



Go Further

Sustainability 2012/13



GRI Index

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

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

*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. Letter from Alan Mulally Voice: Robert Shanks | |
| 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. Letter from Alan Mulally Letter from Robert Brown Strategy Sustainability Strategy Materiality Analysis Materiality Matrix Our Value Chain and Its Impacts Ford Future Competitiveness Mobility Solutions Mobility Challenges and Opportunities Climate Change: The Issue Climate Change Risks and Opportunities Ford's Science-Based CO₂ Targets Water Impacts, Risks and Opportunities | |

2. ORGANIZATIONAL PROFILE

| Profile Disclosure and Description | Status | Links | Notes |
|---|-------------------------------------|-------|--|
| 2.1 Name of the organization. | <input checked="" type="checkbox"/> | | Please see 2012 Form 10-K page 1 |
| 2.2 Primary brands, products and/or services. | <input checked="" type="checkbox"/> | | Please see 2012 Form 10-K page 2-3 |

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|------|--|---|--|--|
| 2.3 | Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures. | ■ | | Please see 2012 Form 10-K page 2–3 |
| 2.4 | Location of organization's headquarters. | ■ | | Please see 2012 Form 10-K page 1 |
| 2.5 | Number of countries where the organization operates, and names of countries either with major operations or that are specifically relevant to the sustainability issues covered in the report. | ■ | | Please see List of Operations Worldwide |
| 2.6 | Nature of ownership and legal form. | ■ | <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"> ● 2012 Sales and Highlights ● Data: Market Share and Sales | Please see 2012 Form 10-K pages 2–3. 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 ● Employees ● Current Financial Health | Information on our scale is reported on in our annual financial reporting, including our 10-K and Annual Report . |
| 2.9 | Significant changes during the reporting period regarding size, structure, or ownership including: the location of, or changes in operations, including facility openings, closings, and expansions; and changes in the share capital structure and other capital formation, maintenance and alteration operations (for private sector organizations). | ■ | <ul style="list-style-type: none"> ● Focus on Asia ● Focus on Europe | Please see 2012 Form 10-K page 2 for a list of changes to our reportable segments. |
| 2.10 | Awards received in the reporting period. | ■ | <ul style="list-style-type: none"> ● Governance ● Diversity and Inclusion Awards ● Operational Energy and Greenhouse Gas Emissions ● Vehicle Safety and Driver Assist Technologies: Highlights ● Supplier Diversity Development ● Ford of Europe ● Ford Asia Pacific and Africa ● Ford South America | |

3. REPORT PARAMETERS

Report Profile

| Profile Disclosure and Description | Status | Links | Notes |
|---|--------|---|-------|
| 3.1 Reporting period (e.g., fiscal/calendar year) for information provided. | ■ | <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"> ● Year in Review ● Contact | |

Report Scope and Boundary

| Profile Disclosure and Description | Status | Links | Notes |
|--|--------|--|-------|
| 3.5 Process for defining report content, including: determining materiality; prioritizing topics within the report; and identifying stakeholders the organization expects to use the report. | ■ | <ul style="list-style-type: none"> ● Year in Review ● Materiality Analysis ● Stakeholder Engagement | |
| 3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. | ■ | <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"> ● Year in Review ● Governance ● Stakeholder Engagement: Employees ● Working Conditions in Ford Plants ● Case Study: Joint Venture Expansion in Chongqing ● Our 2012 Safety Record ● Financial Health Data ● Climate Change and the Environment Data ● Water Data | |

| | | | |
|------|--|---|--|
| | | | <ul style="list-style-type: none"> ● Vehicle Safety and Driver Assist Technologies 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"> ● Year in Review ● Financial Health Data ● Climate Change and the Environment Data ● Water Data ● Vehicle Safety and Driver Assist Technologies 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"> ● Year in Review ● Financial Health Data ● Climate Change and the Environment Data ● Water Data ● Vehicle Safety and Driver Assist Technologies 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"> ● Reporting and Transparency |

GRI Content Index

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

Assurance

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

4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT

Governance

| Profile Disclosure and Description | Status | Links | Notes |
|--|--------|--|-------|
| 4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. | ■ | <ul style="list-style-type: none"> ● Sustainability Strategy ● Governance ● Governance and Management Structures ● Sustainability Governance and Integration | |
| 4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). | ■ | <ul style="list-style-type: none"> ● Governance and Management Structures | |
| 4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members. | ■ | <ul style="list-style-type: none"> ● Corporate Governance – Board of Directors | |
| 4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. | ■ | <ul style="list-style-type: none"> ● Ethical Business Practices ● Promoting a Diverse and Inclusive Workforce | |
| 4.5 Linkage between compensation for members of the highest governance body, senior managers and executives (including departure arrangements), and the organization's performance (including social and environmental performance). | ■ | <ul style="list-style-type: none"> ● Letter from Robert Brown ● Sustainability Strategy ● Manufacturing ● Sustainability Governance and Integration | |
| 4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided. | ■ | <ul style="list-style-type: none"> ● Ethical Business Practices | |
| 4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics. | ■ | <ul style="list-style-type: none"> ● Corporate Governance – Board of Directors | |

| | | | |
|------|---|---|--|
| 4.8 | Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental and social performance and the status of their implementation. Explain the degree to which these: are applied across the organization in different regions and departments/units; and relate to internationally agreed standards. | ■ | <ul style="list-style-type: none"> ● Strategy ● Sustainability Strategy ● Ethical Business Practices ● Policy Letters and Directives ● Environmental Management ● Working Conditions in Ford Plants ● Sustainable Materials ● Supporting ONE Ford ● Promoting a Diverse and Inclusive Workforce |
| 4.9 | Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles. | ■ | <ul style="list-style-type: none"> ● Letter from Robert Brown ● Sustainability Strategy ● Public Policy ● Climate Change Governance ● Sustainability Governance and Integration |
| 4.10 | Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance. | ■ | <ul style="list-style-type: none"> ● Corporate Governance – Board of Directors |

Commitments to External Initiatives

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

Stakeholder Engagement

| Profile Disclosure and Description | Status | Links | Notes |
|--|--------|--|-------|
| 4.14 List of stakeholder groups engaged by the organization. Examples of stakeholder groups are: communities; civil society; customers; shareholders and providers of capital; suppliers; and employees, other workers and their trade unions. | ■ | <ul style="list-style-type: none"> ● Strategy ● Our Value Chain and Its Impacts ● Stakeholder Engagement | |
| 4.15 Basis for identification and selection of stakeholders with whom to engage. | ■ | <ul style="list-style-type: none"> ● Strategy ● Overview of the Analysis Process ● Stakeholder Engagement ● People ● Engaging with Communities ● Customers ● Supply Chain | |
| 4.16 Approaches to stakeholder engagement, including frequency | ■ | <ul style="list-style-type: none"> ● Overview of the Analysis Process | |

of engagement by type and by stakeholder group.

- [Participation in the Policy-Making Process](#)
- [Engaging With These Stakeholders](#)
- [Engaging with Communities](#)
- [Engaging with Customers](#)
- [Understanding Customer Needs](#)
- [Building Customer Awareness](#)
- [Creating a Sustainable Supply Chain: Ford's Approach](#)
- [Building Strong Supplier Relationships](#)
- [Building Shared Commitment and Capability](#)

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.



- [Materiality Matrix](#)
- [Overview of the Analysis Process](#)
- [Assurance](#)
- [Downloads](#)
- [Voice: Mark Lee](#)
- [Voice: J. Carl Ganter](#)
- [Voice: Dr. Michiel van Ratingen](#)
- [Employee Satisfaction](#)
- [Safety Culture and Accountability](#)
- [Dealers](#)
- [Customers](#)
- [Understanding Customer Needs](#)
- [Voice: Patricia Jurewicz](#)
- [Supplier Greenhouse Gas Emissions](#)

Part II: Disclosures on Management Approach

ECONOMIC

| Aspects | Status | Links | Notes |
|---------------------------|--------|---|-------|
| Economic performance | | <ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Performance Summary ● Financial Health ● Financial Health Data ● Our Value Chain and Its Impacts ● Investing in Communities ● Current Financial Health | |
| Market presence | | <ul style="list-style-type: none"> ● 2012 Sales and Highlights ● Data: Market Share and Sales ● Product Competitiveness | |
| Indirect economic impacts | | <ul style="list-style-type: none"> ● Our Value Chain and Its Impacts ● Current Financial Health ● The Lincoln Motor Company ● New Models of Mobility ● Ford Motor Credit Company | |

ENVIRONMENTAL

| Aspects | Status | Links | Notes |
|--------------------------------|--------|---|-------|
| Materials | | <ul style="list-style-type: none"> ● Sustainable Materials ● Choosing More Sustainable Materials ● Eliminating Undesirable Materials | |
| Energy | | <ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Performance Summary ● Greening Our Operations ● Greening Our Products | |
| Water | | <ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Performance Summary ● Water ● Progress in Reducing Water Use ● Water Strategy Approach | |
| Biodiversity | | <ul style="list-style-type: none"> ● Sustainable Land Use and Biodiversity | |
| Emissions, effluents and waste | | <ul style="list-style-type: none"> ● Climate Change ● Beyond CO₂ ● Choosing More Sustainable Materials | |

| | | |
|-----------------------|--|---|
| | | <ul style="list-style-type: none"> ● Waste Management |
| Products and services | | <ul style="list-style-type: none"> ● Choosing More Sustainable Materials ● Greening Our Products ● Product Sustainability Index |
| Compliance | | <ul style="list-style-type: none"> ● Eliminating Undesirable Materials ● End of Life ● A Portfolio Approach ● Fuel |
| Transport | | <ul style="list-style-type: none"> ● Supplier Greenhouse Gas Emissions ● Logistics |
| Overall | | <ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Performance Summary ● Design for Lifecycle Sustainability ● Increasing Consumer Awareness of Environmental Issues |

SOCIAL: LABOR PRACTICES AND DECENT WORK

| Aspects | Status | Links | Notes |
|---------------------------------|--------|---|-------|
| Employment | | <ul style="list-style-type: none"> ● Employees ● Employee Engagement ● Salute to Dealers | |
| Labor/management relations | | <ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Performance Summary ● Employees ● Promoting a Diverse and Inclusive Workforce ● Communities ● Engaging with Communities ● Investing in Communities ● Working Conditions in Ford Plants ● Policy Letters and Directives | |
| Occupational health and safety | | <ul style="list-style-type: none"> ● Ford's Goals, Commitments and Status ● Performance Summary ● Workplace Health and Safety ● Health and Safety Governance ● Our 2012 Safety Record ● Safety Culture and Accountability ● Safe Conditions | |
| Training and education | | <ul style="list-style-type: none"> ● Leadership Development | |
| Diversity and equal opportunity | | <ul style="list-style-type: none"> ● Diversity and Inclusion ● Promoting a Diverse and Inclusive Workforce ● Dealers | |

SOCIAL: HUMAN RIGHTS

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

| | | |
|--------------------|--------------------------|---|
| Security practices | <input type="checkbox"/> | <ul style="list-style-type: none"> Policy Letters and Directives |
| Indigenous rights | <input type="checkbox"/> | <ul style="list-style-type: none"> Communities Engaging with Communities Policy Letters and Directives |

SOCIAL: SOCIETY

| Aspects | Status | Links | Notes |
|---------------------------|--------------------------|---|-------|
| Community | <input type="checkbox"/> | <ul style="list-style-type: none"> Ford's Goals, Commitments and Status Performance Summary Communities Engaging with Communities Investing in Communities | |
| Corruption | <input type="checkbox"/> | <ul style="list-style-type: none"> Governance Policy Letters and Directives Ethical Business Practices | |
| Public policy | <input type="checkbox"/> | <ul style="list-style-type: none"> Public Policy Participation in the Policy-Making Process Public Policy Positions Climate Change Policy and Partnerships | |
| Anti-competitive behavior | <input type="checkbox"/> | <ul style="list-style-type: none"> Policy Letters and Directives Ethical Business Practices | |
| Compliance | <input type="checkbox"/> | <ul style="list-style-type: none"> Sustainability Governance Ethical Business Practices | |

SOCIAL: PRODUCT RESPONSIBILITY

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

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. | <input type="checkbox"/> | <ul style="list-style-type: none"> Financial Health Financial Health Data Our Value Chain and Its Impacts Investing in Communities Current Financial Health | Information related to operating costs is referenced as "automotive costs of goods sold" in the Company's Annual Report on Form 10-K . Information related to payments to providers of capital is referenced as "cash paid interest expenses" and "stockholder dividends" in the Company's Annual Report on Form 10-K . Ford does not report on employee compensation and does not intend to do so in the future because the information is proprietary. |
| EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change. | <input type="checkbox"/> | <ul style="list-style-type: none"> Ford's Climate Change Strategy Climate Change Strategic Principles The "CO₂ Model:" The Science Behind Our Scientific Approach | |

- [Greening Our Products](#)
- [Sustainable Technologies and Alternative Fuels Plan](#)
- [Choosing More Sustainable Materials](#)
- [Water Impacts, Risks and Opportunities](#)
- [Operating in Water-Stressed Regions](#)
- [Dealers](#)

| | | | | |
|-----|--|---|--|--|
| EC3 | Coverage of the organization's defined benefit plan obligations. |  | <ul style="list-style-type: none"> ● Current Financial Health | For our retirees, we have two principal qualified defined benefit retirement plans in the U.S. The Ford-UAW Retirement Plan covers hourly employees represented by the UAW, and the General Retirement Plan covers substantially all other Ford employees in the U.S. hired on or before December 31, 2003. We established, effective January 1, 2004, a defined contribution plan generally covering new salaried U.S. employees hired on or after that date. Other U.S. and non-U.S. subsidiaries have separate plans that generally provide similar types of benefits. We report on contributions to, and the funded status of, our pension plans in our Annual Report on Form 10-K . |
|-----|--|---|--|--|

| | | | | |
|-----|--|---|--|--|
| EC4 | Significant financial assistance received from government. |  | <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. |  | | |
| EC6 Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation. |  | <ul style="list-style-type: none"> ● Engaging with Communities ● Supplier Diversity Development | Ford uses local suppliers everywhere we operate, and in several localities in which we operate, suppliers set up operations nearby to support Ford operations. In addition, the local economic development model described is aligned with our Supplier Diversity Development initiatives. Attributes of our Supplier Diversity Development initiatives include: economic development rationale, local employment opportunities and workforce development, supplier development and a considerable financial history of purchases from minority- and women-owned companies. These initiatives operate exclusively in the U.S. and are driven in part by compliance with federal requirements. Globally, a mandated Black Economic Empowerment Program also drives supplier development and local employment for Ford in South Africa. Ford does not track the proportion of spending on locally based suppliers at significant locations of operation because local sourcing has not appeared as an important issue in our materiality analyses. |
| EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation. |  | <ul style="list-style-type: none"> ● Engaging with Communities | Ford doesn't track this information, because our materiality analysis determined that the procedures used for local hiring and proportion of senior management hired from the local community is not a material issue. However, Ford's recruiting initiatives are designed to be inclusive and hire from all segments of the diverse populations and communities in which we live and work. Opportunities for employment and advancement are available on a non-discriminatory basis – without regard to race, color, religion, age, gender, sexual orientation, national origin, handicap or veteran status. We take affirmative action in accordance with the law to have minorities and women represented appropriately throughout the workforce and to provide qualified handicapped persons, disabled veterans and veterans of the Vietnam era opportunity for employment and advancement. |

Indirect Economic Impacts

| 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. |  | <ul style="list-style-type: none"> ● Our Value Chain and Its Impacts ● Current Financial Health ● Case Study: Saving Lives in Rural India ● Water as a Community Issue ● Collaborative Efforts ● Case Study: Connected Vehicles ● Investing in Communities | |

- [Ford Motor Company Fund and Community Services](#)
- [Ford Volunteer Corps](#)

EC9 Understanding and describing significant indirect economic impacts, including the extent of impacts. 

- [Our Value Chain and Its Impacts](#)
- [The Lincoln Motor Company](#)
- [Product Competitiveness](#)
- [New Models of Mobility](#)
- [Ford Motor Credit Company](#)
- [Focus on Europe](#)
- [Focus on Asia](#)
- [Product Sustainability Index](#)

ENVIRONMENTAL

Materials

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

Energy

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

Water

| Performance Indicator and Description | Status | Links | Notes |
|--|--------|--|-------|
| EN8 Total water withdrawal by source. | | <ul style="list-style-type: none"> Water Data | |
| EN9 Water sources significantly affected by withdrawal of water. | | <ul style="list-style-type: none"> Water Consumption in the Vehicle Lifecycle | |
| EN10 Percentage and total volume of water recycled and reused. | | <ul style="list-style-type: none"> Investing in New Technologies | |

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. | | <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 Remediation | |
| EN14 Strategies, current actions, and future plans for managing impacts on biodiversity. | | <ul style="list-style-type: none"> Sustainable Land Use and Biodiversity Remediation | |
| EN15 Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk. | | | |

Emissions, Effluent, and Waste

| Performance Indicator and Description | Status | Links | Notes |
|--|--------|--|--|
| EN16 Total direct and indirect greenhouse gas emissions by weight. | | <ul style="list-style-type: none"> Quantifying Our Environmental Impact Product Sustainability Index Ford's Greenhouse Gas Emissions Supplier Greenhouse Gas Emissions Data: Operational Energy Use and CO₂ Emissions | |
| EN17 Other relevant indirect greenhouse gas emissions by weight. | | <ul style="list-style-type: none"> Data: Fuel Economy and CO₂ Emissions | |
| EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved. | | <ul style="list-style-type: none"> Design for Lifecycle Sustainability Product Sustainability Index Greening Our Operations Operational Energy and Greenhouse Gas Emissions Renewable Energy Non-CO₂, Facility-Related Emissions Improving Fuel Economy Migration to Alternative Fuels and Powertrains Vehicle Fuel Efficiency and CO₂ Emissions Progress and Performance Electrification: A Closer Look | |
| EN19 Emissions of ozone-depleting substances by weight. | | <ul style="list-style-type: none"> Data: Emissions (VOC and Other) | |
| EN20 NO _x , SO _x and other significant air emissions by type and weight. | | <ul style="list-style-type: none"> Product Sustainability Index Data: Tailpipe Emissions | |
| EN21 Total water discharge by quality and destination. | | <ul style="list-style-type: none"> Progress in Reducing Water Use | Significant discharges to water by type are not currently tracked at the corporate level. The large majority of wastewater discharges are treated before discharge. The Company is collecting baseline data on discharges to municipal wastewater treatment plants, and this data will be reported as soon as practical, likely beginning in 2015. |
| EN22 Total weight of waste by type and disposal method. | | <ul style="list-style-type: none"> Data: Waste Waste Management | This is an area in which Ford is increasing its tracking and reporting. We currently report on waste by type, categorized into hazardous and nonhazardous. We also report on waste disposal to landfill. With our new GEM database, we are now tracking waste disposal |

methods beyond landfill (i.e., recycling, reuse, compost, incineration, other.) With this new data-tracking tool, we will be able to more report fully on this metric in the next few years.

| | | | |
|------|--|--|---|
| EN23 | Total number and volume of significant spills. | | <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. | | <ul style="list-style-type: none"> Sustainable Materials |
| 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 Product Sustainability Index Greening Our Operations Choosing More Sustainable Materials Eliminating Undesirable Materials Water Consumption in the Vehicle Lifecycle | |
| EN27 Percentage of products sold and their packaging materials that are reclaimed by category. | | <ul style="list-style-type: none"> Choosing More Sustainable Materials Logistics | |

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"> Environmental Management Compliance Eliminating Undesirable Materials | |

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"> Supplier Greenhouse Gas Emissions Logistics | |

Overall

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

SOCIAL: LABOR PRACTICES AND DECENT WORK

Employment

| Performance Indicator and Description | Status | Links | Notes |
|--|--------|--|---|
| LA1 Total workforce by employment type, employment contract and region. | | <ul style="list-style-type: none"> Ford Asia Pacific and Africa Ford of Europe Ford South America | The number of employees by region can be found in Ford's Annual Report on? Form 10-K page 16. |
| 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. | | <ul style="list-style-type: none"> Employees | |

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"> Stakeholder Engagement: Employees Employees | |
| LA5 Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements. | | <ul style="list-style-type: none"> Focus on Europe | 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"> Stakeholder Engagement: Employees Health and Safety Governance | |
| LA7 Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region. | | <ul style="list-style-type: none"> Our 2012 Safety Record Data: Workplace Safety | Absenteeism is covered by collective bargaining agreements, which vary. The data are not tracked centrally. Rates of absenteeism were not identified as a material issue in our materiality analysis. |
| LA8 Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases. | | <ul style="list-style-type: none"> Health as a Strategic Advantage | |
| LA9 Health and safety topics covered in formal agreements with trade unions. | | <ul style="list-style-type: none"> Safety Culture and Accountability Relationship Management | |

Training and Education

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

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. | | <ul style="list-style-type: none"> Corporate Governance – Board of Directors Data: Engagement and Community | |
| LA14 Ratio of basic salary of men to women by employee category. | | <ul style="list-style-type: none"> Diversity and Inclusion | 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. | | <ul style="list-style-type: none"> Policy Letters and Directives Expanding Impact on Our Supply Chain Sustainable Raw Materials | |
| HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. | | <ul style="list-style-type: none"> Supply Chain Data Supply Chain Profile Assessing Suppliers Sustainable Raw Materials Conflict Minerals | |
| HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. | | <ul style="list-style-type: none"> Ethical Business Practices Building Supplier Capability through Localized Training and Collaboration | |

Non-Discrimination

| Performance Indicator and Description | Status | Links | Notes |
|--|--------|---|----------------------------------|
| HR4 Total number of incidents of discrimination and actions taken. | | <ul style="list-style-type: none"> Diversity and Inclusion Data: Engagement and Community | 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 of association and collective bargaining may be at significant risk, and actions taken to support these rights. |  | <ul style="list-style-type: none"> ● Promoting a Diverse and Inclusive Workforce ● Policy Letters and Directives |
|-----|--|---|--|

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"> ● Policy Letters and Directives ● Engaging with Communities | |

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"> ● Policy Letters and Directives ● Engaging with Communities ● Forced Labor and Human Trafficking in Supply Chains ● Charcoal and Pig Iron Production in Brazil | |

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. | <input type="checkbox"/> | | |

Indigenous Practices

| Performance Indicator and Description | Status | Links | Notes |
|--|--------------------------|-------|-------|
| HR9 Total number of incidents of violations involving rights of indigenous people and actions taken. | <input type="checkbox"/> | | |

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"> ● Engaging with Communities ● Investing in Communities ● Encouraging Safer Driving | |

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"> ● Governance ● Policy Letters and Directives | |
| 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 ● Participation in the Policy-Making Process ● Public Policy Positions ● Climate Change Policy and Partnerships | |
| SO6 Total value of financial and in-kind contributions to political parties, politicians and related institutions by country. |  | <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 25–26. |

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 | 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 25–26. |

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"> Product Development Design for Lifecycle Sustainability Product Sustainability Index Improving Vehicle Interior Environmental Quality and Choosing Allergy-Tested Materials Eliminating Undesirable Materials Vehicle Safety and Driver Assist Technologies Vehicle Safety and Driver Assist Technologies Case Studies | |
| PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes. | | <ul style="list-style-type: none"> Customer Satisfaction and Quality Data: Product, Quality and Service Vehicle Safety and Driver Assist Technologies Data | 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 25–26. |

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. | | | |
| PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. | | <ul style="list-style-type: none"> Product Competitiveness Customer Satisfaction and Quality Global and Regional Quality Improvements Dealers Customers Engaging with Customers Understanding Customer Needs | |

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 Dealers | |
| PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes. | | | Information on all legal proceedings and incidents of noncompliance can be found in the Company's Annual Report on the Form 10-K , pages 25–26 |

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"/> | <ul style="list-style-type: none"> Ford Motor Credit Company | |

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. | <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 25–26 |