



# GRI INDEX 2018/19

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# FORD MOTOR COMPANY GRI CONTENT INDEX 2018/19

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
<b>GRI 101: FOUNDATION 2016 GENERAL DISCLOSURES</b>		
<b>ORGANIZATIONAL PROFILE</b>		
<b>GRI 102: GENERAL DISCLOSURES 2016</b>		
102-1	Name of the organization	Ford Motor Company
102-2	Activities, brands, products, and services	<a href="#">Vehicles</a> <a href="#">Form 10-K</a> : Item 1. Business, pages 1-7
102-3	Location of headquarters	<a href="#">Contact Us</a>
102-4	Location of operations	<a href="#">Global Operations</a>
102-5	Ownership and legal form	<a href="#">Investors</a> <a href="#">Form 10-K</a> : Item 5. Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities, page 25
102-6	Markets served	<a href="#">Global Links</a> <a href="#">Vehicles</a> <a href="#">Form 10-K</a> : Item 1. Business, pages 1-7
102-7	Scale of the organization	<a href="#">Form 10-K</a> : Item 1. Business, pages 1-7, 14; Item 6. Selected Financial Data, page 26 <a href="#">Global Operations</a>
102-8	Information on employees and other workers	<a href="#">Performance Data</a> : Workforce Profile, Diversity Data for salaried and hourly employees by region is compiled through our finance department. Gender information is provided by our Workforce Planning and Analytics function. The scope of this data covers both our Automotive and Ford Credit segments. Europe includes the U.K. and GEM only due to privacy data.
102-9	Supply chain	<a href="#">Creating Value at Ford</a> <a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact</a> <a href="#">Enhancing People's Lives: Respecting Human Rights</a>
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.

GRI Standard	GRI Disclosure	Location and Notes
102-12	External initiatives	<a href="#">Enhancing People's Lives: Respecting Human Rights: Collaborative Action on Human Rights About Our Reporting Suite</a> <a href="#">UN Global Compact Communication on Progress Index, United Nations Sustainable Development Goals Index, UN Guiding Principles Reporting Framework Index, Sustainability Accounting Standards Board Index, Task Force on Climate-related Financial Disclosures (TCFD) Index</a>
102-13	Membership of associations	<a href="#">Enhancing People's Lives: Respecting Human Rights: Collaborative Action on Human Rights</a> <a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact, Sustainable Operations: Energy and Emissions</a>
<b>STRATEGY</b>		
102-14	Statement from senior decision-maker	<a href="#">Introduction</a> : Letter from William Clay Ford, Jr. and Jim Hackett
102-15	Key impacts, risks, and opportunities	<a href="#">Form 10-K</a> : Item 1A. Risk Factors, pages 14-20 <a href="#">Introduction: Prioritizing Key Issues, Creating Value at Ford</a> <a href="#">TCFD Index</a> <a href="#">Climate Change Scenario Report</a>
<b>ETHICS AND INTEGRITY</b>		
102-16	Values, principles, standards, and norms of behavior	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust, Public Policy</a> <a href="#">Code of Conduct Handbook</a>
102-17	Mechanisms for advice and concerns about ethics	<a href="#">Governance: Transparency and Trust</a> <a href="#">Code of Conduct Handbook</a>
<b>GOVERNANCE</b>		
102-18	Governance structure	<a href="#">Governance: Corporate Governance, Sustainability Governance</a> <a href="#">Members of the Board</a> <a href="#">Corporate Governance</a>
102-19	Delegating authority	<a href="#">Governance: Sustainability Governance</a>
102-20	Executive-level responsibility for economic, environmental, and social topics	<a href="#">Governance: Sustainability Governance</a> <a href="#">Proxy Statement 2019</a> Our Vice President of Sustainability, Environment and Safety Engineering reports to the President, Automotive, who is accountable to shareholders and the Board and also attends the Sustainability and Innovation Board Committee meetings (refer to 2019 Proxy for specific Board Committee function).
102-21	Consulting stakeholders on economic, environmental, and social topics	<a href="#">Prioritizing Key Issues: Our Materiality Process</a> <a href="#">GRI Index Appendix</a> <a href="#">Governance: Corporate Governance, Sustainability Governance</a>

GRI Standard	GRI Disclosure	Location and Notes
102-22	Composition of the highest governance body and its committees	<a href="#">Performance Data</a> : Diversity - Board of Directors Composition by Gender and Minorities <a href="#">Members of the Board</a> <a href="#">Proxy Statement 2019</a>
102-23	Chair of the highest governance body	<a href="#">Members of the Board</a>
102-24	Nominating and selecting the highest governance body	<a href="#">Proxy Statement 2019</a>
102-25	Conflicts of interest	<a href="#">Proxy Statement 2019</a>
102-26	Role of highest governance body in setting purpose, values, and strategy	<a href="#">Governance</a> : <a href="#">Corporate Governance</a> , <a href="#">Sustainability Governance</a>
102-27	Collective knowledge of highest governance body	<a href="#">Charter of the Sustainability and Innovation Committee of the Board of Directors</a>
102-28	Evaluating the highest governance body's performance	<a href="#">Corporate Governance Principles</a> 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	<a href="#">GRI Index Appendix</a> <a href="#">Governance</a> : <a href="#">Corporate Governance</a> , <a href="#">Sustainability Governance</a> <a href="#">Charter of the Sustainability and Innovation Committee of the Board of Directors</a> <a href="#">Proxy Statement 2019</a> , page 14
102-30	Effectiveness of risk management processes	<a href="#">Proxy Statement 2019</a>
102-31	Review of economic, environmental, and social topics	<a href="#">Prioritizing Key Issues</a> <a href="#">Governance</a> <a href="#">Charter of the Sustainability and Innovation Committee of the Board of Directors</a>
102-32	Highest governance body's role in sustainability reporting	Ford's Sustainability Report Summary is reviewed by the senior executives and the Board of Directors, Sustainability and Innovation Committee. The full report is reviewed by the Vice President, Sustainability, Environment and Safety Engineering.
102-33	Communicating critical concerns	<a href="#">Corporate Governance</a> <a href="#">Charter of the Sustainability and Innovation Committee of the Board of Directors</a> <a href="#">Proxy Statement 2019</a> , page 14
102-34	Nature and total number of critical concerns	This information is considered confidential.
102-35	Remuneration policies	<a href="#">Proxy Statement 2019</a>
102-36	Process for determining remuneration	<a href="#">Proxy Statement 2019</a>
102-37	Stakeholders involvement in remuneration	Remuneration of the Board is put to a shareholder vote as part of the election process, see: <a href="#">Proxy Statement 2019</a>
102-38	Annual total compensation ratio	This information is considered confidential.
102-39	Percentage increase in annual total compensation ratio	This information is considered confidential.

GRI Standard	GRI Disclosure	Location and Notes
<b>STAKEHOLDER ENGAGEMENT</b>		
102-40	List of stakeholder groups	<a href="#">GRI Index Appendix</a>
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>In the United States, approximately 99 percent of hourly and 1 percent of salaried employees are represented by the UAW. Most hourly employees and many non-management salaried employees beyond the United States also have union membership.</p>
102-42	Identifying and selecting stakeholders	<p><a href="#">GRI Index Appendix</a></p> <p>Ford engages at many levels, including interactions between many different company functions and a wide variety of external and internal stakeholders groups, locally and globally.</p> <p>For example, our procurement team engages with suppliers on sustainability performance, and our manufacturing plants forge links with local communities as part of being a good neighbor. We also engage externally at the most senior levels of the company through global networks including the World Economic Forum and UN Global Compact. In addition to actively participating in industry organizations, we organize meetings with individuals and groups of stakeholders to solicit their input. Material input from all these interactions is communicated internally as appropriate, and added to our existing collective knowledge and research.</p> <p>Relevant stakeholder feedback on sustainability issues is also reported to executive management or our Sustainability and Innovation Board Committee as needed, through normal management channels including Business Plan Reviews. Through all these interactions and processes, we formulate engagement programs, identify stakeholders with whom to engage and track progress.</p>
102-43	Approach to stakeholder engagement	<p><a href="#">Prioritizing Key Issues: Stakeholder Review of Our Report</a></p> <p><a href="#">GRI Index Appendix</a></p> <p>Every day, at every level of the business, we engage with a large number of stakeholders, both formally and informally. These ongoing interactions are crucial to helping us understand and prioritize our most material issues, and enabling us to address the concerns of our stakeholders effectively.</p> <p>See our GRI Index Appendix, which summarizes the key stakeholder groups identified and channels we use to maintain dialogue with them. The formality and regularity of each engagement approach vary on a case-by-case basis.</p>
102-44	Key topics and concerns raised	<p><a href="#">Prioritizing Key Issues: Materiality Results: Our Materiality Process</a></p> <p><a href="#">GRI Index Appendix</a></p> <p>For this Sustainability Report and our previous 12 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 Engagement section.</p>
<b>REPORTING PRACTICE</b>		
102-45	Entities included in the consolidated financial statements	<a href="#">Form 10-K</a> : Item 1. Business, pages 1-7
102-46	Defining report content and topic boundaries	<p><a href="#">Prioritizing Key Issues</a></p> <p><a href="#">About Our Reporting Suite: Reporting Scope and Boundaries</a></p>
102-47	List of material topics	<a href="#">Prioritizing Key Issues: Materiality Results</a>
102-48	Restatements of information	<a href="#">Performance Data: Emissions (VOC and Other)</a>

GRI Standard	GRI Disclosure	Location and Notes
102-49	Changes in reporting	<a href="#">Prioritizing Key Issues: Materiality Results</a>
102-50	Reporting period	<a href="#">About Our Reporting Suite: Reporting Scope and Boundaries</a>
102-51	Date of most recent report	Our most recent previous report was published in June 2018.
102-52	Reporting cycle	<a href="#">Welcome</a>
102-53	Contact point for questions regarding the report	<a href="#">Welcome</a>
102-54	Claims of reporting in accordance with the GRI Standards	<a href="#">About Our Reporting Suite: GRI Content Index</a>
102-55	GRI content index	<a href="#">About Our Reporting Suite: GRI Content Index</a>
102-56	External assurance	<a href="#">About Our Reporting Suite: Data Assurance</a>
<b>MATERIAL TOPICS</b>		
<b>ECONOMIC PERFORMANCE</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> <a href="#">Governance</a> <a href="#">Creating Value at Ford</a> <a href="#">2018 Annual Report</a> Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers, communities and investors.
103-2	The management approach and its components	<a href="#">Our Sustainability Strategy</a> Governance: <a href="#">Transparency and Trust</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a>
103-3	Evaluation of the management approach	Governance: <a href="#">Corporate Governance</a> , <a href="#">Sustainability Governance</a> , <a href="#">Transparency and Trust</a>
<b>GRI 201: ECONOMIC PERFORMANCE 2016</b>		
201-1	Direct economic value generated and distributed	<a href="#">Form 10-K</a> : Ford Motor Company and Subsidiaries Financial Statements, FS-3 to FS-6 <a href="#">Performance Data: Building Sustainable Communities</a> Information related to operating costs is referenced as “cost of sales” in the company’s Annual Report on Form 10-K. Information related to payments to providers of capital is referenced as “interest expense on Automotive debt” and “cash dividends” in the company’s Annual Report on Form 10-K. Ford reports on income taxes in the Form 10-K Note 7: Income Taxes, but country-level details are not reported for confidentiality reasons. In addition, Ford does not report on employee compensation and does not intend to do so in the future because the information is regarded as proprietary.

GRI Standard	GRI Disclosure	Location and Notes
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">Our Sustainability Strategy: Climate Change Strategy</a> <a href="#">Advancing Our Planet: Sustainable Operations</a> <a href="#">TCFD Index</a> <a href="#">Climate Change Scenario Report 2019</a> Form 10-K: Item 1A. Risk Factors, pages 14-20 Please see our most recent CDP response: C2, risks and opportunities.
201-3	Defined benefit plan obligations and other retirement plans	Form 10-K: Ford Motor Company and Subsidiaries Notes to the Financial Statements, Note 17. FS-38 to FS-45 Notes to the Financial Statements, Note 17. Retirement Benefits, FS-40 to FS-49 For our retirees, we have two principal qualified defined benefit retirement plans in the United States. The Ford-UAW Retirement Plan covers hourly employees represented by the UAW, and the General Retirement Plan covers substantially all other Ford employees in the United States hired on or before December 31, 2003. We established, effective January 1, 2004, a defined contribution plan generally covering new salaried U.S. employees hired on or after that date. Other U.S. and non-U.S. subsidiaries have separate plans that generally provide similar types of benefits. We report on contributions to, and the funded status of, our pension plans in our Annual Report on Form 10-K FS-40 to FS-49.
201-4	Financial assistance received from government	We receive grants, tax incentives and low- or no-interest loans from many countries and subdivisions of countries. Financially material assistance from governments is typically reported in our annual 10-K filing. We discuss these in our 2018 10-K on pages 16, 63, FS-14, FS-19-22, and FS-45-50. 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.

## MARKET PRESENCE

### GRI 103: MANAGEMENT APPROACH 2016

103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Enhancing People's Lives: Empowering Our People</a> Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities
103-2	The management approach and its components	<a href="#">Our Sustainability Strategy, Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress, Creating Value at Ford</a>
103-3	Evaluation of the management approach	Governance: <a href="#">Corporate Governance</a> , <a href="#">Sustainability Governance</a> , <a href="#">Transparency and Trust</a>

### GRI 202: MARKET PRESENCE 2016

202-1	Ratios of standard entry level wage by gender compared to local minimum wage	This is not applicable for the United States because entry-level employees are paid well above minimum wage. Pay in other global markets are in compliance with relevant local regulatory requirements.
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GRI Standard	GRI Disclosure	Location and Notes
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.
<b>INDIRECT ECONOMIC IMPACTS</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Our Goals and Progress, Creating Value at Ford</a> 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	<a href="#">Our Sustainability Strategy, Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress, Creating Value at Ford</a>
103-2	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>
<b>GRI 203: INDIRECT ECONOMIC IMPACTS 2016</b>		
203-1	Infrastructure investments and services supported	<a href="#">Governance</a> <a href="#">Creating Value at Ford</a> <a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact</a> <a href="#">Enhancing People's Lives: Respecting Human Rights - Building Capacity in Our Supply Chain, Empowering Our People - Investing in the Next Generation, Building Sustainable Communities</a> Ford uses local suppliers everywhere we operate; in several localities in which we operate, suppliers set up operations nearby to support Ford operations. In addition, the local economic development model described frequently aligns with our Supplier Diversity Development initiatives. Attributes of our Supplier Diversity Development initiatives include economic development rationale, local employment opportunities and workforce development, supplier development and a considerable financial history of purchases from minority-, women and veteran-owned companies. In addition, Ford encourages the Tier 1 supply base to source with diverse businesses where commercially viable. Ford is committed to supporting local and diverse communities and tracks the performance of Tier 1 suppliers to ensure the same practices are being implemented throughout the supply chain. Globally, a mandated Black Economic Empowerment Program also drives supplier development and local employment for Ford in South Africa. In other parts of the world, we are working to identify and source women-owned businesses that are certified in their country.
203-2	Significant indirect economic impacts	<a href="#">Our Sustainability Strategy</a> <a href="#">Our Goals and Progress, Creating Value at Ford</a> <a href="#">United Nations Sustainable Development Goals Index</a> <a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact</a> <a href="#">Enhancing People's Lives: Respecting Human Rights, Empowering Our People, Building Sustainable Communities</a> <a href="#">Innovating Future Motion: Mobility Solutions, Scaling Up Electrification, Self-Driving Vehicles, Driver Assist Technologies</a>

GRI Standard	GRI Disclosure	Location and Notes
<b>PROCUREMENT PRACTICES</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Our Goals and Progress, Creating Value at Ford</a> <a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact</a> <a href="#">Enhancing People's Lives: Respecting Human Rights</a> Boundary: Internal: All Ford operating regions and business units; Ford dealers; External: Suppliers and communities
103-2	The management approach and its components	<a href="#">Our Sustainability Strategy, Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress, Creating Value at Ford</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>
<b>GRI 204: PROCUREMENT PRACTICES 2016</b>		
204-1	Proportion of spending on local suppliers	This information is considered confidential.
<b>ANTI-CORRUPTION</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues, Governance</a> 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	<a href="#">Our Sustainability Strategy, Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress, Creating Value at Ford</a> <a href="#">Proxy Statement 2019</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Transparency and Trust</a>
<b>GRI 205: ANTI-CORRUPTION 2016</b>		
205-1	Operations assessed for risks related to corruption	<a href="#">Governance: Transparency and Trust</a> We assess 100 percent of our operations for risks related to corruption. We consider operations that require contact with government officials to pose the most significant risk of corruption through bribery (obtaining necessary permits, handling crossborder logistics, making fleet sales to government entities, etc.).
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">Governance: Transparency and Trust</a> 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.
205-3	Confirmed incidents of corruption and actions taken	This information is considered confidential.

GRI Standard	GRI Disclosure	Location and Notes
<b>ANTI-COMPETITIVE BEHAVIOR</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> , <a href="#">Governance</a> 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	<a href="#">Our Sustainability Strategy</a> , <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> , <a href="#">Creating Value at Ford</a> <a href="#">Code of Conduct Handbook</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Transparency and Trust</a>
<b>GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016</b>		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<a href="#">Form 10-K</a> : Item 3. Legal Proceedings, pages 21-23
<b>GRI 300 ENVIRONMENTAL STANDARDS SERIES</b>		
<b>MATERIALS</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> <a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint: Using Sustainable Materials</a> 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	<a href="#">Governance: Transparency and Trust</a> <a href="#">Creating Value at Ford</a> <a href="#">Our Sustainability Strategy</a> <a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint: Using Sustainable Materials</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance</a> , <a href="#">Sustainability Governance</a> , <a href="#">Transparency and Trust</a>
<b>GRI 301: MATERIALS 2016</b>		
301-1	Materials used by weight or volume	<a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint: Using Sustainable Materials</a> Information on total materials used by weight or volume unavailable at a company level. Ford monitors total materials used and recycled materials used per vehicle. However, we're not able to report the total materials used, as volume of vehicles and model mix is confidential. We are currently reviewing the feasibility of reporting and our target is to include it in future reports.
301-2	Recycled input materials used	This information is considered confidential.

GRI Standard	GRI Disclosure	Location and Notes
301-3	Reclaimed products and their packaging materials	Information not readily available. Ford reclaims and remanufactures a number of components (e.g., engines and transmissions) for service parts in older vehicles. But it would be a small percentage of overall parts or vehicles produced.
<b>ENERGY</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> <a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint</a> , Sustainable Operations - Energy and Emissions, Minimizing our Supply Chain Impact <a href="#">TCFD Index</a> <a href="#">Climate Change Scenario Report</a> Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers and suppliers
103-2	The management approach and its components	<a href="#">Governance: Transparency and Trust</a> <a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint</a> , Sustainable Operations - Energy and Emissions, Minimizing our Supply Chain Impact <a href="#">Our Goals and Progress, Creating Value at Ford</a> <a href="#">Climate Change Scenario Report</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>
<b>GRI 302: ENERGY 2016</b>		
302-1	Energy consumption within the organization	<a href="#">Advancing Our Planet: Sustainable Operations: Energy and Emissions</a> <a href="#">Performance Data: Operational Energy Use and CO<sub>2</sub> Emissions</a> Please see our most recent CDP response: C6, Total gross global Scope 2 emissions and energy consumption by country/region. C8.2a, energy consumption totals. C8.2c, total fuel consumed by fuel type. C8.2e, total heat, steam, and cooling purchased and consumed. C8.2f - Details of the electricity, heat, steam or cooling amounts accounted at a low carbon emission factor.
302-2	Energy consumption outside of the organization	We estimate 1.8 EJ are consumed by the Ford vehicles sold in 2018. This represents the Scope 3 definition of “use of sold vehicles” in the World Resource Institute’s and World Business Council for Sustainable Development’s GHG Protocol. Use of sold Vehicles is Ford’s largest source of Scope 3 energy and emissions. This calculation is based on the lifetime emissions (150,000 km) of all passenger cars and other light-duty vehicles sold during the reporting year in the United States, EU-28, China, Canada, Mexico, Australia, Brazil and India, representing 82 percent of vehicles sold. The energy consumed is calculated from the regional light-duty vehicle government regulation reporting of fleet average gCO <sub>2</sub> /km or L/100 km. Regulatory incentives that do not reduce energy use - such as supercredits, BEV and FFV volume multipliers - are excluded from the calculation. The emissions or fuel consumption are converted to energy using the factors 8,887 gCO <sub>2</sub> /gallon gasoline (U.S. Environmental Protection Agency (EPA)) and 122 MJ/gallon gasoline (Argonne National Laboratories, GREET 2015 model).

GRI Standard	GRI Disclosure	Location and Notes
302-3	Energy intensity	<p><a href="#">Advancing Our Planet: Sustainable Operations: Energy and Emissions</a>  <a href="#">Performance Data: Operational Energy Use and CO<sub>2</sub> Emissions</a></p> <p>Please see our most recent CDP response: C6, Total gross global Scope 2 emissions and energy consumption by country/region. C8.2a, energy consumption totals. C8.2c, total fuel consumed by fuel type. C6.5, purchased goods and services, capital goods and franchises line items.</p>
302-4	Reduction of energy consumption	<p><a href="#">Advancing Our Planet: Sustainable Operations: Energy and Emissions</a>  <a href="#">Performance Data: Operational Energy Use and CO<sub>2</sub> Emissions</a></p> <p>Please see our most recent CDP response: C1.3a, energy reduction projects for All Employees and Facility Manager line items. C4.3b, energy efficiency: building services line item. C4.3c, dedicated budget line item.</p>
302-5	Reductions in energy requirements of products and services	<p><a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint, Sustainable Operations: Energy and Emissions</a>  <a href="#">Performance Data: Operational Energy Use and CO<sub>2</sub> Emissions</a></p> <p>Please see our most recent CDP response: C4.5a, goods and/or services classified as low-carbon vehicles.</p>

## WATER

### GRI 103: MANAGEMENT APPROACH 2016

103-1	Explanation of the material topic and its Boundary	<p><a href="#">Prioritizing Key Issues, Governance</a></p> <p><a href="#">Advancing Our Planet: Sustainable Operations - Water Use, Minimizing our Supply Chain Impact, Reducing Our Vehicle Footprint</a></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><a href="#">Governance: Transparency and Trust</a>  <a href="#">Our Goals and Progress, Creating Value at Ford</a></p> <p><a href="#">Advancing Our Planet: Sustainable Operations - Water Use, Minimizing our Supply Chain Impact, Reducing Our Vehicle Footprint</a></p>
103-3	Evaluation of the management approach	<p><a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a></p>

### GRI 303: WATER 2016

303-1	Water withdrawal by source	<p><a href="#">Advancing Our Planet: Sustainable Operations: Water Use</a>  <a href="#">Performance Data: Water</a></p>
303-2	Water sources significantly affected by withdrawal of water	<p><a href="#">Advancing Our Planet: Sustainable Operations: Water Use</a></p> <p>The breakdown of this information is currently unavailable. We are currently looking at how this information can be collected and our target is to include it in future reports.</p>

GRI Standard	GRI Disclosure	Location and Notes
303-3	Water recycled and reused	<p><a href="#">Advancing Our Planet: Sustainable Operations: Water Use</a>  <a href="#">Performance Data: Water</a></p> <p>We report water reused from our own onsite waste water treatment plants (see water data section). This represents 7.2 percent of our total global water use. In future years, we plan to provide additional data for more categories of recycled and reused water.</p>
<b>BIODIVERSITY</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<p><a href="#">Advancing Our Planet: Sustainable Operations</a>  <a href="#">Prioritizing Key Issues, Governance</a></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><a href="#">Our Sustainability Strategy</a>  <a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint - Climate change strategy, Sustainable Operations</a></p>
103-3	Evaluation of the management approach	<p><a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a></p>
<b>GRI 304: BIODIVERSITY 2016</b>		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<p>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.</p>

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><b>Remediation</b>  <b>Ringwood Mines Landfill Site</b>  Ford Motor Company continues to address concerns raised in connection with Ford's prior disposal activities in Ringwood, New Jersey. Ford continues to work cooperatively with the Borough of Ringwood, the U.S. EPA and the New Jersey Department of Environmental Protection. In the fall of 2014, the EPA issued a Record of Decision (ROD) for the three soil areas requiring remediation. The Final Remedial Design for the soil area remediation was submitted to the EPA in November 2017.</p> <p>The parties negotiated a proposed Consent Decree for the soil remedy, which was lodged for public comment in May 2019. It is anticipated that the permitting, planning and bidding activities will be completed during the summer of 2019 with remedy construction to begin in late 2019. Ford submitted the Focused Feasibility Study to the EPA in October 2018. It is anticipated that the EPA will draft the groundwater ROD by the end of 2019.</p> <p><b>Livonia Transmission Plant</b>  Ford Motor Company is continuing to address groundwater impacts east of the Livonia Transmission Plant in Michigan. A groundwater treatment system was installed in March 2017 and is currently preventing migration of groundwater impacts. Ford and the State of Michigan entered into a Consent Decree in July 2017 to continue investigation and remediation actions. Per the Consent Decree, Ford submitted a Conceptual Site Model in August 2017 and completed Remedial Investigation activities in 2018/2019. Corrective actions are being implemented at off-site properties east of the Facility.</p> <p>Area residents are connected to the City of Livonia's water source and there is no impact to drinking water.</p>
304-3	Habitats protected or restored	Necessary information cannot be obtained. The processes we have in place do not collect this data, and we have no current plans to collect it in the future.
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Necessary information cannot be obtained. The processes we have in place do not collect this data, and we have no current plans to collect it in the future.

## EMISSIONS

### GRI 103: MANAGEMENT APPROACH 2016

103-1	Explanation of the material topic and its Boundary	<p><a href="#">Prioritizing Key Issues, Governance</a></p> <p><a href="#">Advancing Our Planet</a>: Reducing Our Vehicle Footprint - Climate Change Strategy, Vehicle Emissions, Improving Fuel Economy, Alternative Fuels and Powertrains, Addressing Non-CO<sub>2</sub> Emissions</p> <p><a href="#">Advancing Our Planet</a>: Sustainable Operations - Energy and Emissions</p> <p><a href="#">Advancing Our Planet</a>: Minimizing Our Supply Chain Impact - Understanding Our Suppliers' Impact</p> <p><a href="#">TCFD Index</a></p> <p><a href="#">Climate Change Scenario Report</a> Please see our most recent CDP response: C3, business strategy.</p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers, communities and suppliers</p>
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GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	<p><a href="#">Prioritizing Key Issues</a>, <a href="#">Governance: Transparency and Trust</a>  <a href="#">Our Goals and Progress</a>, <a href="#">Creating Value at Ford</a>  <a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint: Climate Change Strategy</a>, <a href="#">Vehicle Emissions</a>, <a href="#">Improving Fuel Economy</a>, <a href="#">Alternative Fuels and Powertrains</a>, <a href="#">Addressing Non-CO<sub>2</sub> Emissions</a>  <a href="#">Advancing Our Planet: Sustainable Operations: Energy and Emissions</a>  <a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact: Understanding Our Suppliers' Impact</a>  <a href="#">Climate Change Scenario Report</a> Please see our most recent CDP response: C3, business strategy. C4, targets and performance. C1, governance.</p>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance</a> , <a href="#">Sustainability Governance</a> , <a href="#">Transparency and Trust</a>
<b>GRI 305: EMISSIONS 2016</b>		
305-1	Direct (Scope 1) GHG emissions	<p><a href="#">Advancing Our Planet: Sustainable Operations: Energy and Emissions</a>  <a href="#">Performance Data: Operational Energy Use and CO<sub>2</sub> Emissions</a>  Please see our most recent CDP response: C5, emissions methodology. C6.1, scope 1 emissions.  Verification data is not yet available for Ford's 2018 global facility GHG emissions. As completed for 2017, one hundred percent of Ford's 2018 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.</p>
305-2	Energy indirect (Scope 2) GHG emissions	<p><a href="#">Advancing Our Planet: Sustainable Operations: Energy and Emissions</a>  <a href="#">Performance Data: Operational Energy Use and CO<sub>2</sub> Emissions</a>  Please see our most recent CDP response: C5, emissions methodology. C6.2, scope 2 emissions. Verification data is not yet available for Ford's 2018 global facility GHG emissions. As completed for 2017, one hundred percent of Ford's 2018 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.</p>
305-3	Other indirect (Scope 3) GHG emissions	<p><a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact</a>, <a href="#">Sustainable Operations: Energy and Emissions</a>  <a href="#">Our Goals and Progress</a>, <a href="#">Creating Value at Ford</a>  Please see our most recent CDP response, C6.5. Scope 3 emissions.</p>
305-4	GHG emissions intensity	<p><a href="#">Performance Data: Operational Energy Use and CO<sub>2</sub> Emissions</a>  Please see our most recent CDP response: C3.1d, climate-related scenarios. C5, emissions methodology. C6.2, scope 2 emissions.</p>

GRI Standard	GRI Disclosure	Location and Notes
305-5	Reduction of GHG emissions	<a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint, Minimizing Our Supply Chain Impact, Sustainable Operations: Energy and Emissions</a> <a href="#">Performance Data: Vehicle Fuel Economy and CO<sub>2</sub> Emissions, Operational Energy Use and CO<sub>2</sub> Emissions</a>
305-6	Emissions of ozone-depleting substances (ODS)	<a href="#">Performance Data: Vehicle Fuel Economy and CO<sub>2</sub> Emissions, Operational Energy Use and CO<sub>2</sub> Emissions, Emissions (VOC and Other)</a>
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	<a href="#">Performance Data: Vehicle Fuel Economy and CO<sub>2</sub> Emissions, Operational Energy Use and CO<sub>2</sub> Emissions, Emissions (VOC and Other)</a>

## EFFLUENTS AND WASTE

### GRI 103: MANAGEMENT APPROACH 2016

103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Advancing Our Planet: Sustainable Operations: Waste Reduction, Water use</a> 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	<a href="#">Governance: Transparency and Trust</a> <a href="#">Our Sustainability Strategy</a> <a href="#">Our Goals and Progress, Creating Value at Ford</a> <a href="#">Advancing Our Planet: Sustainable Operations: Energy and Emissions, Water Use, Waste Reduction</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>

### GRI 306: EFFLUENTS AND WASTE 2016

306-1	Water discharge by quality and destination	<a href="#">Performance Data: Waste, Water</a> We report process water discharged (see water data section). All discharges from Ford facilities meet Ford water quality standard or local regulations, whichever is more stringent. We do not have any agreements with other organizations for direct reuse of our discharged water.
306-2	Waste by type and disposal method	<a href="#">Performance Data: Waste</a> At each of our facilities, we work with total waste management contractors who determine the waste disposal method based on our strict requirements. We take care to hire companies that are experts and will dispose of all our waste responsibly. Our waste disposal contracts with total waste management contractors include strict requirements to follow all relevant laws and to dispose of waste in an environmentally and socially responsible way.
306-3	Significant spills	In 2018, there was a spill of 200 liters of antifreeze at the Ford plant in Silverton, South Africa. There was a spill of water and waste at the Ford plant in Saarlouis, Germany. Preventive and corrective actions have been taken.

GRI Standard	GRI Disclosure	Location and Notes
306-4	Transport of hazardous waste	<p><a href="#">Performance Data: Waste</a></p> <p>All of our hazardous waste (see waste data for weight) is transported from our sites by our total waste management contractor for each facility. Ford does not import any hazardous waste. At each of our facilities, we work with total waste management contractors who determine the waste disposal method based on our strict requirements. We take care to hire companies that are experts and will dispose of all our waste responsibly. Our waste disposal contracts with total waste management contractors include strict requirements to follow all relevant laws and to dispose of waste in an environmentally and socially responsible way.</p>
306-5	Water bodies affected by water discharges and/or runoff	This indicator is not applicable because the impact captured by the indicator is insignificantly low.
<b>ENVIRONMENTAL COMPLIANCE</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<p><a href="#">Prioritizing Key Issues, Governance</a></p> <p><a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact</a>, <a href="#">Sustainable Operations: Energy and Emissions</a>, <a href="#">Water Use</a>, <a href="#">Waste Reduction</a></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><a href="#">Governance: Transparency and Trust</a></p> <p><a href="#">Our Sustainability Strategy</a></p> <p><a href="#">Our Goals and Progress</a>, <a href="#">Creating Value at Ford</a></p> <p><a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact</a>, <a href="#">Sustainable Operations: Energy and Emissions</a>, <a href="#">Water Use</a>, <a href="#">Waste Reduction</a></p> <p>Ford's Environmental Operating System (EOS), which is fully integrated into the Ford Production System, provides a standardized, streamlined approach to maintaining compliance with all legal, third-party and Ford internal requirements, including government regulations, ISO 14001 and Ford's own environmental policies and business plan objectives and targets. The EOS allows us to monitor compliance with external regulations and helps us develop and track internal environmental performance goals at the corporate, regional and facility level. In addition, we require our preferred "Q1" suppliers of production parts to certify their facilities to ISO 14001.</p>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance</a> , <a href="#">Sustainability Governance</a> , <a href="#">Transparency and Trust</a>
<b>GRI 307: ENVIRONMENTAL COMPLIANCE 2016</b>		
307-1	Non-compliance with environmental laws and regulations	<p>Please see 304-2</p> <p><a href="#">Form 10-K</a>: Item 3. Legal Proceedings, pages 21-23</p> <p>In 2018, Ford facilities globally received seven new notices of violation (three in the United States, three in Europe and one in South Africa) from environmental protection agencies on matters related to environmental regulatory requirements. Fines of US\$1,500 were paid in calendar year 2018.</p>

GRI Standard	GRI Disclosure	Location and Notes
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> , <a href="#">Governance</a> <a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact</a> Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers
103-2	The management approach and its components	<a href="#">Our Sustainability Strategy</a> , <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress, Creating Value at Ford</a> <a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>
<b>GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016</b>		
308-1	New suppliers that were screened using environmental criteria	<a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact</a> Of our Tier 1 production suppliers with manufacturing facilities providing production parts directly to Ford (approximately 1,200 parent suppliers, representing 4,400 supplier sites) 100 percent are required to have ISO 14001 certification, which requires them to implement an environmental management system. In 2017, we launched a pilot of an automotive industry self-assessment questionnaire (SAQ), which was issued to over 500 suppliers to assist with evaluating risk in the business and identifying supplier opportunities. In 2018, more than 500 suppliers completed the SAQ, taking the total to date to more than 1,000. We are currently looking at the process of onboarding suppliers and are aiming to have a new and comprehensive process in place by 2020.
308-2	Negative environmental impacts in the supply chain and actions taken	<a href="#">Advancing Our Planet: Minimizing Our Supply Chain Impact</a> <a href="#">Enhancing People's Lives: Building Capacity in Our Supply Chain: Auditing Our Suppliers</a> We engage with suppliers on their environmental performance. Our environmental web-guides are a part of our global terms and conditions for all suppliers and spell out requirements for ISO 14001 certification, compliance with local and national environmental laws, prohibited and declarable substances and other environment specifications. No suppliers were terminated for negative impacts in 2018.
<b>GRI 400 SOCIAL STANDARDS SERIES</b>		
<b>EMPLOYMENT</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> <a href="#">Governance</a> <a href="#">Enhancing People's Lives: Empowering Our People</a> 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	<a href="#">Our Sustainability Strategy</a> <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a> <a href="#">Enhancing People's Lives: Respecting Human Rights: Identifying Our Salient Human Rights Issues, Respecting Human Rights at Ford</a> <a href="#">Enhancing People's Lives: Empowering Our People: Employee Engagement and Satisfaction, Diversity, Inclusion and Equality, Talent Attraction and Retention, Learning and Development</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>
<b>GRI 401: EMPLOYMENT 2016</b>		
401-1	New employee hires and employee turnover	<a href="#">Performance Data</a> : Employee Engagement – Voluntary Quit Rate by Major Markets, Workforce Profile – Employment by Business Unit Information unavailable: This data is not readily available and is not consistently tracked globally today. It would require the establishment of global definitions and each region would need to complete its own analysis. Age and gender turnover is confidential information.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Enhancing People's Lives: Empowering Our People: Talent Attraction and Retention</a> Ford offers comprehensive benefit packages that are competitive in the countries where we do business. Depending on location and country-specific practices, the packages may include pension plans, medical plans, life and accident insurance, disability protection, and paid vacations and holidays.
401-3	Parental leave	Salaried U.S. employees as of 12/31/18 eligible for eight weeks of new parent days: 30,554 (females: 8,214; males: 22,340) All U.S. salaried employees are eligible for parental leave benefits. Global parental leave data unavailable: This data is not readily available and is not currently tracked. Employees on parental leave in the United States are on active payroll because it is 100% paid. To maximize flexibility, each new parent schedules the eight weeks 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.
<b>LABOR/MANAGEMENT RELATIONS</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> <a href="#">Governance</a> <a href="#">Enhancing People's Lives: Respecting Human Rights, Empowering Our People</a> 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	<a href="#">Our Sustainability Strategy</a> <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a> <a href="#">Enhancing People's Lives: Respecting Human Rights</a> : Identifying Our Salient Human Rights Issues, Respecting Human Rights at Ford <a href="#">Enhancing People's Lives: Empowering Our People</a> : Employee Engagement and Satisfaction, Diversity, Inclusion and Equality, Talent Attraction and Retention, Learning and Development
103-3	Evaluation of the management approach	<a href="#">Governance</a> : Corporate Governance, Sustainability Governance, Transparency and Trust
<b>GRI 402: LABOR/MANAGEMENT RELATIONS 2016</b>		
402-1	Minimum notice periods regarding operational changes	Ford fully complies with applicable national and/or local legal requirements for minimum notice periods regarding significant operational changes. The vast majority of Ford's global hourly workforce are 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 which provides the UAW with a three-week advance notice of any planned "indefinite layoff" actions and a 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.
<b>OCCUPATIONAL HEALTH AND SAFETY</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> <a href="#">Governance</a> <a href="#">Enhancing People's Lives</a> : Empowering Our People, Respecting Human Rights 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	<a href="#">Our Sustainability Strategy</a> <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a> <a href="#">Enhancing People's Lives</a> : Empowering Our People, Respecting Human Rights: Identifying Our Salient Human Rights Issues, Respecting Human Rights at Ford: Health and Safety
103-3	Evaluation of the management approach	<a href="#">Governance</a> : Corporate Governance, Sustainability Governance, Transparency and Trust

GRI Standard	GRI Disclosure	Location and Notes
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016</b>		
403-1	Workers representation in formal joint management-worker health and safety committees	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.
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	<a href="#">Enhancing People's Lives: Respecting Human Rights: Respecting Human Rights at Ford: Health and Safety Performance Data</a> Data for occupational disease rate, absenteeism and a global injury breakdown is omitted as this information is considered confidential.
403-3	Workers with high incidence or high risk of diseases related to their occupation	This information is considered confidential.
403-4	Health and safety topics covered in formal agreements with trade unions	While health and safety are referenced in all agreements, the company collaborates with labor to achieve global health and safety targets. Agreements achieved have a flavor of continuous improvement.
<b>TRAINING AND EDUCATION</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Enhancing People's Lives: Empowering Our People: Learning and Development</a> 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	<a href="#">Our Sustainability Strategy, Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress, Creating Value at Ford</a> <a href="#">Enhancing People's Lives: Empowering Our People: Learning and Development</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>
<b>GRI 404: TRAINING AND EDUCATION 2016</b>		
404-1	Average hours of training per year per employee	This information is currently not available. Rather than measure the average hours of training an employee has taken, our focus is on developing our employees through our Competency Development Framework. We achieve this by developing training for each competency and associated level, allowing employees to build their skills where they have gaps in a given competency.

GRI Standard	GRI Disclosure	Location and Notes
404-2	Programs for upgrading employee skills and transition assistance programs	<p><a href="#">Enhancing People's Lives: Empowering Our People: Learning and Development</a></p> <p>We offer a full catalog of functional/technical as well as leadership and professional development training opportunities in all regions. In addition, we currently offer leadership programs globally, tailored for every level of management.</p> <p>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 depends on their collective agreement.

#### DIVERSITY AND EQUAL OPPORTUNITY

##### GRI 103: MANAGEMENT APPROACH 2016

103-1	Explanation of the material topic and its Boundary	<p><a href="#">Prioritizing Key Issues, Governance</a></p> <p><a href="#">Enhancing People's Lives: Respecting Human Rights, Empowering Our People: Diversity, Inclusion and Equality</a></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><a href="#">Our Sustainability Strategy, Governance: Transparency and Trust</a></p> <p><a href="#">Our Goals and Progress, Creating Value at Ford</a></p> <p><a href="#">Enhancing People's Lives: Respecting Human Rights, Empowering Our People: Diversity, Inclusion and Equality</a></p>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>

##### GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016

405-1	Diversity of governance bodies and employees	<p><a href="#">Performance Data: Diversity</a></p> <p><a href="#">Governance</a></p> <p>The breakdown by age has been omitted as the information is considered confidential.</p>
405-2	Ratio of basic salary and remuneration of women to men	<p><a href="#">Enhancing People's Lives: Empowering Our People: Diversity, Inclusion and Equality</a></p> <p>We report global salaried gender pay ratio see Diversity, Inclusion and Equality page 22, however we do not currently report ratio by region or employee category.</p>

#### NON-DISCRIMINATION

##### GRI 103: MANAGEMENT APPROACH 2016

103-1	Explanation of the material topic and its Boundary	<p><a href="#">Prioritizing Key Issues, Governance</a></p> <p><a href="#">Enhancing People's Lives: Respecting Human Rights, Empowering Our People: Diversity, Inclusion and Equality</a></p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers</p>
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GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	<a href="#">Our Sustainability Strategy</a> , <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> , <a href="#">Creating Value at Ford</a> <a href="#">Enhancing People's Lives: Respecting Human Rights</a> , <a href="#">Empowering Our People: Diversity, Inclusion and Equality</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance</a> , <a href="#">Sustainability Governance</a> , <a href="#">Transparency and Trust</a>
<b>GRI 406: NON-DISCRIMINATION 2016</b>		
406-1	Incidents of discrimination and corrective actions taken	<a href="#">Enhancing People's Lives: Empowering Our People: Diversity, Inclusion and Equality</a> <a href="#">Performance Data: Employee Engagement and Satisfaction</a> All incidents are promptly investigated and handled appropriately. The status of incidents and actions taken are not reported as this information is considered confidential.
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> <a href="#">Governance</a> <a href="#">Enhancing People's Lives: Empowering Our People</a> , <a href="#">Respecting Human Rights: Identifying Our Salient Human Rights Issues</a> , <a href="#">Building Capacity in Our Supply Chain: Auditing Our Suppliers</a> 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	<a href="#">Our Sustainability Strategy</a> , <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> , <a href="#">Creating Value at Ford</a> <a href="#">Enhancing People's Lives: Empowering Our People</a> , <a href="#">Respecting Human Rights: Identifying Our Salient Human Rights Issues</a> , <a href="#">Building Capacity in Our Supply Chain: Auditing Our Suppliers</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance</a> , <a href="#">Sustainability Governance</a> , <a href="#">Transparency and Trust</a>
<b>GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016</b>		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Governance</a> <a href="#">Enhancing People's Lives: Empowering Our People</a> , <a href="#">Respecting Human Rights: Identifying Our Salient Human Rights Issues</a> , <a href="#">Building Capacity in Our Supply Chain: Auditing Our Suppliers</a> 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 2018, we identified non-conformances associated with freedom of association at 30 percent of production suppliers audited, out of a total of 30 assessments. This data is not broken down by region due to a limited sample size in some regions.

GRI Standard	GRI Disclosure	Location and Notes
<b>CHILD LABOR</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> <a href="#">Governance</a> <a href="#">Enhancing People's Lives: Empowering Our People, Respecting Human Rights: Identifying Our Salient Human Rights Issues, Building Capacity in Our Supply Chain: Auditing Our Suppliers</a> 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	<a href="#">Our Sustainability Strategy, Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress, Creating Value at Ford</a> <a href="#">Enhancing People's Lives: Empowering Our People, Respecting Human Rights: Identifying Our Salient Human Rights Issues, Collaborative Action on Human Rights, Building Capacity in Our Supply Chain: Auditing Our Suppliers</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>
<b>GRI 408: CHILD LABOR 2016</b>		
408-1	Operations and suppliers at significant risk for incidents of child labor	<a href="#">Governance</a> <a href="#">Enhancing People's Lives: Empowering Our People, Respecting Human Rights: Identifying Our Salient Human Rights Issues, Collaborative Action on Human Rights, Building Capacity in Our Supply Chain: Auditing Our Suppliers</a> 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 2018, 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 57 percent of production suppliers audited, out of a total of 30 assessments. This data is not broken down by region due to a limited sample size in some regions.
<b>FORCED OR COMPULSORY LABOR</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> <a href="#">Governance</a> <a href="#">Enhancing People's Lives: Empowering Our People, Respecting Human Rights: Identifying Our Salient Human Rights Issues, Building Capacity in Our Supply Chain: Auditing Our Suppliers</a> 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	<a href="#">Our Sustainability Strategy</a> , <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> , <a href="#">Creating Value at Ford</a> <a href="#">Enhancing People's Lives: Empowering Our People</a> , <a href="#">Respecting Human Rights: Identifying Our Salient Human Rights Issues</a> , <a href="#">Collaborative Action on Human Rights</a> , <a href="#">Building Capacity in Our Supply Chain: Auditing Our Suppliers</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance</a> , <a href="#">Sustainability Governance</a> , <a href="#">Transparency and Trust</a>
<b>GRI 409: FORCED OR COMPULSORY LABOR 2016</b>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Governance</a> <a href="#">Enhancing People's Lives: Empowering Our People</a> , <a href="#">Respecting Human Rights: Identifying Our Salient Human Rights Issues</a> , <a href="#">Collaborative Action on Human Rights</a> , <a href="#">Building Capacity in Our Supply Chain: Auditing Our Suppliers</a> 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. In 2018, 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 80 percent of production suppliers audited, out of a total of 30 assessments. This data is not broken down by region due to a limited sample size in some regions.
<b>HUMAN RIGHTS ASSESSMENT</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> <a href="#">Governance</a> <a href="#">Enhancing People's Lives: Empowering Our People</a> , <a href="#">Respecting Human Rights: Identifying Our Salient Human Rights Issues</a> , <a href="#">Collaborative Action on Human Rights</a> , <a href="#">Building Capacity in Our Supply Chain: Auditing Our Suppliers</a> 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	<a href="#">Our Sustainability Strategy</a> <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> , <a href="#">Creating Value at Ford</a> <a href="#">Enhancing People's Lives: Empowering Our People</a> , <a href="#">Respecting Human Rights: Identifying Our Salient Human Rights Issues</a> , <a href="#">Collaborative Action on Human Rights</a> , <a href="#">Building Capacity in Our Supply Chain: Auditing Our Suppliers</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance</a> , <a href="#">Sustainability Governance</a> , <a href="#">Transparency and Trust</a>

GRI Standard	GRI Disclosure	Location and Notes
<b>GRI 412: HUMAN RIGHTS ASSESSMENT 2016</b>		
412-1	Operations that have been subject to human rights reviews or impact assessments	<p><a href="#">Enhancing People's Lives: Respecting Human Rights: Building Capacity in Our Supply Chain</a></p> <p>Ford's Policy Letter 24, our Code of Human Rights, Basic Working Conditions and Corporate Responsibility, applies to our own facilities as well as those of our joint venture partners and suppliers. We began doing formal assessments of Ford and joint venture facilities globally in 2004. In 2018, we conducted four assessments (equivalent to 5 percent of our facilities) across our operating regions in India, Spain, Mexico and the United States.</p>
412-2	Employee training on human rights policies or procedures	<p><a href="#">Governance</a></p> <p><a href="#">Enhancing People's Lives: Respecting Human Rights: Building Capacity in Our Supply Chain</a></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 2018, we trained approximately 100,000 people globally on human rights issues covering bribery, anti-harassment and anti-discrimination (in addition to other ethics and compliance topics). This represents virtually all of our workforce excluding our manufacturing labor. We also trained U.S. managers on wage and work hour laws. In 2018, we provided more detailed training on human rights and working conditions to over 700 employees who are likely to be visiting our international and supplier locations. In addition, our publicly available mobile app for smartphones can be used by people inside and outside our company and provides just-in-time compliance and ethics information for our increasingly global and mobile workforce. This includes anti-corruption and anti-bribery guidance, as well as information on mutual respect, non-discrimination and warning signs for human trafficking.</p>
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	<p><a href="#">Governance</a></p> <p><a href="#">Enhancing People's Lives: Respecting Human Rights: Building Capacity in Our Supply Chain</a></p>
<b>LOCAL COMMUNITIES</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<p><a href="#">Prioritizing Key Issues</a></p> <p><a href="#">Governance</a></p> <p><a href="#">Enhancing People's Lives: Respecting Human Rights, Building Sustainable Communities: Community Life</a></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><a href="#">Our Sustainability Strategy</a></p> <p><a href="#">Governance: Transparency and Trust</a></p> <p><a href="#">Our Goals and Progress</a></p> <p><a href="#">Creating Value at Ford</a></p> <p><a href="#">Enhancing People's Lives: Respecting Human Rights, Building Sustainable Communities: Community Life</a></p>
103-3	Evaluation of the management approach	<p><a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a></p>

GRI Standard	GRI Disclosure	Location and Notes
<b>GRI 413: LOCAL COMMUNITIES 2016</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	<p><a href="#">Enhancing People's Lives: Building Sustainable Communities: Community Life</a></p> <p>Measuring the impact of community investments and calculating success of nonprofit work can be challenging. We take a conservative approach toward measuring outcomes and use standard industry practices for quantifying the financial impact of our volunteer work. For instance, in 2018 Ford volunteers contributed more than 148,000 hours on community projects. Using the formula provided by the Independent Sector, that equals a community investment equivalent of \$3.8 million. When possible, we use outside resources to measure an investment's value. An outside study found that the Ford Resource and Engagement Center (FREC) in Detroit returned \$3 in services for every \$1 invested by Ford and our nonprofit affiliates. Since the FREC opened in 2013, nonprofits at the center have assisted more than 125,000 people, serving over 2.5 million pounds of food and completing more than 8,500 tax returns. In 2018, Ford Fund awarded more than 250 global grants, worth \$12 million to nonprofits in more than 60 countries.</p>
413-2	Operations with significant actual and potential negative impacts on local communities	<p><a href="#">Form 10-K</a>: Item 3. Legal Proceedings, pages 21-23</p> <p>In 2018, Ford facilities globally received seven new notices of violation (three in the United States, three in Europe and one in South Africa) from environmental protection agencies on matters related to environmental regulatory requirements. Fines of US\$1,500 were paid in calendar year 2018.</p>
<b>SUPPLIER SOCIAL ASSESSMENT</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<p><a href="#">Prioritizing Key Issues</a></p> <p><a href="#">Governance</a></p> <p><a href="#">Enhancing People's Lives: Respecting Human Rights: Identifying Our Salient Human Rights Issues, Building Capacity in Our Supply Chain</a></p> <p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers</p>
103-2	The management approach and its components	<p><a href="#">Our Sustainability Strategy</a></p> <p><a href="#">Governance: Transparency and Trust</a></p> <p><a href="#">Our Goals and Progress</a></p> <p><a href="#">Creating Value at Ford</a></p> <p><a href="#">Enhancing People's Lives: Respecting Human Rights: Identifying Our Salient Human Rights Issues, Building Capacity in Our Supply Chain</a></p> <p><a href="#">Enhancing People's Lives: Building Sustainable Communities: Supplier Diversity</a></p>
103-3	Evaluation of the management approach	<p><a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a></p>

GRI Standard	GRI Disclosure	Location and Notes
<b>GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016</b>		
414-1	New suppliers that were screened using social criteria	All new Ford suppliers are expected to comply with our Global Terms and Conditions. All our suppliers are subject to an ongoing program of human rights and working conditions audits. As new suppliers come on board, we will include them in the consideration for a SAQ to evaluate their social and environmental sustainability, business conduct and compliance and supplier management. We are currently looking at the process of onboarding suppliers and are aiming to have a new and comprehensive process in place by 2020.
414-2	Negative social impacts in the supply chain and actions taken	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a> <a href="#">Respecting Human Rights: Identifying Our Salient Human Rights Issues, Building Capacity in Our Supply Chain: Auditing Our Suppliers</a> No suppliers were terminated for negative impacts.
<b>PUBLIC POLICY</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues</a> <a href="#">Governance: Public Policy</a> Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Governments
103-2	The management approach and its components	<a href="#">Our Sustainability Strategy</a> <a href="#">Governance: Transparency and Trust, Public Policy</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a> <a href="#">Code of Conduct Handbook</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>
<b>GRI 415: PUBLIC POLICY 2016</b>		
415-1	Political contributions	Ford Motor Company does not make contributions to political candidates or political organizations as a matter of policy, but may do so in limited cases in some countries of operation outside the United States. Company resources are not employed for the purpose of helping elect 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. These policies remain unchanged, notwithstanding the U.S. Supreme Court’s January 2010 decision that loosened restrictions on corporate independent expenditures.

GRI Standard	GRI Disclosure	Location and Notes
<b>CUSTOMER HEALTH AND SAFETY</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Enhancing People's Lives: Respecting Human Rights: Vehicle Safety, Quality and Satisfaction</a> Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers and suppliers
103-2	The management approach and its components	<a href="#">Our Sustainability Strategy</a> <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a> <a href="#">Enhancing People's Lives: Respecting Human Rights: Vehicle Safety, Quality and Satisfaction</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>
<b>GRI 416: CUSTOMER HEALTH AND SAFETY 2016</b>		
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	<a href="#">Performance Data: Vehicle Safety</a> <a href="#">Ford 10-K</a> : Item 1. Business. Vehicle Safety, page 13. Government Standards, pages 8-12
<b>CUSTOMER PRIVACY</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Enhancing People's Lives: Respecting Human Rights: Vehicle Safety, Quality and Satisfaction, Data Privacy and Security</a> Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers and suppliers
103-2	The management approach and its components	<a href="#">Our Sustainability Strategy</a> <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a> <a href="#">Enhancing People's Lives: Respecting Human Rights: Vehicle Safety, Quality and Satisfaction, Data Privacy and Security</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>

GRI Standard	GRI Disclosure	Location and Notes
<b>GRI 418: CUSTOMER PRIVACY 2016</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	This information is considered confidential.
<b>MOBILITY SOLUTIONS</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint, Performance Data</a> <a href="#">Innovating Future Motion: Mobility Solutions</a> 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	<a href="#">Our Sustainability Strategy</a> <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a> <a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint</a> <a href="#">Innovating Future Motion: Mobility Solutions</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>
<b>ELECTRIFICATION AND ALTERNATIVE FUELS</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint, Performance Data</a> <a href="#">Innovating Future Motion: Scaling Up Electrification</a> 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	<a href="#">Our Sustainability Strategy</a> <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a> <a href="#">Advancing Our Planet: Reducing Our Vehicle Footprint</a> <a href="#">Innovating Future Motion: Scaling Up Electrification</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>

GRI Standard	GRI Disclosure	Location and Notes
<b>SELF-DRIVING VEHICLES</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Innovating Future Motion: Self-Driving Vehicles</a> 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	<a href="#">Our Sustainability Strategy</a> <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a> <a href="#">Innovating Future Motion: Self-Driving Vehicles</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>
<b>SMART TECHNOLOGY</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Innovating Future Motion: Self-Driving Vehicles; Scaling Up Electrification, Mobility Solutions, Driver Assist Technologies</a> <a href="#">Advancing Our Planet: Sustainable Operations; Reducing Our Vehicle Footprint</a> 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	<a href="#">Our Sustainability Strategy</a> <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a> <a href="#">Innovating Future Motion: Self-Driving Vehicles; Scaling Up Electrification, Mobility Solutions, Driver Assist Technologies</a> <a href="#">Advancing Our Planet: Sustainable Operations; Reducing Our Vehicle Footprint</a>
103-3	Evaluation of the management approach	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>

GRI Standard	GRI Disclosure	Location and Notes
<b>SUSTAINABLE CITIES AND INFRASTRUCTURE</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
<b>103-1</b>	<b>Explanation of the material topic and its Boundary</b>	<a href="#">Prioritizing Key Issues, Governance</a> <a href="#">Innovating Future Motion: Mobility Solutions</a> Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers
<b>103-2</b>	<b>The management approach and its components</b>	<a href="#">Our Sustainability Strategy</a> <a href="#">Governance: Transparency and Trust</a> <a href="#">Our Goals and Progress</a> <a href="#">Creating Value at Ford</a> <a href="#">Innovating Future Motion: Mobility Solutions</a>
<b>103-3</b>	<b>Evaluation of the management approach</b>	<a href="#">Governance: Corporate Governance, Sustainability Governance, Transparency and Trust</a>

# GRI APPENDIX

## STAKEHOLDER ENGAGEMENT

Stakeholder Group	Our Approach
<b>Communities</b>	<ul style="list-style-type: none"> <li>– Community Relations Committees</li> <li>– Interactions with governments</li> <li>– Membership of associations</li> <li>– Dialogue with nongovernmental organizations</li> <li>– Ford Fund</li> <li>– Ford Driving Skills for Life program</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>– Consumer Insight process</li> <li>– Market research</li> <li>– Customer care programs</li> <li>– Dealer interactions</li> <li>– Ford.com website</li> <li>– Ford Owners magazine</li> </ul>
<b>Dealers</b>	<ul style="list-style-type: none"> <li>– Intranet communications</li> <li>– Brand sales and service representatives</li> <li>– Brand Dealer Councils</li> <li>– Dealer roundtables</li> <li>– President's Circle</li> <li>– Salute to Dealers</li> <li>– Advertising and public service announcements</li> <li>– Dealer Attitude Survey</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>– Intranet site</li> <li>– Sustainability Report and executive summary</li> <li>– Social media applications</li> <li>– Union representatives</li> <li>– Joint labor-management committees</li> <li>– Webcasts, videos, blogs and executive Q&amp;A sessions with senior management</li> <li>– “Town Hall” meetings</li> <li>– Employee surveys</li> <li>– Employee Resource Group initiatives</li> <li>– Test drive and vehicle reveal events</li> </ul>

Stakeholder Group	Our Approach
<b>Investors</b>	<ul style="list-style-type: none"> <li>– Investment community forums</li> <li>– Quarterly earnings communications</li> <li>– Annual shareholders' meeting</li> <li>– Annual report</li> <li>– Proxy statement</li> <li>– SEC filings (e.g., 10-K, 10-Q, 8-K)</li> <li>– Ratings and rankings</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>– Top Supplier meetings</li> <li>– Ford Partnership for a Cleaner Environment</li> <li>– Aligned Business Framework supplier dialogue sessions</li> <li>– Supplier quality roundtables</li> <li>– Supplier Diversity Development Networking</li> <li>– External supplier organizations</li> <li>– Coalitions including the Responsible Business Alliance</li> </ul>

## MATERIAL ISSUE DEFINITIONS

Material Issue	Definition
<b>Planet</b>	
Product carbon footprint and fuel economy	Fuel use and GHG emissions from Ford vehicles in use.
Air quality	Impacts of Ford's products and operations on local air quality, including congestion and smog-forming emissions. Poor air quality and air pollution can impact negatively on human health, resulting in allergies and diseases, and affect the human right to life.
Operations and logistics energy use and GHG emissions	Energy used and GHG emissions generated by Ford's own direct and indirect operations and logistics.
Climate change resilience strategy and energy future	We acknowledge that climate change is real and that we share the responsibility for reducing GHG emissions. Climate change impacts include extreme weather events and natural disasters, rising sea levels, floods, heatwaves, droughts, desertification, water shortages, impact on oceans and the spread of tropical and vector-borne diseases. We assess and respond to climate-related risks to product strategy, facilities and physical infrastructure, supply chain, regulatory environment, consumer demand, etc., and are working to ensure access to affordable, reliable and sustainable energy for Ford's business and customers.
Water use	Water use, management, treatment and discharge by Ford's operations. Assessment and mitigation of regional impacts of Ford and Ford suppliers' water use on local communities based on levels of water stress, availability and quality. We do this because everyone is entitled to sufficient, safe, acceptable, physically accessible and affordable water for personal and domestic (household) use.
Sustainable materials	Use of sustainable materials in vehicles, including renewable and recyclable materials, as well as sustainable chemicals. Design for sustainability, including product R&D, operational logistics and human capital.
Waste management	Management of vehicle end-of-life and recycling, operational waste, and non-GHG emissions and effluents.
Process chemicals	Phasing out harmful process chemicals and protecting human health during use.
Environmental management, process innovation and biodiversity	Effective environmental management systems for production and vehicle development, including design for sustainability. Considering life cycle assessment of products and process innovations, and management of direct and indirect impacts on habitats and ecosystems.
<b>People</b>	
Human rights	Ensuring human rights are respected throughout our operations and supply chain in line with our Policy Letter 24 expectations and local law. Human rights include our nine salient issues: product safety and quality, harassment and discrimination, responsible sourcing of raw materials, health and safety, climate change, air quality, access to water and sanitation, forced labor and child labor.
Human capital	Building an effective, diverse and capable workforce, including talent attraction and retention, job security, employee and leadership development, fostering a collaborative environment and corporate culture, employee engagement, workforce planning, compensation labor relations and collective bargaining, diversity and inclusion, equality and decent work.
Employee wellness, health and safety	Providing a healthy and safe working environment for employees, contractors and visitors. Health and safety pertain to providing and maintaining a safe and healthy work environment for all personnel that meets or exceeds applicable legal standards for occupational health and safety.
Supply chain management, assessment, capacity building and performance, responsible sourcing of raw materials	Understanding and mitigation of potential risks to ensure continuity of supply, capacity building and improved performance. Effective communication of expectations throughout the supply chain. Responsible sourcing of raw materials ensures that materials are never knowingly procured that contribute to human rights abuses, including child and forced labor; bribery or corruption; or environmental concerns. Responsible sourcing expectations include compliance with local law, reporting requirements (i.e., conflict minerals such as cobalt and mica, 3TG reporting), customer terms and conditions, and respect for indigenous populations, including water and land rights.

<b>Customer satisfaction, vehicle quality and safety</b>	Customer satisfaction and the quality of Ford's vehicles, 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. Ford's vehicles will advance state-of-the-art of safety wherever practicable.
<b>Customer privacy, data protection and understanding consumer behavior</b>	Use of data science and analytics to better understand consumer behavior, while maintaining consumer privacy and security.
<b>Sustainable cities and infrastructure</b>	Meeting the demand and helping to shape sustainable transportation, cities and infrastructure. Increasing connectivity for vehicles, cities and infrastructure to help improve air quality, ease congestion, broaden mobility and enhance the customer experience, with effective management of security and safety.
<b>Socioeconomic contribution and community engagement</b>	Supporting local communities through investment and constructive engagement, partnering for sustainable development and applying Ford's technology to help address societal challenges.
<b>Customer engagement and marketing</b>	Responsible customer engagement and marketing of Ford's vehicles and services, including education about new vehicle lines and technology.
<b>Changing consumer preferences</b>	Responding to changes in market demand and acceptance and consumer preferences, including on vehicle type, features and technology.
<b>Mobility solutions</b>	Developing and exploring new models for sustainable mobility in response to the expanding sharing economy, including vehicle-to-infrastructure communications, non-vehicles or multimodal mobility systems, and new ownership models such as ride-sharing and on-demand mobility solutions. Effective management of safety, security and liability.
<b>Work stoppages</b>	Work stoppages at Ford or supplier facilities or other limitations on production, including as a result of labor disputes, geopolitical issues, natural or man-made disasters, tight credit markets or other financial distress, or production constraints or difficulties.
<b>Innovation</b>	
<b>Financial health, intellectual property protection and brand perception</b>	Ensuring profitable operations with effective cost and risk management, including intellectual property protection, and positive brand perception of the company and its products.
<b>Smart technology</b>	Development and impact of smart technology on manufacturing, vehicles, supply chain and user experience, including blockchain, additive manufacturing, augmented reality, head-up displays and associated accessibility services including "Feel the View" technology.
<b>Self-driving vehicles</b>	Development of self-driving vehicle technology, at levels 1-5 (driver assistance through complete trip automation), with effective management of safety, security and public engagement.
<b>Electrification and alternative fuels</b>	Delivery of affordable, efficient and low-carbon fuels and powertrains, and staying ahead of the curve on electric innovation.
<b>Governance</b>	
<b>Ethical business practices</b>	Effective corporate governance to manage corruption and bribery, and conflicts of interest and implement the code of conduct. Ensuring transparency and disclosure on performance, goals and challenges.
<b>Government regulation, policy and engagement</b>	Ensuring compliance with government regulation, policy and expectations. Responsible lobbying and engagement with governments.
<b>Accountable and inclusive governance</b>	Ensuring transparent and accountable corporate governance practices that promote the just and effective functioning of the Board, its committees and Ford as a company. Includes Board diversity and responsible CEO remuneration.



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