

# PERFORMANCE AND DATA

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Our reporting includes an overview of the progress we have made against our goals and commitments, a summary of our performance in key areas, and a range of tables and charts providing more detailed performance data.

## Our Goals and Progress

We have summarized our progress against our goals, commitments and targets in relation to our material issues and other important performance areas.

> [Read more about our goals and progress](#)

## Key Performance Data

We provide comparative performance data over three years in areas of most importance to our business.

> [See our key performance data in more detail](#)

## Data Tables

For fuller data reporting, including detail on trends and accompanying notes, please access the separate Data Tables pdf on the Downloads page.

## Goals and Progress

This table summarizes Ford’s goals, commitments, targets and progress in our material issue areas and other important performance areas.

GLOBAL MOBILITY		
Goal	2016 Progress Examples	Status
Deliver our Ford Smart Mobility plan, with a focus on emerging opportunities in mobility.	<p>We revealed our vision for the City of Tomorrow and created the City Solutions team to help solve congestion issues and help people move more easily.</p> <p>We announced an agreement to acquire Chariot, a crowdsourced shuttle service, to drive the growth of Ford’s dynamic shuttle service globally.</p> <p>Through FordPass, we continued to focus on enhancing the consumer experience and added functionality to the FordPass app and services over the year.</p> <p>In our markets across the world, we partnered with stakeholders to develop mobility solutions and encouraged innovative tech through a further series of our Innovate Mobility Challenge.</p>	In process
CUSTOMERS AND PRODUCTS		
Goal	2016 Progress Examples	Status
<p>Improve fuel economy across our global product lineup, consistent with regulatory requirements and addressing climate stabilization.</p> <p>Offer competitive or “among the leaders” fuel economy for each new or significantly refreshed vehicle.</p>	<p>Our combined car and truck fuel economy declined slightly in 2016, but the fuel economy of cars alone (both domestic and imported) improved.</p> <p>We’ve brought our fuel-saving EcoBoost® engine to more than 8 million engines worldwide.</p> <p>&gt; <a href="#">Improving Fuel Economy</a></p>	In process
Pursue our electrification strategy.	<p>Our \$4.5 billion investment in electrification will see 13 new electric vehicles by 2020, by which time more than 40 percent of our lineup will be electrified.</p> <p>&gt; <a href="#">Alternative Fuels and Powertrains</a></p>	On track

**CUSTOMERS AND PRODUCTS**

Goal	2016 Progress Examples	Status
Continue our lightweighting plans.	<p>We are adopting advanced lightweight materials to help reduce fuel economy wherever practicable.</p> <p>Our F-Series trucks feature advanced aluminum alloy bodies, allowing us to save weight and deliver even more capability.</p> <p>We have helped develop a prototype carbon fiber composite subframe that reduces mass by 34 percent compared to stamped steel.</p> <p>&gt; <a href="#">Improving Fuel Economy</a></p>	On track
Offer alternative fuel vehicles.	<p>We offer engine packages on a wide range of commercial vehicles specially prepared for conversion to compressed natural gas and liquefied natural gas.</p> <p>We continue to support the development of next-generation biofuels and to partner on hydrogen fuel cell research.</p> <p>&gt; <a href="#">Alternative Fuels and Powertrains</a></p>	On track
Continue to develop and implement our sustainable materials strategy – focused on materials that have been obtained by socially sustainable means, that have lower environmental impacts and that provide equivalent or superior performance to existing materials.	<p>We are increasingly using materials that are more sustainable from a total life cycle perspective, including recycled, renewable and recyclable materials, and working to decrease or eliminate undesirable materials.</p> <p>We have eliminated or reduced substances of concern well ahead of regulatory requirements through our Restricted Substance Management Standard.</p> <p>&gt; <a href="#">Using Sustainable Materials</a></p>	On track
Design and manufacture vehicles with safety excellence focused on real-world safety and offer innovative safety and driver assist technologies. Meet or exceed all regulatory requirements for safety.	<p>Continued to implement:</p> <ul style="list-style-type: none"> <li>– Our Quality Operating System to deliver high-quality, safe and secure vehicles</li> <li>– Our stringent internal engineering design guidelines, which exceed regulatory requirements</li> </ul> <p>&gt; <a href="#">Improving Vehicle Safety</a></p>	On track
Provide information and educational programs to assist in promoting safe driving practices.	<p>Ford Driving Skills for Life (Ford DSFL), our free driver education program, reached more than 1 million young people and newly licensed drivers in 35 countries by the close of 2016.</p> <p>&gt; <a href="#">Encouraging Safer Driving</a></p>	On track
Play a co-leadership role in vehicle safety and driver assist research and innovation.	<p>Continued to collaborate with:</p> <ul style="list-style-type: none"> <li>– Other automotive companies on precompetitive safety projects</li> <li>– University partners on a wide range of research projects, including research into advanced safety technologies</li> </ul> <p>&gt; <a href="#">Driver Assist Technologies</a></p>	On track

**OPERATIONS**

Goal	2016 Progress Examples	Status
Reduce global facility CO <sub>2</sub> emissions per vehicle produced by 30 percent between 2010 and 2025.	<p>Achieved 29.6 percent reduction by 2016.</p> <p>&gt; <a href="#">Energy Use and Greenhouse Gas Emissions</a></p>	In process
Reduce global facility energy use per vehicle produced by 25 percent between 2011 and 2016.	<p>Achieved greater than 25 percent reduction by 2016.</p> <p>&gt; <a href="#">Energy Use and Greenhouse Gas Emissions</a></p>	Achieved
Having achieved our previous goal two years ahead of schedule, we have set a new, aggressive target: to save an additional 30 percent of water from our manufacturing between 2015 and 2020.	<p>Achieved 4 percent reduction by 2016.</p> <p>&gt; <a href="#">Water Use</a></p>	In process
Reduce global waste sent to landfill by 40 percent per vehicle produced between 2011 and 2016.	<p>Achieved 65 percent reduction by 2016.</p> <p>&gt; <a href="#">Waste Reduction</a></p>	Achieved

**HUMAN RIGHTS / SUPPLY CHAIN**

Goal	2016 Progress Examples	Status
Ensure everything we make – or that others make for us – is consistent with local law and our own commitment to protecting human rights, as embodied in our Policy Letter 24, our Code of Human Rights, Basic Working Conditions and Corporate Responsibility.	To determine priority locations for our human rights efforts, we conduct an annual risk analysis. As a result, our list of 22 high-priority countries remained unchanged in 2016.  We also reviewed our internal policies and procedures to ensure they aligned with the fundamental tenets of ethical recruiting.  At the end of 2016, 100 percent of our production Aligned Business Framework (ABF) suppliers had codes of conduct aligned with our Policy Letter 24, and 82 percent had robust systems governing their own operations and those of their supply chain.  <a href="#">&gt; Human Rights and Working Conditions</a> <a href="#">&gt; Environmental Impact of Our Suppliers</a>	On track
Help suppliers build their capacity to manage supply chain sustainability issues.	In 2016, representatives from 161 direct and indirect supplier sites in five countries attended in-country training sessions covering human rights, working conditions, business ethics and the environment.  <a href="#">&gt; Environmental Impact of Our Suppliers</a>	On track
Assess Tier 1 suppliers for compliance with local laws and Ford’s supply chain sustainability expectations.	Thirty-five initial social responsibility audits (including 31 using the new EICC methodology) and 154 follow-up audits were conducted in 2016.  <a href="#">&gt; Auditing Our Suppliers</a>	On track
Engage with our supply chain to understand its carbon and water footprints.	Surveyed 242 production suppliers, as well as indirect suppliers of logistics and information technology services, using the CDP Supply Chain program’s questionnaires; 196 suppliers were also invited to respond to the CDP Water questionnaire, and 140 (71 percent) responded.  <a href="#">&gt; Environmental Impact of Our Suppliers</a>	In process
Work with selected suppliers to reduce our collective environmental footprint by encouraging target setting and sharing best practices for energy and water use reductions.	Extended over the past two years, our supply chain sustainability initiative Partnership for A Cleaner Environment (PACE) now includes more than 40 strategic suppliers with the potential to impact nearly 1,100 supplier sites in more than 40 countries.  <a href="#">&gt; Environmental Impact of Our Suppliers</a>	In process
Improve the transparency of mineral sourcing within our supply chain while improving the capacity of conflict-free smelters.	For a second consecutive year, 100 percent of our in-scope suppliers submitted an annual conflict minerals reporting template.  <a href="#">&gt; Conflict Minerals</a>	Achieved
Continue effort to source purchases from veteran-, minority- and women-owned businesses.	Ford purchased goods and services worth \$8.8 billion from minority-owned suppliers; \$2.4 billion from women-owned businesses; and \$1.1 billion from veteran-owned companies.  <a href="#">&gt; Supplier Diversity</a>	Achieved

**HEALTH AND SAFETY**

Goal	2016 Progress Examples	Status
Fatalities target is always zero.	Regrettably, in 2016, there were two fatalities among Ford employees – the first for seven years. One occurred in Europe and the other (a non-work-related act of violence) in North America. There was also one fatality among contractors working at our facilities. The circumstances were analyzed in detail and actions were taken to prevent future incidents of a similar nature.  <a href="#">&gt; Health and Safety</a>	Not achieved
Serious injuries target is zero; overall goal is to attain industry competitive lost-time and drive continuous improvement; specific targets are set annually by business units.	The lost-time case rate stands at 0.39 cases with one or more days away from work per 200,000 hours, compared to 0.43 in 2015.  <a href="#">&gt; Health and Safety</a>	On track
Maintain or improve employee personal health status through participation in health risk appraisal and health-promotion programs.	We continued to provide programs and services that empower employees to achieve health and well-being. Offerings were tailored to meet individual and local priorities, and resources provided to help individuals make informed choices.  <a href="#">&gt; Health and Safety</a>	On track

## Key Performance Data

Below is a summary of key performance data for 2016. Please see our [Data Tables](#) for more detail and trends. For further information on data boundaries and assurance, please see [About This Report](#).

FINANCIAL HEALTH			
	2014	2015	2016
Pre-tax profits (excluding special items), \$ billion	7.3	10.8	10.4 <sup>1</sup>
CUSTOMERS AND PRODUCTS			
	2014	2015	2016
Ford U.S. corporate average fuel economy, combined car and truck, miles per gallon (higher mpg reflects improvement)	30.1	30	29.8 <sup>2</sup>
Ford U.S. CO <sub>2</sub> tailpipe emissions per vehicle, combined car and truck, grams per mile (lower grams per mile reflects improvement)	297	296	308 <sup>3</sup>
Ford Europe CO <sub>2</sub> tailpipe emissions per passenger vehicle, grams per kilometer (100% of vehicles) <sup>4</sup>	121.449	118.133	120.034
Global Quality Research System "things gone wrong" (3 months in service), total "things gone wrong" per 1,000 vehicles <sup>5</sup>			
North America	1,392	1,265	1,273
South America	1,472	1,207	1,119
Europe	1,302	1,232	1,379
Middle East & Africa	1,046	775	510
Asia Pacific	917	846	788
Global Quality Research System customer satisfaction (3 months in service), percent highly satisfied <sup>5</sup>			
North America	79	81	81
South America	68	70	68
Europe	73	75	73
Middle East & Africa	62	67	70
Asia Pacific	69	71	68
U.S. safety recalls, number per calendar year (including legacy vehicles on the road for 10+ years)	40	40	33
U.S. safety recalls, million units (including legacy vehicles on the road for 10+ years)	4.74 <sup>6</sup>	4.99	5.97
	2015	2016	2017
Percent of nameplates achieving five-star New Car Assessment Program (NCAP) Overall Vehicle Score (percent of Ford Motor Company vehicles tested by model year) <sup>7</sup>	65	62	71
OPERATIONS			
	2014	2015	2016
Worldwide facility energy consumption, billion kilowatt hours	14.94 <sup>8</sup>	14.6	14.2
Worldwide facility energy consumption per vehicle, kilowatt hours per vehicle	2,470	2,244	2,133
Worldwide facility CO <sub>2</sub> emissions, million metric tons	4.6	4.7	4.6
Worldwide facility CO <sub>2</sub> emissions per vehicle, metric tons	0.76	0.72 <sup>9</sup>	0.69
Global water use, million cubic meters	24.1	24.9	24.7
Global water use per vehicle produced, cubic meters	3.99	3.90 <sup>10</sup>	3.70

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## SUPPLY CHAIN

	2014	2015	2016
Total supplier sites trained/retrained in sustainability management (cumulative, since 2005)	2,948	3,156	<b>3,302</b>
Assessments to date	990	1,071	<b>1,106</b>
Training cascade to workforce, individuals trained	559,755	630,218	<b>705,216</b>

## COMMUNITIES

	2014	2015	2016
Ford Motor Company Fund charitable contributions, \$ million	30.2	37.2	<b>38.9</b>
Corporate charitable contributions, \$ million	15.4	18.4	<b>20.0</b>
Volunteer Corps, thousand volunteer hours	160	186	<b>204</b>

## OUR PEOPLE

	2014	2015	2016
<b>Lost-time case rate by region (per 100 employees; cases with one or more days away from work per 200,000 hours)</b>			
North America	0.75	0.75	<b>0.65</b>
South America	0.23	0.54	<b>0.42</b>
Europe	0.33	0.36	<b>0.43</b>
Middle East & Africa	0.04	0.10	<b>0.32</b>
Asia Pacific	0.03	0.03	<b>0.03</b>
Employee satisfaction, Pulse survey, overall, percent satisfied	76	76	<b>77</b>
Overall dealer attitude, Ford, relative ranking on a scale of 1–100 percent (winter/summer score)	85/85	85/85	<b>83/81</b>
Overall dealer attitude, Lincoln, relative ranking on a scale of 1–100 percent (winter/summer score)	77/77	77/78	<b>77/78</b>

1. See pages 25 and 82 of Ford's 2016 Form 10-K for definition and reconciliation to GAAP.
2. The decline in combined car and truck fuel economy is primarily due to customers purchasing larger cars and more trucks. Our combined fleet fuel economy improved by 10% compared to 2009.
3. Includes FFV Credit. The increase in combined car and truck CO<sub>2</sub> is primarily due to customers purchasing larger cars and more trucks. Our combined fleet CO<sub>2</sub> emissions improved by 10% compared to 2009.
4. Data for 2014 and 2015 has been restated to include three decimal places in line with EU COM published data. EEA/EU COM published preliminary 2016 CO<sub>2</sub> data. Official data expected in Q4 2017.
5. "Things gone wrong" and customer satisfaction data are based on model years.
6. Ford Action 14B04 (NHTSA Action Number of 14V343000) was superseded by 16S03 (NHTSA Action Number of 16V036000).
7. This data includes Ford and Lincoln.
8. 2014 data shows two decimal places to avoid a rounding discrepancy in the total.
9. 2015 data has been restated due to a rounding error.
10. 2015 data has been restated due to water meter repairs at a number of facilities.