Electrification and alternative fuels		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Leading the Electric Revolution, page 30 Integrated Sustainability and Financial Report 2021 > Reducing Our Vehicle CO ₂ Footprint, pages 43–44 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Leading the Electric Revolution, page 30 Integrated Sustainability and Financial Report 2021 > Reducing Our Vehicle CO ₂ Footprint, pages 43–44
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19
Mobility solutions and autonomous vehicles		
103-1	Explanation of the material topic and its Boundary	Integrated Sustainability and Financial Report 2021 > Prioritizing Key Issues, page 15 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19 Integrated Sustainability and Financial Report 2021 > Self-Driving Vehicles, pages 33–35 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	Integrated Sustainability and Financial Report 2021 > Our Sustainability Strategy, page 10 Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14 Integrated Sustainability and Financial Report 2021 > How We Create Sustainable Value, page 9 Integrated Sustainability and Financial Report 2021 > Self-Driving Vehicles, pages 33–35
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2021 > Transparency and Trust, page 22 Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19

GRI Appendix

Stakeholder Engagement

Stakeholder Group	Our Approach
Communities	<ul style="list-style-type: none"> • Community Relations Committees • Interactions with governments and regulators • Membership of associations • Dialogue with nongovernmental organizations • Ford Fund • Ford Driving Skills for Life program
Customers	<ul style="list-style-type: none"> • Consumer Insight process • Market research • Customer care programs • Dealer interactions • Ford.com website • Ford Owners magazine
Dealers	<ul style="list-style-type: none"> • 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
Employees	<ul style="list-style-type: none"> • Intranet site • Integrated Sustainability and Financial 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

Stakeholder Group	Our Approach
Investors	<ul style="list-style-type: none"> • 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
Suppliers	<ul style="list-style-type: none"> • Top Supplier meetings • Ford Partnership for A Cleaner Environment (PACE) • Supplier quality roundtables • Supplier Diversity Development Networking • External supplier organizations • Coalitions including the RBA and AIAG

Material Issue Definitions

Material Issue	Definition
Economic/Innovation	
Mobility Solutions and Autonomous Vehicles	To help shape accessible and sustainable transportation, businesses must increase connectivity for vehicles, cities and infrastructure to improve air quality, ease congestion, broaden mobility and enhance customer experiences, while effectively managing security, safety and liability risks. There are five levels of self-driving technology (driver assistance through complete trip automation) to develop as well as new ownership models, including ridesharing, transit services and on-demand mobility solutions, to be explored.
Economic Performance	Economic performance relies on stable financial health, liquidity and resilient operations as well as the effective management of costs and risks. Working diligently to protect intellectual property and create a positive brand perception of Ford and its products are both essential to ensuring ongoing financial success.
Electrification and Alternative Fuels/ Batteries	Mobility businesses must harness the latest research and development (R&D) insights and innovative technologies for environmental and social good, developing affordable, efficient, low-carbon fuels and alternative powertrains. To stay ahead of the curve, resources need to be invested in identifying ways to reduce fuel consumption and GHG emissions from Ford vehicles in use by producing electrified versions of popular nameplates. This must extend to developing new, more efficient battery technology and ways to recycle batteries at end of life.
Environment	
Climate Change, Air Quality and Renewable Energy/Energy Future	Climate change is undeniable; every organization has a responsibility to help reduce GHG emissions. Businesses must assess and respond to the impact of climate-related risks (extreme weather events, natural disasters, rising sea levels, floods, heatwaves, droughts, desertification, water shortages, tropical and vector-borne diseases, etc.) on product strategy, facility and physical infrastructure resiliency, supply chains, regulatory environment and consumer demand. Pursuing carbon neutrality in line with science-based targets requires reductions in CO ₂ emissions from upstream and downstream activities, including Ford's direct and indirect operations and logistics, and use of lower-carbon fuels. Optimizing energy use includes contributing to a greener, more resilient grid with increased access to affordable, reliable and sustainable energy – including renewable sources – for Ford's business and customers.
Water Use/Water Stewardship	Water stewardship means ensuring efficient water use, management, treatment and discharge by Ford's operations. It requires assessment and mitigation of the impacts of water use by Ford and its suppliers on local communities, based on levels of water stress, availability and quality. Fresh water should be used for human consumption only.
Waste Management	Vehicle end-of-life must be well managed, operational waste minimized and zero waste to landfill targeted, including a phase-out of single-use plastics. Reduced non-GHG emissions and effluents must also be worked toward with increased recycling rates, reduced packaging and resource conservation.
Sustainable Materials – Material Design and Management	Innovation efforts should be directed toward developing sustainable materials for use in vehicles, including renewable and recycled materials, sustainable chemicals and a reduction in substances of concern. Product, process and material innovations should support the circular economy. Sustainability considerations should be made at every stage of the material life cycle, including product R&D, agricultural activities, human capital impacts and operational logistics.

Material Issue	Definition
Social	
Human Rights and Supply Chain Management	Human rights and good labor relations must be respected throughout operations and the supply chain in line with our We Are Committed to Protecting Human Rights and the Environment Policy expectations, local regulations and policies, and corporate human rights strategy. This includes addressing our salient human rights issues: access to water and sanitation; air quality; child labor; climate change; responsible sourcing of raw materials; data protection, privacy and security; forced labor and ethical recruitment; harassment and discrimination; health, safety and security; human trafficking; and vehicle safety and quality. Additionally, job stability and security, economic impacts and competitive wages, human rights within the communities that we operate in and supply chain, humanitarian relief and resilience and work stoppage must all be addressed. Businesses should employ responsible supply chain and sourcing practices that never knowingly contribute to human rights abuses, including child and forced labor, bribery or corruption, or environmental concerns. It is also important to maintain effective supplier management and open communication of expectations regarding compliance with local laws, reporting requirements (for example, conflict minerals such as cobalt and mica, 3TG reporting), customer terms and conditions, respect for indigenous populations, and water and land rights. To ensure supply continuity, capacity building and improved performance, including greater environmental performance, potential supply chain risks must be understood and measures taken to mitigate them.
Human Capital and Diversity, Equity and Inclusion	<p>It is important for businesses to foster a collaborative culture with strong labor relations and collective bargaining and to develop the skills and capabilities needed today and in the future through continuous, agile learning. Talent attraction, recruitment and retention is key to building an effective, capable and adaptive workforce, and organizations must provide decent work, fair compensation and job security. In turn, promoting employee engagement, training and education, leadership development and succession planning are all crucial elements in workforce development.</p> <p>An inclusive and diverse workplace is critical to build a stronger business, and global workforces should be built on equal opportunity and inclusion. They should promote diversity in all its forms, reflecting the makeup of the communities that surround an organization. Fair, just and inclusive work cultures are ones where women's rights are respected and promoted and where gender balance is improved throughout the company.</p> <p>Externally, support should be offered to a diverse range of minority-, women- and veteran-owned suppliers, promoting social and economic inclusion and fighting racial injustice.</p>
Employee Wellness, Health and Safety	Health and safety pertain to providing and maintaining a work environment that meets or exceeds applicable legal standards for occupational health and safety, and organizations are responsible for providing such an environment for all personnel, including employees, contractors and visitors. This extends to ensuring the physical and mental health and wellness of employees, including the impact of the COVID-19 pandemic. It also means phasing out harmful process chemicals and putting measures in place to protect human health during their use in the workplace.
Customer Engagement, Marketing and Satisfaction	Ford's products and services, including information and consumer education about new product lines and technology, should always be responsibly advertised and marketed. This involves being responsive to evolving market demand and changes in consumer preferences for vehicle type, features and technology to maintain customer satisfaction, loyalty and trust. It also calls for human-centered design to be harnessed to enhance the entire user experience, from purchase to use.
Socioeconomic Contribution and Community Engagement	Targeted investment, positive engagement and partnering for sustainable development are valuable tools for strengthening local communities. Applying Ford technologies, as well as promoting STEAM education and youth development, supporting small businesses and diverse entrepreneurs, and providing support for communities in the form of disaster relief, volunteering and corporate philanthropy, all help address societal challenges at a local level.
Vehicle/Product Quality and Safety	We must maintain customer satisfaction and the quality of Ford's products, including safety, performance issues, recalls and third-party ratings. Vehicles are designed using standards that ensure they meet or exceed all applicable laws and regulations and do not represent harm or hazards to consumers. They will offer state-of-the-art passive and active safety features, as well as driver assist technology to prevent or mitigate accidents.

Material Issue	Definition
Governance	
Transparency, Ethics and Integrity	Corporate governance structures are put in place to combat corruption, bribery and conflicts of interest and manage corporate risk, while embedded ethical business practices and corporate responsibility ensure organizations are operating in line with business codes of conduct. Companies must promote integrity throughout their operations, empowering employees to take responsibility for their own actions. This should be accompanied by regular, transparent reporting on performance, goals and challenges.
Government Regulation, Policy and Engagement	Complying with government regulations, policies and expectations on a range of issues, including climate change, taxation and environmental standards, is critical to responsible business operation. Any lobbying or engagement with governments on public policy development and environmental justice should be done in a responsible manner, while a business must ensure it effectively manages any political activities and third-party representatives.
Accountable and Inclusive Governance	<p>Ensuring transparent and accountable corporate governance practices is critical to managing business risks and promoting the fair and effective functioning of the Board, its committees and the company. These practices include Board composition decisions, ESG training for Board members, diversity efforts and executive compensation. The Board and its committees are also responsible for risk oversight and ensuring the correct measures are in place to detect and mitigate any potential issues.</p> <p>It is the responsibility of the company to assure compliance with all relevant laws and regulations, as well as internal policies, with the support of the Audit Committee. Increasingly innovative practices and technologies should be developed to improve environmental and social sustainability with oversight from the Sustainability and Innovation Committee.</p>
Security and Data Privacy	When employees and customers entrust a business with their data, it is the responsibility of the company to use it, and artificial intelligence tools, responsibly. Data science and analytics enable a better understanding of consumer behavior and should be harnessed to help maintain user privacy and improve digital and physical asset security.



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