



Go Further

Sustainability 2011/12

YEAR IN REVIEW	OUR BLUEPRINT FOR SUSTAINABILITY	FINANCIAL HEALTH	CLIMATE CHANGE AND THE ENVIRONMENT	WATER	VEHICLE SAFETY	SUPPLY CHAIN	PEOPLE	FORD AROUND THE WORLD
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GRI Index

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

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

*Sector supplement in final version

Related Links

External Websites

- [Global Reporting Initiative](#)

Key

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

Additional indicators are shown in **bold**

Part I: Profile Disclosures

1. STRATEGY AND ANALYSIS

Profile Disclosure and Description	Status	Links	Notes
1.1 Statement from the most senior decisionmaker of the organization (e.g., CEO, chair or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> • Letter from William Clay Ford, Jr. • Message from Alan Mulally 	
1.2 Description of key impacts, risks and opportunities.	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> • Letter from William Clay Ford, Jr. • Message from Alan Mulally • Letter from Robert Brown • Our Value Chain and Its Impacts • Materiality Analysis • Performance Summary • Ford's Goals, Commitments and Status • Sustainability Governance and Integration 	

2. ORGANIZATIONAL PROFILE

Profile Disclosure and Description	Status	Links	Notes
2.1 Name of the organization.	<input checked="" type="checkbox"/>		Please see 2011 Form 10-K page 2
2.2 Primary brands, products and/or services.	<input checked="" type="checkbox"/>		Please see 2011 Form 10-K page 7
2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures.	<input checked="" type="checkbox"/>		Please see 2011 Form 10-K page 7
2.4 Location of organization's headquarters.	<input checked="" type="checkbox"/>		Please see 2011 Form 10-K page 2

2.5	Number of countries where the organization operates, and names of countries either with major operations or that are specifically relevant to the sustainability issues covered in the report.	■		Please see List of Operations Worldwide
2.6	Nature of ownership and legal form.	■	<ul style="list-style-type: none"> ● Shareholder Services 	
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries).	■	<ul style="list-style-type: none"> ● Dealers 	Please see 2011 Form 10-K pages 6–10. More detailed information on our products and services is reported on in our annual financial reporting, including our 10-K and Annual Report .
2.8	Scale of the reporting organization, including: number of employees; net sales (for private sector organizations) or net revenues (for public sector organizations); total capitalization broken down in terms of debt and equity (for private sector organizations); and quantity of products or services provided.	■	<ul style="list-style-type: none"> ● Financial Health Data ● Employees ● Current Financial Health 	Information on our scale is reported on in our annual financial reporting, including our 10-K and Annual Report . Specifically, for information on quantity of products sold, please see 2011 Form 10-K page 3; for information on sales, revenue, and capitalization broken down by debt and equity, please see page 30.
2.9	Significant changes during the reporting period regarding size, structure, or ownership including: the location of, or changes in operations, including facility openings, closings, and expansions; and changes in the share capital structure and other capital formation, maintenance and alteration operations (for private sector organizations).	■	<ul style="list-style-type: none"> ● Focus on Asia 	Please see 2011 Form 10-K page 23–24 for a list of Ford facilities and page 29–30 for information on share capital structure and capital formation. Please see our Annual Report pages 7 and 56–57 for information on plant openings.
2.10	Awards received in the reporting period.	■	<ul style="list-style-type: none"> ● 2011 Awards and Recognition ● Diversity and Inclusion Awards ● Ford Asia Pacific and Africa ● Ford of Europe ● Ford South America 	

3. REPORT PARAMETERS

Report Profile

Profile Disclosure and Description	Status	Links	Notes
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	■	<ul style="list-style-type: none"> ● Year in Review 	
3.2 Date of most recent previous report (if any).	■	<ul style="list-style-type: none"> ● Year in Review 	
3.3 Reporting cycle (annual, biennial, etc.).	■	<ul style="list-style-type: none"> ● Year in Review 	
3.4 Contact point for questions regarding the report or its contents.	■	<ul style="list-style-type: none"> ● Contact 	

Report Scope and Boundary

Profile Disclosure and Description	Status	Links	Notes
3.5 Process for defining report content, including: determining materiality; prioritizing topics within the report; and identifying stakeholders the organization expects to use the report.	■	<ul style="list-style-type: none"> ● Materiality Analysis ● Stakeholder Engagement 	
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	■	<ul style="list-style-type: none"> ● Year in Review 	
3.7 State any specific limitations on the scope or boundary of the report.	■	<ul style="list-style-type: none"> ● Year in Review 	
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organizations.	■	<ul style="list-style-type: none"> ● Performance Summary ● Financial Health Data ● Environment Data ● Water Data ● Vehicle Safety Data ● Supply Chain Data ● People Data 	
3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	■	<ul style="list-style-type: none"> ● Performance Summary ● Financial Health Data ● Environment Data ● Water Data ● Vehicle Safety Data ● Supply Chain Data ● People Data 	

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

GRI Content Index

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

Assurance

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

4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT

Governance

Profile Disclosure and Description	Status	Links	Notes
4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.		<ul style="list-style-type: none"> ● Corporate Governance – Board of Directors ● Sustainability Governance and Integration ● Governance and Management Structures 	
4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).		<ul style="list-style-type: none"> ● Board of Directors 	
4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.		<ul style="list-style-type: none"> ● Corporate Governance – Board of Directors 	
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.		<ul style="list-style-type: none"> ● Corporate Governance – Board of Directors ● Stakeholder Engagement 	
4.5 Linkage between compensation for members of the highest governance body, senior managers and executives (including departure arrangements), and the organization's performance (including social and environmental performance).		<ul style="list-style-type: none"> ● Sustainability Governance and Integration 	
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.		<ul style="list-style-type: none"> ● Corporate Governance – Board of Directors ● Code of Business Conduct and Ethics (pdf, 34kb) 	
4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.		<ul style="list-style-type: none"> ● Corporate Governance – Board of Directors ● Stakeholder Engagement 	
4.8 Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental and social performance and the status of their implementation. Explain the degree to which these are applied across the organization in different regions and departments/units; and relate to internationally agreed standards.		<ul style="list-style-type: none"> ● Policy Letters and Directives ● Ethical Business Practices ● Sustainability Governance and Integration 	
4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance, including		<ul style="list-style-type: none"> ● Corporate Governance – Board of Directors ● Stakeholder Engagement 	

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

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

Profile Disclosure and Description	Status	Links	Notes
4.11 Explanation of whether and how the precautionary approach or principles is addressed by the organization. Article 15 of the Rio Principles introduced the precautionary approach. A response to 4.11 could address the organization's approach to risk management in operational planning or the development and introduction of new products.			The precautionary principle is the idea that if the consequences of an action are unknown, but are judged to have some potential for major or irreversible negative consequences, then it is better to avoid that action. We do not formally apply the precautionary principle to decision making across all of our activities. However, it has influenced our thinking. For example, in addressing climate change as a business issue, we have employed this principle. In addition, we assess and manage environmental, safety, supply chain, operational and other risks as described throughout this report.
4.12 Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or endorses.		<ul style="list-style-type: none"> ● Sustainability Management ● Climate Change Risks and Opportunities ● Climate Change Policy and Partnerships ● Collaborating with Utilities and Municipalities ● Policy Letters and Directives ● Water Strategy Approach ● Human Rights in the Supply Chain: Ford's Global Working Conditions Program ● Building Supplier Capability through Localized Training and Collaboration ● Conflict Minerals ● Supply Chain Environmental Management ● Collaborative Efforts ● Public Policy Positions 	
4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: has positions in governance bodies, participates in projects or committees; provides substantive funding beyond routine membership dues; or views membership as strategic.		<ul style="list-style-type: none"> ● Climate Change Policy and Partnerships ● Building Supplier Capability through Localized Training and Collaboration ● Collaborative Efforts ● Participation in the Policy-Making Process ● Water Strategy Approach 	

Stakeholder Engagement

Profile Disclosure and Description	Status	Links	Notes
4.14 List of stakeholder groups engaged by the organization. Examples of stakeholder groups are: communities; civil society; customers; shareholders and providers of capital; suppliers; and employees, other workers and their trade unions.		<ul style="list-style-type: none"> ● Stakeholder Engagement 	
4.15 Basis for identification and selection of stakeholders with whom to engage.		<ul style="list-style-type: none"> ● Stakeholder Engagement 	
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.		<ul style="list-style-type: none"> ● Stakeholder Engagement ● Engaging with These Stakeholders ● Employees ● Customers ● Dealers ● Supply Chain ● Communities 	
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.		<ul style="list-style-type: none"> ● Stakeholder Engagement ● Engaging with These Stakeholders ● Materiality Analysis 	

Part II: Disclosures on Management Approach

ECONOMIC

Aspects	Status	Links	Notes
Economic performance		<ul style="list-style-type: none"> ● Corporate Governance Policies ● Ford's Goals, Commitments and Status ● Financial Health 	
Market presence		<ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Ford Future Competitiveness 	
Indirect economic impacts		<ul style="list-style-type: none"> ● Communities ● Investing in Communities 	

ENVIRONMENTAL

Aspects	Status	Links	Notes
Materials		<ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Sustainable Materials ● Sustainability Governance and Integration ● Sustainability Management 	
Energy		<ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Sustainability Governance and Integration ● Sustainability Management 	
Water		<ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Sustainability Governance and Integration ● Sustainability Management ● Water Strategy Approach 	
Biodiversity		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Sustainability Management ● Sustainable Land Use and Biodiversity 	
Emissions, effluents and waste		<ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Non-CO₂, Facility-Related Emissions ● Waste Management ● Sustainability Management 	
Products and services		<ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Product Development 	
Compliance		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Compliance 	
Transport		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Logistics 	
Overall		<ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Sustainability Governance and Integration ● Sustainability Management 	

SOCIAL: LABOR PRACTICES AND DECENT WORK

Aspects	Status	Links	Notes
Employment		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Employees 	
Labor/management relations		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Employees 	
Occupational health and safety		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Ford's Goals, Commitments and Status ● Workplace Health and Safety ● Health and Safety Governance 	
Training and education		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● _____ 	

Workplace

Diversity and equal opportunity		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Diversity and Inclusion
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SOCIAL: HUMAN RIGHTS

Aspects	Status	Links	Notes
Investment and procurement practices		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Human Rights in the Supply Chain: Ford's Global Working Conditions Program ● Sustainable Raw Materials ● Setting Expectations for Our Suppliers ● Ethical Business Practices 	
Non-discrimination		<ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Sustainability Governance and Integration ● Supplier Diversity Development ● Diversity and Inclusion ● Ethical Business Practices ● Policy Letter No. 24: Code of Human Rights, Basic Working Conditions and Corporate Responsibility ● Commitment to Human Rights and the U.N. Global Compact 	
Freedom of association and collective bargaining		<ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Sustainability Governance and Integration ● Employees ● Ethical Business Practices ● Policy Letter No. 24: Code of Human Rights, Basic Working Conditions and Corporate Responsibility ● Commitment to Human Rights and the U.N. Global Compact 	
Child labor		<ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Sustainability Governance and Integration ● Human Rights in the Supply Chain: Ford's Global Working Conditions Program ● Setting Expectations for Our Suppliers ● Ethical Business Practices ● Policy Letter No. 24: Code of Human Rights, Basic Working Conditions and Corporate Responsibility ● Commitment to Human Rights and the U.N. Global Compact 	
Forced and compulsory labor		<ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Sustainability Governance and Integration ● Human Rights in the Supply Chain: Ford's Global Working Conditions Program ● Setting Expectations for Our Suppliers ● Policy Letter No. 24: Code of Human Rights, Basic Working Conditions and Corporate Responsibility ● Commitment to Human Rights and the U.N. Global Compact 	
Security practices		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Ethical Business Practices 	
Indigenous rights		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Communities ● Ethical Business Practices 	

SOCIAL: SOCIETY

Aspects	Status	Links	Notes
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Community		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Communities ● Engaging with Communities
Corruption		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Ethical Business Practices
Public policy		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Policy Letters and Directives
Anti-competitive behavior		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Ethical Business Practices
Compliance		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Ethical Business Practices

SOCIAL: PRODUCT RESPONSIBILITY

Aspects	Status	Links	Notes
Customer health and safety		<ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Sustainability Governance and Integration ● How We Manage Vehicle Safety ● Vehicle Safety Data 	
Product and service labelling		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Ethical Business Practices 	
Marketing communications		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Ethical Business Practices ● Building Customer Awareness 	
Customer privacy		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Ethical Business Practices 	
Compliance		<ul style="list-style-type: none"> ● Sustainability Governance and Integration ● Building Customer Awareness 	

Part III: Performance Indicators

ECONOMIC

Economic Performance

Performance Indicator and Description	Status	Links	Notes
EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments.		<ul style="list-style-type: none"> ● Financial Health Data ● People Data 	Information related to operating costs is referenced as "automotive costs of goods sold" in the Company's Annual Report on Form 10-K . Information related to payments to providers of capital is referenced as "cash paid interest expenses" and "stockholder dividends" in the Company's Annual Report on Form 10-K . Ford does not report on employee compensation and does not intend to do so in the future because the information is proprietary.
EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.		<ul style="list-style-type: none"> ● Climate Change Risks and Opportunities 	
EC3 Coverage of the organization's defined benefit plan obligations.			For our retirees, we have two principal qualified defined benefit retirement plans in the U.S. The Ford-UAW Retirement Plan covers hourly employees represented by the UAW, and the General Retirement Plan covers substantially all other Ford employees in the U.S. hired on or before December 31, 2003. We established, effective January 1, 2004, a defined contribution plan generally covering new salaried U.S. employees hired on or after that date. Other U.S. and non-U.S. subsidiaries have separate plans that generally provide similar types of benefits. We report on contributions to, and the funded status of, our pension plans in our Annual Report on Form 10-K .
EC4 Significant financial assistance received from government.		<ul style="list-style-type: none"> ● Partnerships and Collaboration 	

Market Presence

Performance Indicator and Description	Status	Links	Notes
EC5 Range of ratios of standard entry-level wage compared to local minimum wage at significant locations of operation.	<input type="checkbox"/>		
EC6 Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation.	<input checked="" type="checkbox"/>		Ford uses local suppliers everywhere we operate, and in several localities in which we operate, suppliers set up operations nearby to support Ford operations. In addition, the local economic development model described is aligned with our Supplier Diversity Development initiatives. Attributes of our Supplier Diversity Development initiatives include: economic development rationale, local employment opportunities and workforce development, supplier development and a considerable financial history of purchases from minority- and women-owned companies. These initiatives operate exclusively in the U.S. and are driven in part by compliance with federal requirements. Globally, a mandated Black Economic Empowerment Program also drives supplier development and local employment for Ford in South Africa. Ford does not track the proportion of spending on locally based suppliers at significant locations of operation because local sourcing has not appeared as an important issue in our materiality analyses.
EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	<input type="checkbox"/>		Ford doesn't track this information, because our materiality analysis determined that the procedures used for local hiring and proportion of senior management hired from the local community is not a material issue. However, Ford's recruiting initiatives are designed to be inclusive and hire from all segments of the diverse populations and communities in which we live and work. Opportunities for employment and advancement are available on a non-discriminatory basis – without regard to race, color, religion, age, gender, sexual orientation, national origin, handicap or veteran status. We take affirmative action in accordance with the law to have minorities and women represented appropriately throughout the workforce and to provide qualified handicapped persons, disabled veterans and veterans of the Vietnam era opportunity for employment and advancement.

Indirect Economic Impacts

Performance Indicator and Description	Status	Links	Notes
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement.	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ● Engagement and Community Data ● Investing in Communities 	
EC9 Understanding and describing significant indirect economic impacts, including the extent of impacts.	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ● Financial Health ● Understanding Customer Needs ● Supply Chain Profile 	For a discussion of risk factors please see 2011 Form 10-K pages 17-22. When the decision is made to close a facility, we take an active role in returning the property to a productive use that will be environmentally responsible, return shareholder value and benefit the community. Ford wants to leave a positive legacy in the communities in which we have operated, and we are therefore committed to handling our environmental responsibilities and working with municipal leaders to ensure smooth and successful transitions to new uses. Our first step with any closed facility is to assess and address any possible environmental issues on the property. The goal of our environmental assessment is to understand the environmental condition of the site and the actions needed to ensure that future use of the site will not pose any risk to human health or the environment. If any environmental issues are discovered, the property is cleaned up to the standard appropriate for its future use, whether industrial, commercial or residential. We also undertake extensive communications with community leaders, citizens and real estate partners to understand the potential future uses for the property and the community's goals for the property. In some cases, Ford redevelops the property itself, but more often it seeks a well-qualified developer to buy and convert it. Some properties remain in industrial

use. In other cases, the surrounding communities have changed since the plant opened, and new uses, such as retail, commercial or residential, are possible and desirable. Ford has a corporate responsibility to maximize returns to our shareholders in the disposition of our properties. However, we always work with the community to see the property redeveloped into a productive and beneficial use.

ENVIRONMENTAL

Materials

Performance Indicator and Description	Status	Links	Notes
EN1 Materials used by weight or volume.	<input type="checkbox"/>	<ul style="list-style-type: none"> Sustainable Materials 	In our materiality analysis, the use of sustainable materials appears as a significant issue, and we provide extensive coverage of that issue. However, accounting for the amount of every material used has not been identified as a material issue for internal or external stakeholders.
EN2 Percentage of materials used that are recycled input materials.	<input type="checkbox"/>	<ul style="list-style-type: none"> Sustainable Materials 	We report on our use of recycled materials and our efforts to increase recycled content in our vehicles. However, accounting for the exact percentage of recycled materials used in all of our vehicles has not been identified as a material issue for internal or external stakeholders.

Energy

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

Water

Performance Indicator and Description	Status	Links	Notes
EN8 Total water withdrawal by source.	<input type="checkbox"/>	<ul style="list-style-type: none"> Water Data 	
EN9 Water sources significantly affected by withdrawal of water.	<input type="checkbox"/>	<ul style="list-style-type: none"> Water Data 	
EN10 Percentage and total volume of water recycled and reused.	<input type="checkbox"/>	<ul style="list-style-type: none"> Water Data 	

Biodiversity

Performance Indicator and Description	Status	Links	Notes
EN11 Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	<input type="checkbox"/>	<ul style="list-style-type: none"> Sustainable Land Use and Biodiversity 	We believe that protecting biodiversity is an important issue, and we report on our efforts to increase and protect wildlife habitat. However, this issue was not identified as material in our analysis because Ford facilities, once established, do not routinely disturb

land, wildlife or biodiversity. In siting new facilities, we conduct a due diligence process and an environmental impact assessment, both of which consider potential impacts on biodiversity.

EN12	Descriptions of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.		<ul style="list-style-type: none"> Sustainable Land Use and Biodiversity
EN13	Habitats protected or restored.		<ul style="list-style-type: none"> Sustainable Land Use and Biodiversity
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.		<ul style="list-style-type: none"> Sustainable Land Use and Biodiversity
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.		

Emissions, Effluent, and Waste

Performance Indicator and Description	Status	Links	Notes
EN16 Total direct and indirect greenhouse gas emissions by weight.		<ul style="list-style-type: none"> Operational Energy Use and CO₂ Emissions Data 	
EN17 Other relevant indirect greenhouse gas emissions by weight.		<ul style="list-style-type: none"> Fuel Economy and CO₂ Emissions Data 	
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.		<ul style="list-style-type: none"> Climate Change Sustainable Technologies and Alternative Fuels Plan Electrification: A Closer Look 	
EN19 Emissions of ozone-depleting substances by weight.		<ul style="list-style-type: none"> Emissions (VOC and Other) Data Non-CO₂ Facility-Related Emissions 	
EN20 NOx, SOx and other significant air emissions by type and weight.		<ul style="list-style-type: none"> Tailpipe Emissions Data Emissions (VOC and Other) Data 	
EN21 Total water discharge by quality and destination.			Significant discharges to water by type are not currently tracked at the corporate level. The large majority of wastewater discharges are treated before discharge. The Company is collecting baseline data on discharges to municipal wastewater treatment plants, and this data will be reported as soon as practical, likely beginning in 2015.
EN22 Total weight of waste by type and disposal method.		<ul style="list-style-type: none"> Waste Data 	This is an area in which Ford is increasing its tracking and reporting. We currently report on waste by type, categorized into hazardous and nonhazardous. We also report on waste disposal to landfill. With our new GEM database, we are now tracking waste disposal methods beyond landfill (i.e., recycling, reuse, compost, incineration, other.) With this new data-tracking tool, we will be able to more report fully on this metric in the next few years.
EN23 Total number and volume of significant spills.		<ul style="list-style-type: none"> Compliance 	
EN24 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally.			
EN25 Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.			

Products and Services

Performance Indicator and Description	Status	Links	Notes
EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		<ul style="list-style-type: none"> Design for Lifecycle Sustainability Sustainable Materials End of Life Improving Fuel Economy Migration to Alternative Fuels and Powertrains 	
EN27 Percentage of products sold and their packaging materials that are reclaimed by category.		<ul style="list-style-type: none"> Sustainable Materials End of Life 	

Compliance

Performance Indicator and Description	Status	Links	Notes
EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.		<ul style="list-style-type: none"> ● Compliance 	

Transport

Performance Indicator and Description	Status	Links	Notes
EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.		<ul style="list-style-type: none"> ● Logistics 	

Overall

Performance Indicator and Description	Status	Links	Notes
EN30 Total environmental protection expenditures and investments by type.			Our established accounting methods allow us to track expenditures for items like environmental protection and controls, but do not include methods for estimating costs associated with indirect economic, environmental or social costs and benefits. For example, during the last five years, we took charges to our consolidated income for engineering, research and development we sponsored in the following amounts: We recorded \$5.3 billion, \$5.0 billion, and \$4.7 billion of engineering, research, and development costs that we sponsored during 2011, 2010, and 2009, respectively. Engineering, research and development is focused on improving the performance (including fuel efficiency) of our products, and to develop new products.

SOCIAL: LABOR PRACTICES AND DECENT WORK

Employment

Performance Indicator and Description	Status	Links	Notes
LA1 Total workforce by employment type, employment contract and region.		<ul style="list-style-type: none"> ● Engagement and Community Data ● Global Operations 	The number of employees by region can be found in Ford's Annual Report on Form 10-K .
LA2 Total number and rate of employee turnover by age group, gender and region.			This is proprietary information.
LA3 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.			

Labor/Management Relations

Performance Indicator and Description	Status	Links	Notes
LA4 Percentage of employees covered by collective bargaining agreements.		<ul style="list-style-type: none"> ● Employees 	Substantially all of the hourly employees in our Automotive operations in the U.S. are represented by unions and covered by collective bargaining agreements. Most hourly employees and many non-management salaried employees of our subsidiaries outside the U.S. are also represented by unions.
LA5 Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.			Ford fully complies with applicable requirements for minimum notice periods regarding operational changes.

Occupational Health and Safety

Performance Indicator and Description	Status	Links	Notes
LA6 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.		<ul style="list-style-type: none"> ● Workplace Health and Safety 	Ford faces workplace health and safety challenges similar to those of many multinational manufacturing companies. These challenges include, for example, establishing and reinforcing high, common expectations for the safety of our employees worldwide. Most of our manufacturing facilities have

				joint union/management safety committees that guide the development and implementation of safety programs in their operations. Approximately 75 percent of the Company's workforce globally are covered by the health and safety committees. This includes the entire manufacturing workforce and some staff organizations.
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region.	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Workplace Safety Data ● Our 2011 Safety Record 	Absenteeism is covered by collective bargaining agreements, which vary. The data are not tracked centrally. Rates of absenteeism were not identified as a material issue in our materiality analysis.
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases.	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Health as a Strategic Advantage ● Case Study: Ford and Type 1 Diabetes 	
LA9	Health and safety topics covered in formal agreements with trade unions.	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Relationship Management 	

Training and Education

Performance Indicator and Description	Status	Links	Notes
LA10 Average hours of training per year per employee by employee category.	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Ethical Business Practices 	We provide information on employee training programs relevant to sustainability; however, our materiality analysis did not identify the average hours of training per employee as a material issue.
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Leadership Development 	
LA12 Percentage of employees receiving regular performance and career development reviews.	<input type="checkbox"/>		

Diversity and Opportunity

Performance Indicator and Description	Status	Links	Notes
LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Corporate Governance – Board of Directors ● Diversity and Inclusion ● Engagement and Community Data 	This indicator is partially not applicable. We report on the makeup of our Board of Directors and our U.S. workforce. However, definitions of diversity vary globally and data cannot be aggregated meaningfully outside the U.S.
LA14 Ratio of basic salary of men to women by employee category.	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Diversity and Inclusion ● Engagement and Community Data 	This is proprietary information.

SOCIAL: HUMAN RIGHTS

Strategy and Management

Performance Indicator and Description	Status	Links	Notes
HR1 Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Human Rights in the Supply Chain: Ford's Global Working Conditions Program ● Engagement and Community Data 	
HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Human Rights in the Supply Chain: Ford's Global Working Conditions Program ● Engagement and Community Data 	
HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Ethical Business Practices ● Engagement and Community Data 	

Non-Discrimination

Performance Indicator and Description	Status	Links	Notes
HR4 Total number of incidents of discrimination and actions taken.	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Diversity and Inclusion ● Engagement and Community Data 	This is proprietary information.

Freedom of Association and Collective Bargaining

Performance Indicator and Description	Status	Links	Notes
HR5 Operations identified in which the right to exercise freedom	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Engagement and Community Data 	

of association and collective bargaining may be at significant risk, and actions taken to support these rights.

- [Assessing Suppliers](#)
- [Commitment to Human Rights and the U.N. Global Compact](#)

Child Labor

Performance Indicator and Description	Status	Links	Notes
HR6 Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.		<ul style="list-style-type: none"> ● Human Rights in the Supply Chain: Ford's Global Working Conditions Program ● Engagement and Community Data ● Assessing Suppliers ● Commitment to Human Rights and the U.N. Global Compact 	

Forced and Compulsory Labor

Performance Indicator and Description	Status	Links	Notes
HR7 Operations identified as having significant risk for incidents of forced or compulsory labor, and measurements to contribute to the elimination of forced or compulsory labor.		<ul style="list-style-type: none"> ● Human Rights in the Supply Chain: Ford's Global Working Conditions Program ● Engagement and Community Data ● Assessing Suppliers ● Commitment to Human Rights and the U.N. Global Compact 	

Security Practices

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

Indigenous Practices

Performance Indicator and Description	Status	Links	Notes
HR9 Total number of incidents of violations involving rights of indigenous people and actions taken.			

SOCIAL: SOCIETY

Community

Performance Indicator and Description	Status	Links	Notes
SO1 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.		<ul style="list-style-type: none"> ● Communities 	

Corruption

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

Public Policy

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

Anti-Competitive Behavior

Performance Indicator and Description	Status	Links	Notes
SO7 Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcomes.			Legal actions are described in the Company's Annual Report on the Form 10-K , pages 25–27.

Compliance

Performance Indicator and Description	Status	Links	Notes
SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.		<ul style="list-style-type: none"> Compliance Workplace Safety Data 	Additional information on fines for noncompliance with laws and regulations can be found in the Company's Annual Report on the Form 10-K on pages 25–27.

SOCIAL: PRODUCT RESPONSIBILITY

Customer Health and Safety

Performance Indicator and Description	Status	Links	Notes
PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.		<ul style="list-style-type: none"> How We Manage Vehicle Safety Accident Avoidance and Driver Assist Technologies Occupant Protection Technologies 	
PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes.			Information on all legal proceedings and incidents of noncompliance can be found in the Company's Annual Report on the Form 10-K on pages 25–27.

Products and Service Labeling

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

Marketing Communications

Performance Indicator and Description	Status	Links	Notes
PR6 Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion and sponsorship.		<ul style="list-style-type: none"> Policy Letters and Directives 	
PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes.	<input type="checkbox"/>		Information on all legal proceedings and incidents of noncompliance can be found in the Company's Annual Report on the Form 10-K , pages 25–27.

Customer Privacy

Performance Indicator and Description	Status	Links	Notes
PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	<input type="checkbox"/>		

Compliance

Performance Indicator and Description	Status	Links	Notes
PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.			Information on all legal proceedings and incidents of noncompliance can be found in the Company's Annual Report on the Form 10-K , on pages 25–27.

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