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Sustainability 2011/12

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People

Ford Motor Company operations affect a broad range of stakeholders. We believe that maintaining strong and open relationships with our employees, dealers, communities and customers plays an important role in our ability to meet our goals.

Positive relationships with employees and business partners help us to improve efficiencies, cost and quality, and allow us to develop and to innovate. Effective two-way communication with our customers, dealers and other stakeholders helps us to understand and deliver the products that customers want.

This section of our report focuses on the people who interact with our Company in different ways – the employees who work for us; the dealers who sell and lease our vehicles; the individuals who live and work in the broader communities in which we operate; and the customers who purchase our products. (Information on our [suppliers](#) can be found in the Supply Chain section. Information on our investors can be found on the [Ford investor](#) website.)

Approximately
166,000

Ford employees globally¹

More than
55,100 hours

of time contributed by employees to over 244 volunteer projects touching 1.5 million lives during Ford's sixth-annual Global Week of Caring

[Investing in Communities](#)



See some of the community-related projects we are working on around the globe.

[Diversity and Inclusion Awards](#)

Read about how we have been recognized for the value we place on our employees and our ability to work inclusively.

[Charitable Contributions](#)



In 2011 we contributed a total of nearly \$30 million to charitable organizations.

[Connecting with Customers](#)



We continued our innovative use of social media to connect with customers.

1. As of April 2012.

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Workplace

Over the last year, we made progress in a number of areas related to our employees. For example, we:

- Pledged to add 12,000 hourly jobs in the U.S. by 2015.
- Reached nine new collective bargaining agreements globally, including one with the UAW.
- Announced hourly employee profit-sharing and salaried employee bonuses for the 2011 performance period.
- Continued to win recognition for our diversity efforts.
- Marked the first year since 1918 without an employee work-related fatality.

To learn about our commitments in some of these areas, see our [Goals and Commitments](#) table.

[Diversity and Inclusion Awards](#)

Read about how we have been recognized for the value we place on our employees and our ability to work inclusively.



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Employees

Here at Ford, our employees are the driving force behind our success. Our recent financial recovery can be attributed in large part to the dedication and strong performance of our workforce, which pulled together as one team during difficult times. For several years in our Sustainability Reports, we talked about the reductions in our salaried and hourly workforce, which were necessary as part of our multi-year effort to return our North American operations to profitability. Today, we're hiring again in North America.



Employees at Michigan Assembly Plant celebrate the launch of the 2012 Ford Focus

In the fall of 2011, as part of a new agreement with the UAW, we pledged to add 12,000 hourly jobs in the U.S. by 2015 – 5,750 more than the 7,000 jobs (6,250 of which were hourly) we previously pledged to add by year-end 2012. We're also adding 3,000 new jobs in our Asia Pacific and Africa region to help keep pace with product demand in that region. And, as a result of the Company's strong performance, we are in a position to provide competitive compensation and benefits. For example, we announced in January 2012 that the new profit-sharing formula in our UAW contract will generate \$6,200 per eligible employee on a full-year basis. At year-end 2011, we had about 41,600 hourly employees in the U.S. Salaried employees received bonuses under the annual incentive compensation plan.

Our Company has a compelling vision of building cars and trucks that deliver the very best in quality, safety, fuel efficiency and design. Our employees are the ones who are helping us do just that. A skilled and motivated workforce is the essence of Ford, today and in the future. The Company is focused on developing a skilled and motivated team, while providing a safe, respectful and inclusive environment.

Ensuring a great place to work requires an understanding of [employee satisfaction](#) and what employees value about being part of Ford Motor Company. We [engage](#) employees as individuals and foster [leadership development](#) in a [diverse](#) environment where people feel valued and included. A [safe workplace and a healthy workforce](#) are also critical elements of our strategy.

As of April 2012, we employed approximately 166,000 individuals. 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 nonmanagement salaried employees of our subsidiaries outside the U.S. are also represented by unions. These unions are key partners with Ford in providing a safe, productive and respectful workplace. For more information about our collective bargaining agreements, please refer to our [Form 10-K](#) (pdf, 1Mb).

[Diversity and Inclusion Awards](#)

Read about how we have been recognized for the value we place on our employees and our ability to work inclusively.

Related Links

This Report

- [Diversity and Inclusion](#)
- [Employee Engagement](#)
- [Employee Satisfaction](#)
- [Leadership Development](#)
- [Workplace Health and Safety](#)

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[Ford 2011 Form 10-K](#)
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Supporting ONE Ford

While we have many types of employees and work arrangements, all of our employees together create a skilled and motivated team aligned around our overall ONE Ford objectives. Our ONE Ford plan aligns our efforts toward a common definition of success: having ONE Team, ONE Plan and ONE Goal for an exciting, viable Ford that delivers profitable growth for all. ONE Ford also provides consistent goals and expectations for employees, whether they work in Michigan or China, with a clear focus on the skills and behaviors we must demonstrate to accomplish our goals. All members of our global team are held accountable for incorporating ONE Ford into their daily work.

We have integrated ONE Ford into our people processes to support employee development and drive accountability for moving the Company forward while demonstrating expected behaviors that are fundamental to the success of ONE Ford:

- F: Foster Functional and Technical Excellence
- O: Own Working Together
- R: Role Model Ford Values
- D: Deliver Results

Over the last few years, implementing the ONE Ford plan has meant that we focus our strategies on four key goals: creating a great place to work; developing a capable and effective workforce; aligning our organizational structure with our global business footprint; and providing the "people"-related processes to support our workforce. In early 2012, we extended the ONE Ford approach with our new "Go Further" campaign, which embodies our commitment to our customers.

Related Links

This Report

- [Going Further](#)



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Employee Satisfaction

Each year, we ask our salaried workforce to participate in the Pulse survey to gain insight into employees' overall satisfaction with the Company, their jobs, diversity and other aspects of workplace satisfaction. We encourage our employees to provide candid feedback, and we benchmark results and participation externally. Results of the survey are incorporated into our business planning review processes. Improving Pulse scores is an annual performance objective for many of our senior managers.

In 2011, 75 percent of our salaried employees participated in the survey, which includes a total of 53 items, eight of which make up what we call the Employee Satisfaction Index (ESI). Sixty-nine percent of respondents gave favorable ratings on the ESI in 2011, up one percentage point from 2010 levels. We continue to be above external benchmarks on this index.

The area showing the greatest improvement was training and development. Other areas showing improvement included employee satisfaction with supervision and employee adoption of the ONE Ford behaviors. In addition, employee satisfaction with actions that are taken to improve quality improved from its already-high level.

As part of our efforts to increase satisfaction, we are constantly improving our strategies for fostering open dialogue with employees. We have been enhancing our internal communication efforts to build trust and increase transparency. For example, we hold regular interactive webcasts with all employees, during which employees can submit questions directly to top executives. We also have a web-based forum for submitting and discussing innovative ideas.

In 2010, we created another index to measure what employees value about being part of Ford. The new Global Skilled & Motivated Team Index provides insight into employee experiences in areas such as leadership quality, working together, employee development and work/life flexibility. This index, which can be considered a measure of our employment value proposition, was one of the areas of greatest improvement from 2010 to 2011.

For more information on the [Pulse survey](#), see the Data section of this report.

Related Links

This Report

- [Employee Data – Pulse Survey](#)



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Employee Engagement

Keeping our employees engaged with our Company overall, and encouraging them to stay connected with their peers and their communities, is an essential component of our people strategy here at Ford. We believe it's important to communicate with our workforce in ways that are open and transparent. We do so through a variety of forums, from "town hall" meetings to intranet surveys and chats, from joint labor/management committees to diversity councils. For example, we work closely with our employees' unions to develop agreements and governance plans through a collective bargaining process. Policies and procedures involving information, consultation and negotiations with employees over changes in our operations (e.g., reorganizations, plant shutdowns, employee transfers and reductions) are negotiated with the appropriate union. In addition, joint labor-management committees are set up at each plant to give employees an opportunity to influence working conditions and practices.

For our salaried employees, most of whom are not covered by union agreements, we have a strong Code of Conduct and comprehensive Policy Letters and Directives covering topics, including diversity, relevant to our employees. We also practice regular two-way communication with all employees through weekly webcasts, quarterly town hall meetings, manager-to-employee business cascades, surveys and informal communications, and we survey our salaried employees annually using the [Global Pulse survey](#).

Our employees are also our global customers, and they can be strong ambassadors for our products. In Dearborn, information sessions called "Drive Events" are held to give employees the opportunity to test drive yet-to-be-released vehicles. This lets the employees see how our products are meeting the needs of customers, while providing factual information about the vehicles. Our employees can then promote the vehicles to their friends and families, which, in turn, can increase sales and help to strengthen the Ford brand.

Recently, we also have been using employees to help us with beta testing. In late 2011, for example, about 1,000 Ford employees began testing a software upgrade to MyFord Touch™. Employees are a terrific source of real-world feedback for us, and they're typically eager to help. The upgraded system will launch with 2013 models of the new Ford Escape, Taurus and Flex, and will be applied to existing vehicles equipped with MyFord Touch, including the Ford Explorer, Edge and Focus.

Our employee resource groups also conduct a number of events and initiatives each year to engage our employees, provide product insights and reach out to our communities.

We also believe it's important to engage our people within the communities in which we operate. Each year, we offer ways for thousands of our employees and retirees to participate in volunteer programs. We see these programs as not only critical to helping those in need, but pivotal to inspiring and energizing our employees around volunteerism and community service. Through these community initiatives, we support teamwork and build a sense of shared purpose and commitment. For more information, see the [Community](#) section.

Related Links

This Report

- [Communities](#)
- [Employee Data – Pulse Survey](#)



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Leadership Development

Employee development is critical if we're going to continue to execute our vision of building great products that contribute to a better world. The most important thing we can do is stay focused on creating a skilled and motivated workforce. We continue to invest in our employees, strengthen their technical and leadership skills and recognize them for delivering results that cultivate success. Even during our most difficult times, we kept a focus on learning and leadership development.

We have been standardizing, simplifying and integrating talent management processes; implementing global competency frameworks; and enhancing leadership development programs for experienced managers. And, we believe we have fostered a flexible, safe working environment in which people are respected and valued for the work that they do.

All employees at Ford are encouraged to invest in their own professional development by developing an Individual Development Plan, or IDP, to help them meet current and future goals while maximizing performance in their current assignments. Employees work with their managers to help them identify strengths and areas for improvement.

We provide a comprehensive range of learning and development resources that align with ONE Ford. These include web-based and classroom training, special projects, task forces, mentoring and coaching, all of which aim to foster functional and technical excellence, encourage teamwork, promote Ford values and enhance our ability to deliver results.

Similar to our vehicle development strategy, our learning and development strategy has been to leverage our global scale and "commonize" as much as possible. We are creating internal "colleges" that provide education and training in areas ranging from finance and information technology to product development and marketing. We offer global leadership development programs, including the Global Leadership Summit, which is aimed at executives and general managers, and the Global Executive Leadership Program, which is geared toward directors and senior managers. We also offer the Salaried Supervisor Institute/Program (SSI) for new or experienced leaders who want to enhance their ONE Ford skills.

ONE Ford is designed to build our employees' individual capability as well as our organization's capability to drive the business forward.

Easing Toward Retirement

In 2011, we began to pilot a phased retirement program that gives those nearing retirement age a chance to work part-time for six months. Through this program, the employees get a chance to prepare for life after retirement. The Company, meanwhile, is able to retain the knowledge of retiring workers by providing a lengthy transition period with the employees who will take over the responsibilities of retiring workers. We see this as a way to support those who are leaving our Company after what are often decades-long careers while also developing those who will continue to work at Ford.



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Diversity and Inclusion

Henry Ford saw the wisdom of creating a diverse workforce, long before such a concept was embraced by other business leaders. A century later, we continue to attract a highly skilled and committed workforce that reflects diversity across culture, ethnicity, race, perspective, age, religion, physical ability and sexual orientation.

We are a global business, with many talented people working together. The more we embrace our differences within Ford, the better we can deliver what our customers want and the more successful Ford will be. The business case for diversity is strong. Companies with global and diverse workforces have better chances of succeeding with a diverse, international customer base.

Throughout the history of Ford Motor Company, inclusion has been as much a part of the Company's success as the products our diverse employee base has created. Ford is a leader in diversity and inclusion, and both remain key business strategies. Diversity – including diversity of thought, experience, perspective, race, gender, faith and more – is embraced at every level of our organization. Our diversity makes us a better and a stronger company, by bringing in fresh ideas, perspectives, experiences and life responsibilities, and by fostering a truly collaborative workplace.

We have received more than 200 [diversity awards](#) in recent years from publications and organizations recognizing the value the Company places on building a diverse and inclusive culture. Our employees also recognize Ford's efforts in this area. According to our 2011 Pulse survey, 82 percent of our workers globally believe Ford's management is committed to diversity.

Detailed information on our U.S. workforce by minority groups and gender can be found in our [Engagement and Community data](#).

Read more about Ford's [History of Diversity and Inclusion](#).

Related Links

This Report

- [Diversity and Inclusion Awards](#)
- [Engagement and Community Data](#)

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- [Diversity](#)



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Promoting a Diverse and Inclusive Workforce

Our definition of *diversity* includes all those things that make each of us unique individuals. Our backgrounds, opinions, experiences, perspectives and life situations are just some of the distinctions we bring to the global workplace. At Ford, diversity is:

- Respect – for our employees, customers, communities, dealers, suppliers and retirees
- Appreciation – of our differences
- Inclusion – of every person and every perspective
- Integrity – to do the right thing, always

We integrate our diversity strategy into our business using five strategic areas of focus:

- **Leading the way** – The executive leadership team, led by our CEO, champions diversity and inclusion at Ford. To work together effectively across the global enterprise, the leadership team ensures that diverse perspectives are integrated into business objectives and key human resources processes.
- **Supporting our diverse workforce and strengthening our external partnerships** – Ford currently supports a number of employee networks, including 11 Employee Resource Groups (ERGs) that help to foster diversity and inclusion. These include groups for employees of African ancestry; Hispanic, Asian-Indian, Chinese and Middle Eastern employees; veteran and active military employees; employees dealing with disabilities; female professionals; working parents; gay, lesbian, bisexual and transgender employees; and the Ford Interfaith Network, which brings together separate affinity groups for Christians, Jews, Muslims, Hindus and other faiths. A number of the groups have chapters in our business units throughout the world. In addition to supporting our employees, these ERGs organize community volunteer activities and provide us with an opportunity to better understand the consumer needs and wants of individuals of diverse backgrounds. Some of their recent initiatives include mentoring students from local schools, assisting the homeless and sending care packages to our military overseas. Our Ford Hispanic Network, for example, partnered with Ford Credit to teach financial literacy workshops in local high schools and community organizations. They also “adopted” a local inner-city park for spring clean-up every year.
- **Fostering a respectful and inclusive environment** – Ford’s commitment to inclusion is incorporated in ONE Ford expected behaviors and communicated in ongoing forums such as town hall meetings and training. As a part of these efforts, we have held a Diversity & Inclusion Summit each year since 1999 to recognize individuals and teams who have exhibited the inclusive ONE Ford behaviors critical to our success as a company. The participation of our employees from around the world in this Summit continues to grow. In 2011, our CEO and other senior executives honored 34 teams and individuals in a global ceremony, with participation from Argentina, Brazil, Canada, China, Germany, India, Mexico, South Africa, the U.K. and the U.S.
- **Supporting work/life flexibility** – We encourage employees and managers to discuss both business and personal goals. Work/life flexibility creates a competitive advantage and addresses the needs of our global, multi-generational workforce. Ford Digital Worker is a global information technology program that supports ONE Ford and enhances employees’ ability to work remotely. Ford’s efforts to provide employees with tools such as WebEx, Instant Messenger and enhanced mobile access capability has increased employee productivity and satisfaction. Flexibility solutions vary depending upon locations, teams and employees. Examples include the following:
 - In the U.S., a significant number of the salaried workforce occasionally use “flextime,” which allows employees to vary their daily work times. We have approximately 3,000 employees on formal work programs that involve telecommuting, part-time work and compressed work arrangements. Many more employees develop informal arrangements with their supervisors for occasional work from home opportunities. Our Flexible Work

Network provides “flex mentors” to help advise employees on effective ways to work differently.

- In Europe, we offer a variety of flexible working patterns. In the U.K. and Germany, for example, we support part-time working and telecommuting and offer child-care facilities for the children of our employees.
- In Canada, our many programs include “Summer Hours,” which give employees an opportunity to work with their managers to identify a compressed work-week schedule during the summer months.
- Several countries within Ford South America have established programs aiming to leverage work/life flexibility, including flexible work locations.

Other employee resources include Employee Assistance Programs, “mothers’ rooms” for nursing mothers in some of our global locations, meditation rooms and wellness initiatives.

Ford has longstanding policies clearly stating that harassment in the work environment because of race, religion, color, age, sex, national origin, disability, sexual orientation, gender identity or veteran status is a violation of the spirit and intent of the Company’s nondiscrimination policies, and Ford has a commitment to zero tolerance of this type of behavior. These policies apply to all individuals, including part-time, supplemental and agency employees. Ford understands its responsibility to foster a respectful work environment free of harassment or discrimination at all levels of the organization. We take this responsibility extremely seriously and thoroughly investigate any claim of violation(s).

Our collective bargaining agreements address this issue and allow union-represented employees the right to use the grievance process. Ford’s [Code of Human Rights, Basic Working Conditions and Corporate Responsibility](#), as well as several global Policies and Directives, directly address the issue of respect and inclusion. These include our:

- Local Equal Employment Opportunity Policy Statement
- Policy Letter No. 2: “Relationships with Employees”
- Policy Letter No. 6: “Equal Opportunity and Affirmative Action”
- Directive B-110: “Anti-Harassment/Zero Tolerance”

Across the globe, a number of avenues are available to employees who wish to make and/or document a complaint. These processes are communicated to all employees through the Open Door Policy and through various policies posted online. These avenues include:

- Reporting the incident or concern to a supervisor or any other member of management
- Filing a complaint with the local human resources office
- Contacting the human resources representative at the division office or personnel relations at World Headquarters in Dearborn, Michigan
- Calling a hotline, through which concerns may be raised
- In the U.S., using peer review, which is an internal alternative dispute resolution process

Also in the U.S., the Company has longstanding, strong relationships with the U.S. Equal Employment Opportunity Commission and state civil rights agencies. We stand committed to cooperating with those civil rights agencies that provide resources to the people of our diverse communities in an effort to eliminate discrimination or harassment in the workplace.

Within the U.K. we have a highly robust, comprehensive Dignity at Work policy that sets out the expected standards of behavior and what steps can be taken if there are infringements. All employees are trained on the content of the policy, with further training for supervisors and managers who investigate allegations of harassment and/or bullying.



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Diversity and Inclusion Awards

We have received hundreds of awards in the last few years from publications and organizations that recognize the value we place on our employees and our ability to work inclusively. For example, we have been recognized by DiversityInc as a Top Company for Diversity since that award's inception. Specific diversity awards given in 2011/12 include the following:

- America's Top Organizations for Multicultural Business Opportunities – DiversityBusiness.com
- Best Diversity Company – *Diversity/Careers in Engineering and Information Technology*
- Best Places to Work – Human Rights Campaign
- Corporate Equality Index, 100% Rating – Human Rights Campaign
- Company of the Year for Minority Supplier Development – *On Wheels*
- Corporation of the Year – Michigan Minority Supplier Development Council
- Diversity Elite 60 – *Hispanic Business*
- Diversity Leader – *Profiles in Diversity Journal*
- Employer Support of the Guard & Reserve Pro-Patria Award – Michigan Committee for ESGR, U.S. Dept. of Defense
- Freedom Award – Secretary of Defense Employee Support, U.S. Department of Defense
- 50 Best Places to Work – Glassdoor.com
- 40 Best Companies for Diversity – *Black Enterprise*
- Most Admired Employer for Minorities in Research Science – *U.S. Black Engineer & Information Technology*
- Top Five Best Companies to Work For in Argentina – *Apertura Magazine*
- Best Companies to Work for in Mexico – *Expansión*
- Bliss Leap Award – CareerBliss.com
- Top 10 Best Companies for Supplier Diversity – *DiversityInc*
- Top 25 Best Employers in India – Hewitt Associates
- Top 25 Supplier Diversity Company – *Hispanic Business*
- Top 50 Companies for Diversity – *DiversityInc*
- Top 50 Companies for Engineers – *U.S. Black Engineer & Information Technology*
- Top 50 Employers – *Minority Engineer*
- Top 50 Employers – *Workforce Diversity for Engineering & IT Professionals*
- Top 100 Employers – *Diversity Employer*
- Top 100 Employers – Stonewall (a U.K.-based lesbian, gay and bisexual advocacy group)
- Top Supporter of Historically Black Colleges and Universities – *U.S. Black Engineer & Information Technology*
- Top 100 Supplier Diversity Programs for African Americans – *Black EOE Journal*
- Top 100 Supplier Diversity Programs for Women – *Black EOE Journal*
- Top Company for Diversity & Inclusion – *UPTOWN Professional*
- World's Most Attractive Employers – *Universum*



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Workplace Health and Safety

Ford Motor Company Vision for Health and Safety

Our vision is to achieve zero fatalities and no serious injuries, and to protect and continually improve the health of our workforce.

In 1999, Ford began a Safety Leadership Initiative aimed at making our workplaces safer. In the 12 years since, we have seen dramatic results, with overall injury rates dropping to a tenth of their previous levels. We are competitive within our industry; however, we want to be the best. The practices established in this initiative are so fully a part of how we run our business that we've dropped the term "Initiative" and now simply call it "Health and Safety Leadership."

The "health" part of health and safety is also an increasing focus for Ford. This is driven by growing recognition of the impact that health issues like heart disease, diabetes and obesity can have on the well-being of our employees, as well as the cost of providing health care to our workforce in the U.S. By helping employees to prevent serious diseases and effectively manage chronic conditions, we can have a positive impact on our employees' quality of life and our bottom line.

Our top executives and managers remain committed to ensuring that our people remain safe and healthy while working as part of our ONE Ford team. Management compensation has been more heavily weighted to safety results, including serious injury performance.

We recently updated our health and safety management systems with a new Safety Operating System (SOS) that is part of our overall manufacturing strategy, the [Ford Production System](#). The SOS provides for the health and safety of our employees through empowered teams of people working together. Safety is one of the core components of the Ford Production System, along with quality, delivery, cost, people, maintenance and environment.

For more about our workplace safety systems, see the corresponding pages on [Safety Governance](#); [Accountability](#); [Safe Conditions](#); and [Relationship Management](#)

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Our most valuable asset is our people. Nothing is more important than their safety and well-being. Our coworkers and families rely on this commitment. There can be no compromise."

Bill Ford and Alan Mulally

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- [Manufacturing](#)
- [Relationship Management](#)
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Health and Safety Governance

We have comprehensive governance systems for health and safety management. Our overarching Occupational Health and Safety (OHS) policy is established through a corporate Policy Letter and Directives. In addition, global OHS standards cover all health and safety topics, including safety, ergonomics, occupational hygiene, toxicology and clinical operations.

Often the most efficient and cost-effective way to reduce safety and ergonomic risks in the manufacturing process is to engineer them out upfront. Our global manufacturing engineering teams use the latest technology of "virtual manufacturing" to predict and eliminate risks during the design stage. We also have a global process to ensure that all materials used in our factories are safe for our people.

We review safety regularly at the plant level and in regional OHS committees. Our President and CEO and our senior operating team review safety performance as part of their regular Business Plan Reviews, as does the global Manufacturing Operating Committee.

Our new Safety Operating System (SOS), a pillar of both our global manufacturing strategy and our ONE Ford values, supports the strategic plan for global manufacturing and provides a template for safety improvement. While the tasks within the SOS are not new, the system now provides a more detailed approach to ensure we address health and safety risks. The SOS assists our plants in identifying all the tasks required by our safety standards and how they should be managed.

We also conduct unannounced audits, as well as audits of special high-risk areas. Facility staff perform SOS self-assessments and more frequent internal audits to verify key processes. Any significant incidents are reported weekly on a global basis so plant managers at other facilities can learn from each incident and take preventive action.

Under the SOS, new safety processes identify and assign roles for individuals. Those assigned an "O" are the "owners" of the element; those assigned an "R" are "responsible" for doing the task; and those assigned an "A" are "accountable" for ensuring the task is done. We have also implemented cross-plant verification assessments, where the element "owners" from one plant visit another plant to verify self-assessments and help to identify gaps. This has proven to be a positive learning experience for both parties.

Nonmanufacturing sites conduct yearly self-assessments of their OHS risks and performance. All sites must respond to a series of safety questions that have been integrated into the Ford General Auditor's Office basic audit review program.

Safety Culture Survey

We also conduct a safety culture survey, which was recently integrated into our overall annual Pulse survey of employees, to assess employee perceptions of our health and safety effectiveness. The results of this survey, combined with audits and routine gathering and sharing of performance data, provide a comprehensive picture of health and safety performance trends, as well as early warning of conditions that could lead to a decline in performance. The results of the 2011 Pulse survey show that the vast majority of Ford salaried employees – 86 percent – are satisfied with the Company's safety culture.



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Accountability

We establish accountability for health and safety performance through our business planning and scorecard processes, which set targets and assign responsibility for meeting those targets. Business operation and plant managers are responsible for health and safety in the operations they manage, and their performance in this area is a factor in their incentive compensation. In addition, safety performance is included in the scorecards of salaried employees as appropriate, including those of the CEO and business unit leaders.

As our safety programs have strengthened, we have looked for ways to increase the accountability of all workers so they not only follow the rules and procedures for themselves, but they also look out for their coworkers. Our safety data demonstrates to us that the majority of injuries are the result of individuals failing to follow safety protocols. We have increased training programs to ensure that workers understand what is required of them and to further build accountability into individual safety performance.

We aim to improve the culture of workplace safety so employees feel they can point out violations made by their coworkers in an effort to improve safety for everyone.



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Safe Conditions

Many factors contribute to safe working conditions, including the design and maintenance of the facility and its equipment, effective work processes, and appropriate safeguards for potentially hazardous conditions. We use a variety of processes and programs to assess and manage risks. When potential hazards cannot be addressed through engineering, we use personal protective equipment and procedural controls to help prevent accidents and exposures.

We use internal and external benchmarking to drive health and safety improvements. Internal benchmarking helps us learn from plants that have demonstrated exemplary results and share the key leadership attributes that drive occupational health and safety excellence. Our annual President's Health and Safety Award program is used to identify the global best practices for replication. For results, see the [Workplace Safety data](#).

External benchmarking on injury performance and safety processes serves to challenge our facilities to achieve best-in-class performance and document effective injury performance and management processes.



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Relationship Management

We know that to manage health and safety effectively, we must maintain good relationships with all stakeholders. Our unions globally share our commitment to a safe working environment and have been our partners at every step of the Health and Safety Leadership effort and other health and safety programs. We also maintain important external relationships with regulatory agencies, professional organizations and suppliers. In the U.S., formal partnerships among Ford, the UAW, the U.S. Occupational Safety and Health Administration and its state counterparts are a visible example.

We use multiple communication channels to reinforce safety messages, from our internal video broadcast system to messages from senior executives. In addition to regular safety talks, we periodically hold safety stand-downs that shut production at our plants to focus attention on a safety message. We can communicate nearly instantaneously with health and safety specialists worldwide, alerting those at similar facilities when a significant accident occurs, so they can take appropriate preventive action.



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Health as a Strategic Advantage

As the Company continues its global expansion, we understand that our workforce is our most valuable asset. The continued good health of our workforce and their families remains a priority for the Company. We remain committed to ongoing evaluation and improvement of programs that promote good health, well-being, longevity and productivity of our workforce. Since families tend to share health habits – good and bad – promoting health among our employees contributes to healthier communities.

In the U.S., health care continues to be a concern for the Company. To mitigate our health care-related costs, we are committed to health and wellness programs that maintain or increase the health status of our employees and their families. We provide resources and tools to educate employees to help them make sound choices about health care services and coverage. This will help them become better health care consumers.

We are collaborating with other large payers, health plans and government agencies by:

- Participating in regional health care quality measurement and public reporting initiatives, with potential data sharing and funding assistance from the government.
- Promoting the development of healthcare initiatives that aim to improve or change the dynamic of the healthcare marketplace.
- Developing new programs to improve the health of employees and family members who are affected by chronic diseases.

Globally, we remain committed to a comprehensive health strategy to ensure that our efforts are tailored to meet local health priorities and that our people receive quality health care when they need it. Our global health strategy highlights elements of health and wellness programs around the world including health screenings, educational programs and promotional campaigns. The identification and modification of personal health risk factors is a core element of our strategy. We continue to leverage our global strengths by improving the way we share and coordinate our health promotion programs. We use global health metrics to assess the health of our workforce and track the results of our programs. Through our U.S. and global health initiatives, we are confident we will be successful in improving the health of our workforce and managing our health care obligations.



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Our 2011 Safety Record

The year 2011 marked the first since 1918 in which we did not have an employee work-related fatality. Tragically, however, we did experience two contractor fatalities – one in Brazil and another in Russia. Our primary objective remains zero fatalities on Ford property.

Overall, our safety record deteriorated slightly compared to 2010. A major safety indicator – the lost-time case rate – went down slightly, going from 0.54 to 0.57. We experienced 143 serious injuries among our direct employees, compared to 111 the previous year. In most of the cases, the causes were related to slip, trip and fall events or performing work not according to our standards. These numbers unfortunately rose by 28 percent from 2010.

While we are pleased that we did not have a fatality among any of our own employees, we recognize that we must remain vigilant. In 2011, we had 130 reported events that could have resulted in more serious consequences, but did not. Each of the incidents was investigated, and appropriate preventive measures were adopted. While this number may seem high, we see it as a sign of higher organization awareness of potential risks and a willingness to share with others so the same events do not happen elsewhere.

We are attributing part of the increase in injuries to improved reporting. We have been encouraging all employees to alert management to every injury, no matter how small, so that we can learn from any mistakes, take corrective actions and create a safer workplace for everyone. We continue working in a collaborative way with the UAW to change the culture so that individuals are motivated to take greater responsibility and ownership for addressing any safety risks and unsafe behaviors.

We also attribute the rise in injuries to greater activity within our manufacturing operations. As we have rebounded from the economic downturn, our plants are operating at greater capacity than they were in recent years. Given the relative activity levels and relative rates of lost time and serious injury, our U.S. operations have the greatest opportunity for improvement of any of our locations worldwide.

Currently, we do not have a common data-gathering system for work-related injuries around the globe. We recently began the process of upgrading our information technology to create a common system for tracking injuries. Having a common system to record incidents will allow us to conduct much more detailed analyses of each event and, as a result, improve overall performance.

We're also working to develop a common global approach to the wearing of personal protective equipment. The new data-gathering system will allow us to make comparisons and analyze trends among injuries so we can identify which safety features result in fewer injuries.

Improving our safety record is not only good for our employees, it's good for our business.

For more information, see the [Workplace Safety data](#) page of this report.



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Dealers

Our dealers are a critical part of our success and important economic contributors to the communities in which they work. They represent the face of Ford in communities across the U.S. and provide employment, tax support, community leadership and customer service. Ford and Lincoln dealers in the U.S. alone employed 158,000 individuals at the end of 2011, with an annual payroll of approximately \$6 billion. Worldwide, we had 11,790 Ford and Lincoln dealerships as of year-end 2011.

In 2011, we continued to right-size our dealer network to current and expected U.S. demand, particularly in some of our largest metropolitan areas. In these ongoing efforts to address overcapacity, we have been working collaboratively with our Ford and Lincoln dealers to consolidate and restructure.

In addition, we began working with our Lincoln dealers to focus our mutual efforts on the transformational change necessary to meet the high expectations of the luxury customer, including upgrading dealership facilities and the services provided at those dealerships.

U.S. Ford dealers were more profitable on average last year than in 2010, as lower incentives, newer vehicles and consumer desire for in-car entertainment features boosted the purchase price for new vehicles.

Engaging with Dealers

Dealer relations are a key priority for us. The Dealer Council provides a forum for open dialogue between Dealer Council members and Ford. Through the council process, dealers can voice their concerns, needs and ideas for working more productively as a team. In 2011, we separated the Ford and Lincoln National Dealer Councils to better focus on the unique priorities of each brand. In an annual process, dealers identify their priorities, which are published along with Ford management responses, providing transparency to the discussions between the Company and its dealers.

To ensure that communication lines remain open, Dealer Council members also participate as members of National Dealer Advisory Panels. The current advisory panels, and the topics they address, are as follows:

- Customer Viewpoint Advisory Panel – customer satisfaction rating system, Viewpoint survey
- Product Committee – current and future product cycle plan, including lineup, design, styling and color/trim
- Order Complexity Task Force – reduction of vehicle ordering complexity, order guide simplification
- Marketing Dealer Advisory Board – vehicle packaging strategy, advertising, incentive programs
- Training Advisory Board – dealership employee training and recognition
- Parts and Service Manager Advisory Committee – fixed operations programs, including employee recognition/retention
- Commercial Truck Advisory Board – sales, marketing and product programs
- Service Marketing Advisory Committee – service marketing strategy and advertising
- Consumer Experience Committee – approaches for enhancing the overall consumer experience and network profitability

The feedback gathered through these interactions has helped us develop programs, change policies and enhance processes to improve customer handling and other significant elements of the dealers' businesses.

Related Links

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- [Electrification: A Closer Look](#)
- [Green Buildings](#)

In addition to the feedback provided through the Dealer Councils and Advisory Panels, dealer satisfaction is measured in various ways, including the biannual survey of the National Automobile Dealers Association (NADA) and day-to-day interaction with our dealers. Approximately 67 percent of our dealers provided feedback through the summer 2011 NADA survey process. We showed notable improvement in many areas in this survey, including in our Regional Sales, Service and Parts Personnel rankings. In addition, Ford Motor Credit Company Capability rankings exceeded the industry and previous scores in nearly every category. Finally, Senior Management Effectiveness, Dealer Communications, Marketing and Vehicle Incentives also showed favorable results.

Working with Dealers

Ford takes a proactive, collaborative approach to working with our dealers to appropriately size our dealer network to match our sales, market share and dealer sales objectives. Ford's dealer network revitalization plan focuses our efforts on the 130 largest metropolitan market areas, which represent more than half of Ford's retail sales. Customer convenience factors such as driving distance, location and the appearance of the facility are taken into consideration as part of our analysis. Ford is not mandating dealer consolidations or facility actions. Instead, we and our dealers are working together to continue finding solutions that make Ford and the dealers competitive and best positioned to meet customers' expectations.

In the U.S. at year-end 2005, we had 4,396 Ford, Lincoln and Mercury dealers, with 2,242 of those dealers in our largest 130 markets. As of year-end 2011, we had 3,339 Ford and Lincoln dealers (a reduction from 3,424 at the end of 2010). We will continue to work collaboratively with our dealers to reduce our dealer network to match our sales, market share and dealer sales objectives.

Dealer Diversity

Diversity and inclusiveness are part of Ford's DNA, and growing a strong minority presence in our dealerships is very important. At year-end 2011, Ford had 174 minority-owned dealerships, which represents 5.2 percent of our 3,339 U.S. dealerships. We continue to work with our dealers to provide a foundation for a stronger future for ethnic minorities in all aspects of the industry through the creation of a unified minority dealer group – the Ford Minority Dealer Association (Ford MDA). Working together, we have developed a ONE Ford approach to minority dealer operations by focusing on five key strategies to promote, sustain and grow ethnic minority representation of Ford Motor Company brands. With a focus on education and creating awareness, the Ford MDA will create minority retail career opportunities, enhance dealer profitability and viability and identify multicultural marketing opportunities and community involvement.

Dealer Sustainability Program

In 2010, we launched a voluntary sustainability initiative for our dealers to reduce their carbon footprints and increase their energy efficiency. The goal of the "Go Green" Dealer Sustainability Program is simple: to collaborate with dealers to implement cost-effective ways to improve the energy efficiency of their facilities. We partnered with the Rocky Mountain Institute, a leading energy-efficiency organization, to pilot new technologies and architectural design principles.

In 2011, we established our initial Ford Electric Vehicle (EV) national dealer program to support the launch of the 2013 Focus EV. Having launched a successful "Go Green" Dealer Sustainability Program, we decided it was a natural fit to bring the two programs together. As part of the EV certification, then, every Ford EV dealer will undergo an energy assessment to identify opportunities to reduce their overall carbon footprint and lower their energy expenses.

With more than 150 dealers (located in 17 different states) enrolled in the first phase of the EV program, Ford established an Energy Team to manage the energy assessments. Ford partnered with KEMA, a global leader in energy consulting, to complete the actual assessments. The completed assessments identified an average dealer annual cost savings opportunity of more than \$30,000 per year, or 30 percent of their energy costs, with an average dealer payback period estimated at 3.4 years.

Going forward, Ford will continue to have a Go Green Assessment be a significant component of our EV dealer network expansion. In addition, we will continue to work with our dealers to encourage the consideration of green solutions during facility renovations.



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Salute to Dealers

Ford annually recognizes dealers' outstanding contributions to their communities through its "Salute to Dealers" program. The program was established in 2001 to demonstrate our commitment to dealers who provide outstanding products and services and improve the lives of those in need. These remarkable honorees and nominees were selected from a field of thousands of Ford and Lincoln dealers across the globe.

Ford is very proud of the contributions made by the dealers who are nominated for this award and the 88 men and women who have been selected as Salute to Dealers honorees since the program's inception. Considering the high quality and community spirit of our dealer body, this is a tribute to their hard work and dedication to make the world a better place.



The 2012 Salute To Dealers Honorees

Our 2012 awards recognized these dealer principals for their unparalleled generosity and commitment to their communities:

- John F. Bergstrom, Bergstrom Ford Lincoln of the Fox Valley, Bergstrom Ford of Oshkosh, Neenah, Wisconsin, and Oshkosh, Wisconsin: John Bergstrom has devoted much of his life and career to improving the lives of others. He feels fortunate for his success and believes that with this comes a responsibility to make things better for others – especially those in need. One example is when Bergstrom led the effort to raise funds to purchase a twin-jet helicopter to quickly and safely transfer critically injured victims to the regional hospital trauma center. When Wisconsin needed a new dental school to serve the residents of the state, he led the charge to raise the money, and he oversaw the design and construction of the now nationally recognized Marquette University Dental School. He also led efforts to raise the necessary funds to build a new performing arts center facility to meet the needs of area schools and the community.
- Alton E. Blakley, Jr., Alton Blakley Ford Lincoln, Somerset, Kentucky: Alton Blakley, Jr. is a tireless advocate for improving the quality of life for those less fortunate and giving them an opportunity to succeed. His personal commitment of time and resources was instrumental in the construction of a new technical training facility at Somerset Community College, affording career opportunities where none existed before. When fire destroyed the local YMCA, Blakley led the campaign to rebuild the facility, including a new aquatic center that provides important treatment for residents who require physical therapy to help in their recovery. Blakley is also personally involved in raising awareness for women touched by breast cancer. His work with these causes and countless other charitable endeavors typifies his focus on, and passion for, giving back to the community.

- John Hynansky, Winner Automotive, Winner Imports Ukraine, Winner Ford Dover, Kyiv Region, Ukraine, and Dover, Delaware: John Hynansky's humanitarian efforts center on the development and improvement of children's lives in Ukraine. He sponsors local volunteer initiatives to support children's hospitals and orphanages, giving them much-needed clothing, furniture and ongoing financial resources critical to their well-being. Hynansky devotes his personal time and leadership to working with Hope & Homes for Children, an international charity whose mission is to ensure that all children have the chance to live with a loving family in a secure home environment. Whether it's working with the Rotary Club to finance medical incubators for premature babies, or relocating children to temporary summer camp programs during an unexpected health crisis, Hynansky has been instrumental in supporting the youth in his homeland.
- Gus Machado, Gus Machado Ford, Gus Machado Ford of Kendall, Hialeah, Florida, and Miami, Florida: Gus Machado is dedicated to countless social causes in greater Miami. His Gus Machado Family Foundation provides critical resources to improve health and education in the community and is closely aligned with the American Cancer Society and important initiatives that raise awareness and fight the disease. The Foundation spearheads a "Relay for Life" event that includes thousands of cancer survivors banding together to raise money for cancer prevention in the Hispanic community. He also generously supports R.O.C.K. (Reaching Out to Cancer Kids), which provides summer camps and college scholarships to teenagers stricken with the disease. Machado also runs annual "Back to School Community Fairs," in which hundreds of school-bound children are provided with essentials such as health immunizations and backpacks full of school supplies.
- Oscar E. Villanueva Sued and Fernando E. Villanueva Sued, Grupo Viamar, Santo Domingo, Dominican Republic: Oscar and Fernando Villanueva have a deep-rooted personal commitment to their Dominican Republic community and to those with special needs. Their "Love Me as I Am" Foundation reaches out to individuals living with Down syndrome and autism. The Foundation has touched the lives and hearts of those who are challenged by these afflictions, and made an immeasurable impact in the community through large-scale fundraising and awareness initiatives and events. One such event was a Foundation-spearheaded charity softball game held during the "Global Week of Caring" campaign. The teams were composed of current and past professional baseball stars, local and international celebrities, and the team that won the gold medal at the Special Olympics in Athens, Greece. The event drew more than 11,000 people, including national media, and raised record funds for the Dominican Associations of Down syndrome and autism.
- Qingping Sun, Shanxi Dachang Automobile Group Co., Ltd., Taiyuan, Shanxi, China: Qingping Sun's passion for giving is a true model for others in her community. Her primary focus is on helping the many underprivileged children and families in the area, especially in education. She donated significant funds to build a new primary school in Dachang's poor mountainous area and continues to provide much-needed supplies and equipment. She is a major contributor to local disaster rescue and relief efforts, including the recent Sichuan earthquake crisis. Qingping is also personally involved with supporting a local nursing home. When the home almost closed due to a financial crisis, she came to the rescue by donating operating funds to save the facility. She continues to help with monthly donations of rice, flour, oil and other essentials to keep the home well stocked for the hundreds of residents.



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Communities

With the same excitement with which we release products, we provide support to the communities in which we live, work and play. Our community support remains independent but aligned with our Company goals and our ONE Ford plan. One of the outputs of ONE Ford is to build a better world, and so reaching out and providing assistance to our communities is an essential part of what we do.

Ford has been supporting community efforts since our founding more than 100 years ago. For us, it is not just about donating money. It's also about building partnerships and working with others to address the difficult challenges so many people are facing. This includes helping feed hungry people, providing mentors in classrooms and teaching teenagers to drive more safely.

We have remained steadfast in our community involvement throughout the auto industry's recent struggles. In fact, we recognize the impact of the industry's struggles and resulting stresses on communities, and we were the only American auto company to continue our commitment to volunteerism during the downturn.

Several trends have reshaped our industry and our Company in recent years, including increased competition globally and changing markets for our products, with the bulk of future sales growth expected to occur in emerging economies. Ford and other companies are also expanding sourcing in these lower-cost emerging markets, as a way to serve both local markets and the global supply chain. These changes are affecting not only how we manage our operations, but also how we engage with and affect the communities in which we operate. To address these changes, we have refocused our community efforts to reflect the global nature of our business, while recognizing that Michigan is our headquarters state and will always remain an important part of our focus.

Whether doing business in Michigan or Malaysia, we seek to respect and make a positive contribution to our host communities. Operating in emerging economies, however, does bring with it some new community issues for us to understand and manage.

One of these issues is human rights. Specifically, we must ensure that our products, no matter where they are made, are manufactured under conditions that demonstrate respect for the people who make them. We also must respect the rights of people living in the communities around our facilities, as well as our suppliers' facilities, who may be affected by those operations. We view respect for human rights as not only a core operational issue, but also a key to maintaining the trust and respect of local communities. That trust is critical if we want to continue to operate and, increasingly, sell our products in those locations. (See the [Governance](#) and [Supply Chain](#) sections for more on these topics.) We are also looking at water issues in relation to human rights and are exploring ways to connect our water strategy with water-related community initiatives. (See the [Water](#) section for more information.)

[Investing in Communities](#)



See some of the community-related projects we are working on around the globe.

Related Links

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- [Governance](#)
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Engaging with Communities

To effectively and sustainably manage community relations, we look at the needs of the communities in which we operate around the world and focus on those needs. We also recognize that we must embed community issues into our core business practices and manage them with the same rigor as other aspects of our business.

Changes in the markets for our products have implications for how we engage with local communities. The mobility needs of potential customers in emerging markets differ in some fundamental ways from those in the developed markets the auto industry has primarily served to date. Local community engagement is a key strategy Ford is using to learn about and understand how best to meet the needs of these critical and fast-growing markets. (See the [Financial Health](#) section for more on this topic.)

In recent years, we have taken steps to develop a more integrated approach to managing the different dimensions of our community involvement. Our goal is to more closely connect our traditional community relations programs, community impact assessment processes and human rights efforts. Over time, we also want to link all of these efforts with our development of new products and services to meet the unique mobility needs of communities in emerging markets. (See the [Mobility](#) section for more on this topic.) In our view, this approach will not only increase efficiencies, but also maximize our impact and effectiveness.

The release of our Code of Basic Working Conditions in 2003 reinforced that our behaviors and actions include a focus on issues outside the walls of our plants and facilities. This Code was more formally adopted as Policy Letter 24 in 2007. In early 2012, Policy Letter 24 was revised, and the title was changed to the Code of Human Rights, Basic Working Conditions and Corporate Responsibility. One purpose of the revisions was to address the human rights "Protect, Respect and Remedy Framework" proposed by United Nations Special Representative John Ruggie. Policy Letter 24 also includes language to specifically address human trafficking and a commitment to work with local, indigenous people on sustainable water use. Finally, the Policy extends supply chain expectations to enforce similar policies to suppliers' subcontractors, which is consistent with Ford's terms and conditions for suppliers. The performance criteria for assessments of Ford-owned and -operated facilities now address several key community issues and evaluate engagement with members of the local community. (See the [Governance](#) section for more on this topic.)

Our work to develop and implement Policy Letter 24 has helped to establish our trustworthiness in communities in which we are developing our [Blueprint for Mobility](#). In our view, developing a deep understanding of the unique mobility needs of emerging markets is a precondition of being able to do business in those places.

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- [Governance](#)
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North America



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Alberta

Edmonton Food Bank

The Edmonton Business Centre employees collected food and volunteered at the Food

Bank sorting food and creating hampers for distribution to low-income people.

Arizona



Stop Hunger Now

Mesa

Ford volunteers from the National Recovery Center in Mesa, Arizona joined employees from the Phoenix Ford Sales Division to participate in a "Stop Hunger Now" event in a Ford Accelerated Action Day. For the second time in 2011, Ford volunteers packaged 21,000 high-protein, dehydrated meals for use around the globe.

California

St. Mary's Interfaith Dining Room

Stockton

This FMCC group in the San Francisco region prepared and served lunch to 800 poor and homeless people in the Oakland region.

St. Anthony's Food Bank

San Francisco

Sorted and organized food for distribution.

Colorado

Project C.U.R.E.

Denver

Volunteers unloaded trucks, and sorted and packaged donated medical supplies for distribution to high-need areas around the world.

Florida

2nd Harvest Food Bank

Orlando

Volunteers sorted and organized food for distribution.

Georgia



Community Food Bank

Atlanta

More than two dozen Ford volunteers helped sort food at the Atlanta Community Food Bank in Georgia. This was the second time Ford volunteers had worked at the center in 2011, and each time the Atlanta Region Dealers Operation Goodwill also provided \$2,500 in grants to the food bank. Ford also contributed a new Ford Transit Connect Mobile Food Pantry that is used to pick up food donations around town. The shift supervisor at the food bank indicated that on a normal shift, 40 people working can usually sort 7,000 lbs.

Illinois



Feed My Starving Children

Aurora

Ford volunteers went to work at Feed My Starving Children (FMSC) in Aurora, Illinois. FMSC sends high-nutrition meals to malnourished children around the world. Ford volunteers packed 23,112 meals – enough to feed 64 kids for one year. The Ford volunteers were from Marketing, Sales and Service, and Ford Credit in the Chicagoland area.

Kentucky

Dare to Care Hunger Walk

Louisville

Ford volunteers sponsored a water stop at the 5k Dare to Care Hunger Walk/Run and employees entered the event. Every participant ran past a Ford display, including a 2012 Explorer and a 2012 Focus. The event easily topped 2010's \$110,000 raised and there were 2,500 participants.

Maryland

SOME (So Others Might Eat)

Washington, D.C.

Ford volunteers prepared and served lunch to 800 poor and homeless individuals and families. For over 40 years SOME has served meals, and provided clothing, job training, and medical/dental/mental health services.

Mexico

Ford school #49 in Tlalnepantla

Santa Fe

Ford of Mexico employees visited a school in a poor community and painted the entire building. A local Ford distributor donated the paint and equipment.

Madre Teresa de Calcutta Homeless Shelter & Casa Dalla

Santa Fe

Ford of Mexico employees, from both Ford and Ford Credit, collected food, books, clothing and board games. Employees delivered the items to a Ford School and to programs serving orphans and poor single mothers.

Daunis

Santa Fe

Daunis, an organization dedicated to providing vocational training to Down syndrome individuals, came to Ford of Mexico headquarters and sold tamales to employees. The proceeds will fund the work of the organization.

Casa Hogar los Olivos (orphanage)

Employees from the Hermosillo Stamping & Assembly Plant visited the nursing home and cleaned the installations, buildings and gardens; painted the walls, and repaired damaged areas. They also donated an electrical transformer to the institution.

Employees and their families

Chihuahua

The city and state of Chihuahua have high criminality and obesity rates, and Ford Chihuahua Engine Plant volunteers wanted to do something about these problems. They organized Safety & Healthy Living presentations, and introduced recreational areas including a new bicycle path that is available to everyone. A Personal Safety presentation was delivered by experts in the field.

Casa Hogar La Esperanza

The Cuautitlan Plant supported this foster home for 40 orphans and many area elderly who receive meals there each day. Food was donated by employees and the CSAP Medical Service gave free medical assistance to the surrounding community.

Green Peace

Santa Fe

Green Peace installed an ecological expo in the main lobby to educate the employees about how each person can help improve the environment.

Hospital Infantil de Mexico Federico Gomez

Mexico City & Santa Fe

This community, ravaged by Hurricane Alex, received thousands of pounds of food collected by the Ford office personnel in Santa Fe.

Michigan



Advanced Technology Academy
Dearborn

Ford volunteers helped students show off some of their creative flair at the Advanced Technology Academy in Dearborn, Michigan. Ford employees helped paint a community-themed mural inspired by the students. The activity was one of many Ford Volunteer Corps efforts on a Ford Accelerated Action Day focused on children and families.



Penrickton Center for Blind Children
Taylor

A MODEL team of Ford volunteers recently spent the day at Penrickton Center for Blind Children in Taylor, Michigan. The Ford volunteers adapted toys for use by the children, assembled shelving and prepared meals.



Grandmont-Rosedale Project
Detroit

Ford volunteers painted, cleaned and completed minor repairs in rescue homes at the Grandmont-Rosedale Development Corp. in Detroit.



Methodist Children's Home
Redford Township

MODEL teams of Ford volunteers painted residential cottages at the Methodist Children's Home Society in Redford Township, Michigan.



Starfish Family Services
Inkster

It looks like child's play, and it is, but that is what makes it so important. Ford volunteers recently spent a day at Starfish Family Services playing with the 3-5 year olds, and helping them develop their motor skills and coordination with a variety of fun activities.



Junior Achievement
Detroit

Ford volunteers can do many things. They paint, build, plant, clean, renovate – and even educate. At Junior Achievement in Detroit, a Ford MODEL team of employee volunteers helped teach 100 middle school students about money. The students and Ford volunteers did budget exercises and learned lessons that will be useful for a lifetime.



Working for Children and Families in the Local Community
Detroit

More than 300 Ford volunteers went to work for children and families in their local communities on a Ford Accelerated Action Day. MODEL teams of employee volunteers worked in shelters, schools and food banks.



COTS
Detroit

Ford volunteers spruced up the Coalition for Temporary Shelter in Detroit. They painted family lounges, installed shelving and put up window treatments.



City Mission
Detroit

Ford volunteers built a rain runoff and capture system to water the community vegetable garden at City Mission in Detroit. The garden provides fresh produce for people in need in the area.



Community Living Centers
Southfield

Ford volunteers created a rain collection system and vegetable garden at Community Living Centers in Southfield, Michigan.



Detroit Zoo
Royal Oak

Ford volunteers took a trip to the Detroit Zoo for some digging and planting, and to create a rain garden. Ford Group Vice President Sue Cischke (recently retired) – the Company’s top environmental and safety officer – stopped by the site to talk with volunteers and see how the work was progressing.



Edsel & Eleanor Ford Estate
Grosse Pointe

A MODEL team of Ford employee volunteers planted trees, removed invasive species and cleaned up the shoreline around the Edsel and Eleanor Ford Estate in Grosse Pointe Shores, Michigan.



Environmental Interpretive Center – UM Dearborn
Dearborn

Ford volunteers created a foot trail and helped with mushroom log cultivation at the Environmental Interpretive Center at University of Michigan-Dearborn.



Ford GreenIT Green Days Recycling Event
Dearborn

Spring cleaning got a high tech makeover as Ford employees cleared out their attics and basements for the annual Green Days e-waste recycling event. Ford employees brought in old computers, printers, cell phones and other electronic equipment to keep it out of landfills. Electronic devices often contain copper, silver and even gold that can be reclaimed and reused. The plastic and glass in monitors or TVs can be recycled. There also can be toxic materials involved, such as lead, mercury, nickel or cadmium that could harm the environment if it ends up in landfills.

Ford GreenIT partnered with the Ford Volunteer Corps to expand the reach of the Better World Ford Accelerated Action Day. Ford employees filled 55 skids with electronics weighing thousands of pounds.



Formula SAE at MIS
Brooklyn

Ford volunteers waved flags, helped drivers and supported competitors in various ways at the Formula SAE event at Michigan International Speedway. College students studying engineering from around the world designed and built a car to FSAE specifications. They were then evaluated against other drivers in a competition. The competition was divided into two parts – a business side with a design and cost report, and a performance side where the teams demonstrate their functional competitiveness. Events included Skid-Pad, Acceleration, Endurance, Autocross, and Fuel Economy.



Penrickton Center for Blind Children
Taylor



Grosse Ile Learning Garden
Grosse Ile



Veteran's Haven
Wayne

Ford employee volunteers planted flowers and landscaped the grounds. They also created a border around the Butterfly Garden.



Matthaei Botanical Gardens

Ann Arbor

Ford volunteers helped improve the Habitats Trail through the children's garden.

Ford volunteers help build the Grosse Ile Learning Garden with the Grosse Ile Nature and Land Conservancy.

Ford volunteers helped pack and distribute food to veterans and their families.

Arbor Hospice

Ann Arbor

Ford volunteers edged walkways, deadheaded plants, cleaned the fish pond, divided plants, removed spiderwort and other invasive plants, and weeded. Well done team!

ReCycle Ann Arbor

Ann Arbor

Hundreds of pounds of discarded, useful items were organized and catalogued by Ford volunteers.

Matthaei Botanical Gardens

Ann Arbor

Volunteers created a beautiful new entranceway garden area to welcome visitors to the gardens and built a shade structure.

Food Gatherers

Ann Arbor

Volunteers sorted and organized food for distribution.

St. Vincent de Paul

Clinton Township

Volunteers worked in the Food Pantry and other areas as needed.

Habitat for Humanity Macomb County

Clinton Township

Volunteers installed the cabinets, flooring, countertops and trim to three newly built homes.

Advanced Technology Academy

Dearborn

Volunteers assembled and installed three pieces of durable, metal playground equipment purchased with a MODEL teams mini-grant.

Ford's Eyeglass Collection for One Sight

Dearborn

Employees picked up 900 pairs of eye glasses donated by employees in 12 SE MI Ford buildings. They will be refurbished and distributed by One Sight to adults and children around the globe.

Henry Ford Estate

Dearborn

Volunteers restored the beautiful rock garden and other outdoor spaces at this historic Ford site, trimmed shrubs and cleaned up garden beds.

Gleaners Community Food Bank

Dearborn

MP&L employees at West Park Center collected 1.25 tons (3,500 total items) of non-perishables and delivered the bounty to Gleaners, including 2,500 boxes of cereal and baby food, and \$100 that will provide 300 meals.

Henry Ford Estate

Dearborn

Ford volunteers worked hard at completing end of the summer garden bed clean-up chores at this historic Ford family location.

Vista Maria

Dearborn Heights

New patios were built outside of two residential cottages, home to poor, abused and neglected girls and young women.

Capuchin Soup Kitchen

Detroit

Renovated the food storage area and the

Focus: HOPE

Detroit

Assisted with various painting and repair

Grandmont Rosedale Development Corp

Detroit

rooms where donated clothing is sorted, stored and distributed.

projects.

Repaired and restored several homes and the outdoor spaces in a neighborhood famous for its historic houses.

Habitat for Humanity Detroit
Detroit

Habitat Blitz Build
Detroit

Legal Aid & Defender Association
Detroit

Worked on adding landscaping to the yards of newly built homes.

Twenty-nine projects were staffed by Company volunteers to build a Ford-funded house.

Ford OGC volunteers conducted an Expungement Clinic and certified individuals for food stamps and other benefits at a special Food Stamp Clinic. They were assisted by other Ford Spanish-speaking volunteers available to translate as needed.

Mosaic Youth Theatre
Detroit

Parade Company
Detroit

Ruth Ellis Center
Detroit

Ford volunteers made critical improvements, funded by a MODEL teams mini-grant, to the building's interior and exterior.

Volunteers worked on floats and costumes for the Thanksgiving Day Parade.

The shelter's back porch and fire escape were repaired and the landscaping was improved.

St. Leo's Soup Kitchen
Detroit

Salvation Army - Grandale Corps
Detroit

World Medical Relief
Detroit

Volunteers prepared and served lunch.

The kitchen, dining rooms and hallways were painted and renovated.

Volunteers assembled hygiene kits that will be sent to needy people around the world.

The Guidance Center
Flat Rock

Veterans Gala
Grosse Ile

Focus: HOPE
Inkster

Removed old playground enclosures and installed new fencing, and spread child-safe rubber mulch.

Ford volunteers set up the facility for the second annual event honoring area veterans and their families.

Volunteers delivered food boxes to homebound citizens.

Starfish Family Services
Inkster

JDRF
Livonia

Community Housing Network
Madison Heights

New shelving in the pantry and room dividers in the counseling area were constructed, funded by a MODEL teams mini-grant.

Volunteers staffed raffle sales tables in Ford buildings to gather support for the Company JDRF initiative.

Volunteers rehabilitated outdoor spaces, planting flowers, trees and shrubs.

Boy Scouts D Bar A Ranch
Metamora

Habitat for Humanity Monroe County
Monroe

Maybury Farm
Northville

Volunteers assisted camp rangers in the care of the 1,700-acre Scout Ranch. Fences were repaired, the totem pole was painted, plus landscaping, painting, carpentry, and many other chores were completed.

Volunteers built a flooring system for a new home - a firm foundation for one lucky family.

Volunteers helped with autumn farm chores at Maybury Farm.

Northville Community Foundation
Northville

Friends of the Rouge
Novi

Forgotten Harvest
Oak Park

A large wooden Ford-brand tractor and trailer playstructure was built on the

Volunteers restored 1,000 feet of lake shore overrun with invasive plant species and planted 1,000 new native plants.

A large group of volunteers sorted produce and packaged a variety of food items for distribution to needy families in the area.

grounds at Maybury Farm. Materials were purchased with a MODEL teams mini-grant.

First Step

Plymouth

Volunteers constructed an outdoor equipment and storage shed at this domestic violence shelter for women and children.

Gleaners Community Food Bank

Pontiac

Volunteers sorted and organized donated goods at the Oakland County warehouse.

HAVEN

Pontiac

Volunteers helped renovate areas of the domestic violence shelter for women and children.

Lutheran Social Services Danish Village

Rochester Hills

Ford volunteers built a bocce ball court for residents 21–101 years old, giving the multi-generational residents a new activity to share. Materials were purchased with a MODEL teams grant.

Detroit Zoo

Royal Oak

End of summer garden bed clean-up chores.

American Red Cross Ford Blood Drive

South East Michigan

514 employees donated blood across the region.

Event Photographer

South East Michigan

Ford volunteers, talented in the art of photography, visited most of the S.E. Michigan September 14 project sites and captured the hard-working Ford volunteers in action.

Penrickton Center for Blind Children

Taylor

A new privacy fence was built to shield the playing children from a busy road. Funds were received via a MODEL teams mini-grant.

The Nature Conservancy

Tecumseh

Volunteers worked in the fen eradicating nasty buckthorn, an invasive species.

St. Vincent de Paul

Utica

Employee volunteers sorted and organized donated goods.

Community Housing Network

Waterford

Volunteers rehabilitated outdoor spaces, planting flowers, trees and shrubs.

St. Vincent de Paul

Waterford

A team of employees sorted and organized donated goods.

Veteran's Haven

Wayne

Employees sorted and organized donated goods and helped with their distribution to needy area veterans and their families.

Friends of Highland Recreation Services

White Lake

The gatehouse and entryway fencing was repaired and restored at this historic Ford family property.

Angels' Place

West Bloomfield

Garden beds were eliminated or downsized to simplify and reduce regular maintenance needs. Mulch was spread in the remaining beds, low areas were filled, and shrubs and small trees were trimmed.

Local School Children

Ypsilanti

School supplies were collected in the Rawsonville Plant for two weeks. The project was timed so employees could easily purchase extra items while school shopping for their own children.

Habitat for Humanity Huron Valley

Ypsilanti

Applied the interior and exterior finishing touches on a newly constructed single family home.

 Nebraska

Open Door Mission

Omaha

Ford volunteers prepared sack lunches and staffed the SOS store.

New York

God's Love We Deliver

New Jersey

New Jersey volunteers delivered food.

Ohio



University Settlement

Cleveland

Salaried employees from the Cleveland Manufacturing Site volunteered at University Settlement, which provides programs supporting children, family and senior services. Ford volunteers cleaned out a home in the Transitional Housing Program and made it ready for the next family in need.



Salvation Army

Lima

A group of volunteers from Lima Engine Plant worked together to help the Salvation Army of Lima, Ohio. Employees painted playground equipment, doors and railings, hung shelves, and spread mulch in play areas.

Susan G. Komen Cancer Awareness

Cincinnati

Employees participated in this annual event.

University Settlement

Cleveland

Salaried employees from the Cleveland Manufacturing Site volunteered at University Settlement, which provides a myriad of programs supporting children, family and senior services including: the Magic Johnson computer lab; a food pantry – the Hunger Center; a state-licensed daycare; drug prevention and after-school tutoring. Volunteers cleaned out a Transitional Housing Program home and made it ready for the next family in need.

Second Harvest Food Bank

Lorain County

Fourteen employees from the Ohio Assembly Plant volunteered at the food bank warehouse, repacking food for the needy.

Salvation Army

Lima

Employee volunteers improved the center's playground by painting equipment and spreading mulch in the play spaces.

One Way Farm

Fairfield

Employee volunteers transferred day lilies from another farm to One Way Farm, for a public flower sale to raise funds for providing housing for children; volunteers also performed various jobs to improve the farm.

Ontario



United Way & Kerr Street Ministries

The Oakville project, Fill Focus for Families, collected food, school supplies, and other essential items for needy families in their community.

 Pennsylvania

Greater Pittsburg Community Food Bank

Pittsburgh

Volunteers inspected, sorted and repacked donated and purchased groceries for distribution to food bank clients.

 Quebec

Camp Boaco Salaberry-de-Valleyfield

At this camp for low-income families, employees from Ford du Canada Limitée Sales, Marketing, Parts & Service, Fleets and Customer Service departments scrubbed and polished the Daycare and Chapel buildings, painted a gazebo, cooked delicious and healthful food, washed windows, cleaned up garden beds and hiking trails, and spread yards of mulch. Families are referred by social service organizations and all enjoy the relaxing country setting.

 South Carolina

Meals on Wheels

Greenville

Volunteers delivered meals to homebound citizens.

United Way – South Carolina

Greenville

Teams from the Greenville Business Center assembled themed baskets, which were auctioned off by GBC employees with proceeds going to United Way.

Susan G. Komen Race for the Cure

Greenville

Employees participated in this annual upstate event.

JDRF Walk

Greenville

Junior Achievement

Greenville

The Blood Connection

Greenville

The Greenville Business Center partnered, for the first time, with the Charlotte Region (serviced by the Colorado Springs Business Center) and Fairway Ford of Greenville for the walk and other fundraising events.

Volunteers taught a one-hour class for six weeks, designed to inspire elementary and middle school children, teach them to value free enterprise, business and economics, and use the knowledge to improve the quality of their lives.

The quarterly blood drive at the Business Center will help the 1.2 million people serviced by The Blood Connection.

Tennessee



Oasis Center

Nashville

Ford volunteers from the Nashville Business Center helped assemble bikes, make scarves and put together hygiene kits at the Oasis Center. The Oasis Center offers safety and support to the area's most vulnerable and disconnected young people, and helps them turn their lives in a positive direction.

Hands on Nashville and Shriner's Hospital

Nashville

The Memphis Region team helped set up the annual Music City Festival and BBQ benefit that helps Hands on Nashville and Shriner's Hospitals. They assembled and set up beverage pods, set up tables and stanchions for the attendees, and helped the BBQ participants in any way needed. Ford has a great relationship with Hands on Nashville, having worked with the organization during the Nashville flood cleanup in 2010.

Habitat - Nashville

Nashville

Provided landscaping and finish work, including installing door knobs, towel racks and closet shelving on Habitat home. Volunteers also punched out interiors, completed landscaping and cleaned up house.

Texas

San Antonio Food Bank

San Antonio

Volunteers inspected, sorted and repacked donated and purchased groceries for distribution to food bank clients.

North Texas Food Bank

Dallas

Ford ISC volunteers selected this area organization to assist.

Virginia

Salvation Army Carloads of Care

Leesburg

Ford employees in Maryland and Virginia joined forces to provide life skills classes to shelter residents. Topics included safety, personal finance, and building credit.

Washington



King County Parks

Redmond

Ford volunteers beautified the base of the iconic windmill, a special area of the Clise Mansion in Marymoor, one of the King County Parks in Redmond, Washington – a suburb of Seattle. The ground was prepped, weeded and scores of flowers and trees were planted by Ford volunteers.

Central and South America



Select a project location

[Argentina](#) [Aruba](#) [Brazil](#) [Cayman Islands](#) [Costa Rica](#) [Dominican Republic](#) [El Salvador](#) [Guatemala](#) [Honduras](#) [Panama](#)
[Puerto Rico](#) [Trinidad and Tobago](#)

Argentina

Entre Rios Primary School and Benavidez Community Kitchen

Buenos Aires

Ford employees at the Pacheco Plant collected clothing and food and delivered it to the 150 school children and to the community kitchen on the weekend.

Several schools in rural areas

Buenos Aires

Ford Argentina has an ongoing Clothing Collection Drive for gently used clothing. Four Pacheco Plant inter-area teams helped classify the items and package them

Junior Achievement of Argentina

Buenos Aires

Twelve Pacheco Plant LL6+ employees volunteered for a shadowing program with the JA Foundation designed to help students in their last year of secondary school. Students shared a work day with management-level employees who demonstrated potential career opportunities.

Hemotherapy Institute of Buenos Aires

Buenos Aires

A successful blood collection drive was held with Pacheco Plant employees, which will

Food Bank of Buenos Aires

Buenos Aires

Pacheco Plant employees conducted a food collection drive and an aerobic walk activity to promote the sport and healthy habits. The Food Bank provides food to 500 organizations and helps 79,000 people in and around Buenos Aires.

Food Bank Foundation

Buenos Aires

Pacheco Plant employees sorted and organized donated goods.

for delivery.

help 120 individuals.

Habitat for Humanity of Argentina

Buenos Aires

Four brigades of 10 people each from the Pacheco Plant worked for three days to build houses for three low-income families.

Aruba

Casa Cuna Progreso, Pos Chiquito

Oranjestad

R.E. Yrausquin & Sons dealership employees painted the interior and exterior of this special place in Oranjestad; a home for babies and children up to 8 years old unable to live at home for a variety of reasons such as poverty and ill health.

Brazil



LITAC – Liga Tatuiana de Assistência aos Cancerosos

São Paulo

Ford Tatui Proving Ground volunteers donated more than 300 packets of milk powder that will cover the institution's needs for four months.



Lar Donato Flores

São Paulo

The Tatui Comitê de Cidadania taught 141 poor students about the environment and environmental protection, and gave each student a basket of items appropriate to the theme.



Tatui SESI School

São Paulo

Ford volunteers presented lessons and activities on protecting the environment to 80 poor students.

Lar Elbenezer – Santo Andre Orphanage

São Paulo

A special "Smile Day" was organized by Ford Credit Brazil – SBC and branches. The employees took 16 orphans to a recreation center for a day of play, haircuts, a special lunch, toys and dental check-ups including cleanings, and an oral hygiene gift bag.

Reciclando Entity

São Paulo

Taubate HR employees set up displays to help raise awareness and funds for this program that serves poor and homeless people in the community. Crafts and recycled items were exhibited and sold. Taubate HR employees set up displays to help raise awareness and funds for this program that serves poor and homeless people in the community. Crafts and recycled items were exhibited and sold.

Cayman Islands

Cayman Islands Humane Society

Volunteers from Vampt Motors helped care for animals, encouraged donations and helped promote awareness of abandoned animals and the work of the Humane Society.

Costa Rica

Local school computer donation

NASA Nacional Automitriz staff collected 5% of sales and service receipts and used them to purchase eight computers for a local school for underprivileged children.

Dominican Republic

People with Intellectual Disabilities

Santo Domingo

The Grupo Viamar dealership supported a Celebrity Softball game featuring major league stars Alex Rodrihuez, Sammy Sosa, Juan Marichal, and Albert Pujols. The stars will play with young athletes having intellectual disabilities. The producer of the event is Raul Camilo and the songwriter is Frank Ceara.

El Salvador

Voluntarios Construyendo

Staff from the Grupo Gevesa dealership fixed a school for Down syndrome children funded by a percentage of parts and service sales.

Funded the construction of three homes

San Salvador

Gevesa employees donated \$1 each week and customers gave voluntary contributions to fund the construction of three homes for poor families, each having five members.

Guatemala

Local lakeshore

The Excel Motors dealership donated \$20 of every repair completed, and employees cleaned the shores of a nearby lake and planted 800 trees.

Honduras



Un Techo Para Mi Pais (A Roof for My Country)

A house for a poor, homeless Honduran family was funded and built by Dimasa employees. The dealership and proceeds from fund raising activities contributed the \$3,000 needed.

Pilar Salinas School for the Blind

The Yude Canahuati dealership replaced the school's 65-year-old waste water pipes with new larger capacity pipes to improve drainage, reduce environmental pollution and eliminate a health hazard.

Panama

Hogar Nuestra Senora

Distribuidora David dealership donated 20% of repair receipts to fund the project at a shelter, home to abused and neglected citizens. The facility received a new roof and interior ceilings, fresh paint in the common areas, and garden restoration.

Puerto Rico



Centro Maria de los Angeles

Children and young adults with spina bifida, brain damage, metabolic disorders, physical challenges and other syndromes benefited from donations from the Alcalde Auto Parts dealership. \$1 was donated from every purchase and, on the last day of the special Drivers for Hope project, a special treat was given to the children and parents.



Hogar Albergue para Ninos Jesus de Nazaret, Inc.

During a month-long promotion, Mayaguez Ford contributed a portion of parts and service receipts, collected shoes, personal care items and clothing to help the abused children at the residential facility.

Ministeria Ayudando a Los Olvidados

The Autos Vegas Ford Parts & Service department donated \$3 from every service pack during the month to help feed homeless people in the community. Twenty employees volunteered at the homeless shelter and served a special meal on October 15.

Muscular Dystrophy Association of Puerto Rico

The Caguas Expressway Motors dealership raised funds to purchase equipment for MD patients, by participating in the "Pulling the Plane" competition with other companies in Puerto Rico.

Sanctuary Canita de la Divina Misericordia

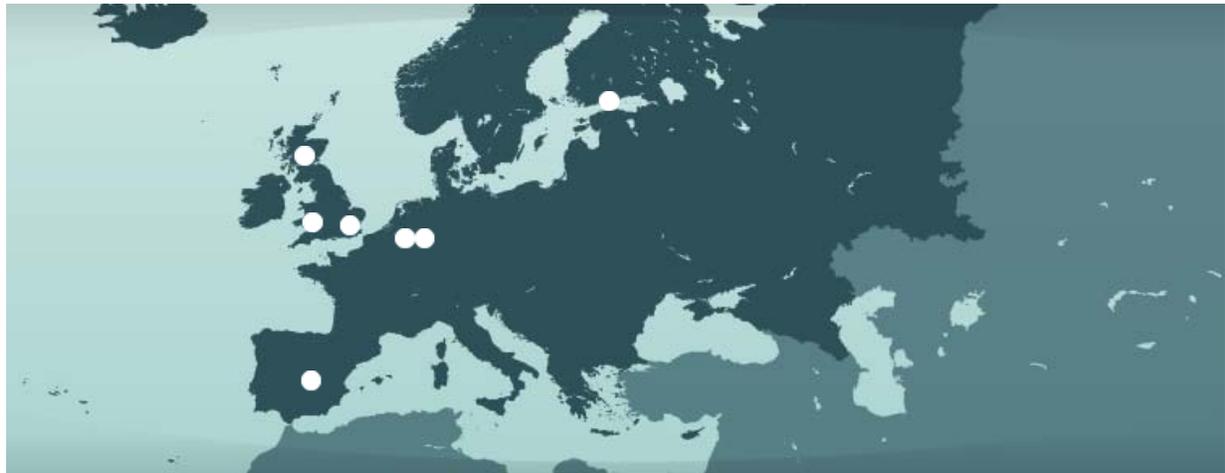
Six hundred dogs sheltered by this sanctuary benefitted from the \$4,000 raised by Central Ford during their special Ford Global Week promotions.

Trinidad and Tobago

Sacred Heart Boys Primary School

McEanearney Motors employees painted the primary school, prior to the opening in September for student 5–12 years old. During Global Week a portion of the dealership's revenue was used to purchase school supplies.

Europe



Select a project location

[Belgium](#) [England](#) [Finland](#) [Germany](#) [Scotland](#) [Spain](#) [Wales](#)

Belgium

MPI Ter Heide Genk

Genk

Ford Genk volunteers cleaned up and restored trails and footpaths to make them accessible for wheelchairs at this home for developmentally and physically challenged people. They also repaired outside equipment.

England



The Basildon Disabled Sports



Ford Blue Oval Scholarship

Club

Dunton

The Dunton Front End Accessory Drives team rehabilitated the Sports Club for physically challenged individuals. The group rebuilt garden walls, rehabbed the garden, painted the sports hall walls and repaired the sports tables.

London

Ford announced a major new £1 million UK university scholarship program in technical and innovation fields to mark 100 years of Ford's commitment to the UK. The Ford Blue Oval Scholarship Program, will provide 100 student scholarships of £10,000 per student over a three-year period – one for each year of the company's operation in the UK – at leading universities to encourage a new generation of engineers, scientists and innovators.

Luton Christian Fellowship

St. Albans

During a week-long event for underprivileged five- and six-year-olds, two Ford Credit employees from the St. Albans Service Centre organized sports and games for groups of 20 children at one time. Great fun was had by all.

Ravensbourne School

Dunton

Ninety children, 2–19 years old, with a wide range of educational needs including some with severe learning difficulties, have a freshly renovated school thanks to Dunton employees. A team from Powertrain & Program Purchasing repaired and redecorated classrooms and corridors, repaired and refurbished garden furniture, paths and extensive garden areas, and laid matting and wood bark along pathways.

Maldon (Essex) Mind

Maldon

Volunteers trimmed hedges and beautified the gardens for the patients at this leading mental health facility.

 Finland



Traffic Safety Week program
"Shine in the Traffic"

Helsinki

Ford volunteers organized and presented a safety program for 10 and 12 year olds. They made personal reflectors and tested their visibility in the dark; checked their bicycles and learned how difficult it is for drivers of cars and trucks to see them; and had questions answered by traffic safety police. Ford, Ford dealers, and the Motor Industry Central Organization have distributed 50,000 reflectors throughout Finland, funded by the Henry Ford Trust.

 Germany

Mentoring Project

Cologne

Ford Niel, E building west volunteers continued their three-year-long project of helping eight Cologne students, aged 14–16, make career choices and answered

Sieburg, Germany Kindergarten

Cologne

PD employees from Cologne built playground and outdoor exercise equipment to enhance the physical, social and mental development of the students. Existing

SBK Home for the elderly and disabled

Cologne

Volunteers escorted a group of elderly and disabled senior residents, confined to wheelchairs, on a day's outing at the

questions regarding school, and relationships.

outdoor facilities were redesigned to better meet the needs of the children.

regional zoo. The individual attention and care were appreciated by all.

ZAK: Cologne's Children's Circus
Cologne

The Sustainability, Environmental & Safety Engineering group renovated the circus grounds and improved ZAK's facilities for the integrative work with children. Children and young people have the opportunity to move and develop a positive body image and self-confidence at this facility.

Naturgut Ophoven
Cologne

The Manufacturing Planning & Logistics employees rehabilitated areas of this program, teaching children the sustainable use of nature. The group built a wooden walkway over marshes and inspected and repaired the facilities.

Animal Shelter Cologne-Zollstock
Cologne

The Ford team from IT, Community Service Steering Committee painted and repaired the buildings and cages at this facility housing 300 animals – cats, dogs, rodents and reptiles. They also gardened and cut trees and coppice.

Rodenkirchen Municipal Church, Community Center and Kindergarten
Cologne

A Complexity Management team from Cologne cleaned and repaired the Atrium, gardened, trimmed hedges and tidied the playground.

Scotland

Breast Cancer Care

A 51-mile charity cycle ride from Glasgow to Edinburgh with 10 members of the SNIC ONE FORD team covered all functions. £2,500 was raised for Breast Cancer Care, who provides support for breast cancer sufferers and their families.

Spain



Parque Natural de la Albufera La Duna Fosil

Ford Valencia MP&L volunteers eliminated Carpobrotus, an invasive species, on a fossil sand dune and replanted native plants. Carpobrotus was once used to prohibit soil erosion, but now is choking out native growth.



A.A.D.I.S.A. Center for Mentally Handicapped

The Valencia team repaired and painted the walls of the center.

Servicio de Biodiversidad de la Conselleria de Medioambiente

NGO Doctors of the World

Almussafes Cost Accounting Dept volunteers gave help to this organization

Valencia Engine Plant employees inventoried and classified native and endangered plant species.

that provides medical attention to poor people in outlying areas and abroad.

Wales



Macmillan Cancer Support

South Wales

Fifteen Bridgend Engine Plant employees walked 22 miles, with 1,000 other volunteers, along the Gower Peninsula on the south-west coast of Wales, raising funds to support cancer research and services to patients.

Asia Pacific Africa



Select a project location

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Burkina Faso

National Center of Blood Transfusion; Sector 30
Orphanage; Hospital of Azimmo
Ouagadougou; Kinfanguin
Village; Fabao Espoir of Ouag;
Bangre Weogo Park
Ouagadougou

Volunteers in Ford Africa Motors donated time, funding and much love as they traveled in a procession of Ford vehicles,

accompanied by National TV and other media. They visited environmental protection areas and neighborhoods where poor, elderly, neglected, abused, and homeless people live.

Cambodia



Beautification project - National Road #6

The great Model team of RMA-Cambodia planted over 1,340 tropical trees and native plant species along this main thoroughfare between the airport and downtown Siem reap.

China



Huanglong Hope Primary School
Nanjing

Research & Engineering employees earlier donated a library to the school and now donated and set up a PC room for students and staff. Discarded Ford PCs, laptops, network equipment, cables, tables and power supply relays were donated.



Nanjing Purple Mountain
Nanjing

The Research & Engineering Center staff cleared plastic, paper and miscellaneous trash from this natural area and the major roadway leading visitors to it.



Nanjing Ming'Xin Autism Training School
Nanjing

The R & E Center sponsored an autumn outing and chaperoned the children in the training school. Ford covered all the expenses of the day, including a visit to the Nanjing Aquarium.

Ghana



Koncord Academy



Safety checks



Korle-Bu Teaching Hospital

Mechanical Lloyd Company Ltd dealership staff funded the drilling of a borehole and mounted a surface tank to access potable water for the students and staff at this school for children with mental and physical challenges.

The vehicles of three fleet customers of Mechanical Lloyd Company Ltd dealership – Ghana Customs (40 vehicles), Ecobank (8 vehicles) and Equilease (26) – all received free service and safety check-ups. Every Ford technician participated in this Saturday event at the main office of each customer. A Sales and Customer Service and a Management representative were also at each site.

Ford technicians and staff from the Mechanical Lloyd Company Ltd dealership donated blood to Korle-Bu Hospital in Accra, Ghana's largest teaching hospital.

India

Panchayat Union Primary School *Chennai*

FBSC, KCT Tech Park employees cleaned a school for underprivileged children near Saravanampatti, CBE; renovated the gardens by laying 250 white bricks; and donated mats for the comfort of study groups; motivated the students with good human awareness stories; and provided entertainment for all with a few games and fun activities.

Saranalaya Orphanage *Chennai*

At the orphanage the IT group provided meals to the residents, provided gently used clothing collected in their building, and organized a general medical check-up for the orphaned children.

Jordan

Hospital equipment purchase *Amman*

FME Commercial & Industrial Co. dealership donated \$20,000 USD to a local hospital for renovations and the purchase of critical new equipment.

Kenya

Ulu Primary School

One hundred adolescent girls from impoverished backgrounds will benefit from a special drive by CMC Motors Group Ltd that will collect undergarments and basic sanitary supplies for them.

Korea



St. Joseph Village

Seoul

The Parts & Service department of Sunin Motor Co. donated 5% of total parts sales (\$9,000) to the aged, disabled, homeless and sick residents. Volunteers cleaned and washed the residence, harvested rice and peppers, and donated firewood.

Lao PDR

Orphanage

At an orphanage 20km from the Lao Ford City dealership, Aftersales department employees donated clothing, teaching aids and gifts, and repaired and renovated the playground, bedrooms and bathrooms for the 60 young residents.

Madagascar



Public primary school in Masinandriana

Masinandriana

The Materauto dealership funded the building of a new canteen, supervised by a building contractor. The dealership and employees then provided cooking utensils and stocked the shelves with nutritious food for the 300 students.

Malaysia

Selangor, Petaling Jaya

Selangor

Sime Darby Auto Connexion employees visited the poor, homeless orphans at the House of Hope in Selangor.

Area homeless and orphans

Selangor

Sime Darby Auto donated 15% of Service Dept receipts to programs serving homeless people and orphans in the nearby communities.

Nigeria

Onigbongbo Primary Health Center

SOS Children's Village, Little Saint Orphanage, Compassionate

The Briscoe Ford dealership employees educated citizens on the menace of malaria and provided mosquito nets to combat the spread of the disease. The group also donated drugs and other sanitary items to the community via the Health Center.

Orphanage, Living Fountain
Orphanage

Lagos

Coscharis Motors Marketing department volunteers visited the orphanages and engaged in community development programs.

Philippines

Baranggay

The Ford team promoted a clean and green environment by planting trees, donating trash cans, and educating the community about waste segregation. The community was identified as the beneficiary of FIP employees' social program.

Tala Elementary School and Agos Elementary School

Employees helped provide a better education for Batang AETA by providing school supplies to poor native Filipino students in their community.

Sta. Rosa lake shore clean-up

Employees promoted a green and clean environment by collecting trash near Sta. Rosa Lake.

Mary Mother of Mercy Home

A home for abandoned elderly people received assistance with basic needs: medicine, groceries and other items. This is an ongoing project for this Ford team.

Run for a Cause

A fundraiser was held to help provide medical care for the ill.

Saipan

Walk for Health

CNMI Joeten Motor Company, Inc. dealership employees encouraged the entire community to join them in the "Fresh Air – Friendships – Feel the Difference Walk for Health". The goal was to help promote healthful lifestyles and demonstrate how health walks are a cost-effective way to improve the nation's health.

Senegal

Municipal FANN Hospital

Dakar

A percentage of L'Africaine de L'Automobile service receipts funded the construction of a proper reception space in the hospital serving HIV-infected children. Volunteers from the Parts & Service department constructed the chamber.

Sierra Leone



School for Blind Children

Ford volunteers spent the day at a school for blind children, bringing in supplies to help the school and students.

South Africa



Le Amogetswe Safe Home

Pretoria

The Human Resources team helped paint and provided general maintenance work at Le Amogetswe Safe Home, a home for abandoned children based in Atteridgeville.



Clean-up Campaign

Pretoria

The Global Week of Caring ended with a company-wide initiative, with employees taking part in projects to improve the environment in and around the Ford Assembly Plant.



Malerato's Hope Centre

Pretoria

Wellness Offices volunteers painted the HIV-AIDS center next to the FMCSA, the kitchen was repaired and painted and new fire extinguishers and first aid kits were donated.

Veeplaas Funduzufe Creche

Port Elizabeth

A project begun in 2010 by the Straundale Engine Plant Wellness team to repair the crèche mobile homes was completed over a two-day blitz build by Wellness team members.

Triomf Primary School

Port Elizabeth

Straundale Engine Plant HR, MP and L team employees provided after-school care for primary school children at a school needing extra help to closely supervise and keep the children safe after hours.

Gift of Givers

Port Elizabeth

A Sudan drought-relief fund was initiated at Straundale Engine Plant, the original goal being R50.00 per employee totaling R200,000. Silverton was then included and a challenge was issued to Ford plants globally. The team hopes to raise R50 million. Gift of Givers is managing the contributions.

Lovuyo School for Disabled

Port Elizabeth

Continuing their six-year involvement with this school, the SEP management team provided much-needed meals to the special needs students. In addition, a jungle gym was installed and special provisions were made to take the 42 students and their caregivers to the Addo Elephant Park.

Lapumilanga Wellness Orphan Centre

A project begun in 2010 to repair the Centre's mobile homes was completed over a 3-day-long build by Wellness team members in Straundale.

Each One Reach One Food Collection Project

Port Elizabeth

Donations of non-perishable groceries were collected by Straundale Engine Plant and distributed to five needy families. The project is to continue with monthly collections and distribution of the food to shack dwellers within Port Elizabeth and Uitenhage areas.

SOS Children's Village

Pretoria

Horizon Care Centre

Pretoria

Little Strivers Play School

Pretoria

Employees from Ford Credit assisted with gardening and general maintenance work at one of the homes housing 10 abandoned children at the SOS Children's Villages in Mamelodi.

Employees treated the mentally and physically disabled children with a special outing to a bird and animal farm, which entertained and delighted the children.

The Product Development team supported the crèche with funding that provided new sliding doors and a crew to repaint the facility walls. Little Strivers is housed at the FMCSA sports club, which is based at the Ford Assembly Plant.

Dunduzela Home for Abandoned Children

Pretoria

Product Development employees added finishing touches to the ablution facilities built in 2010. The next day the children were treated to an outing at the Rietveldam Nature Reserve and a barbeque at the end of the day.

Circle of Life

Pretoria

FMCSA employees painted the facility and repaired the kitchen, replaced outside taps and fire extinguishers, and distributed food packages to the children with HIV-AIDS, including some orphans.

Tatani Home Care Nursing Services

Pretoria

HIV-affected orphans, adults and vulnerable families were assisted by employees from Marketing & Sales. The dining area for drop-in children was cleaned and painted. Volunteers also visited families and distributed food packages.

Viva SA - Mamelodi

Pretoria

A daycare for underprivileged families, orphans and vulnerable children was repaired and painted by Marketing & Sales volunteers; vegetable garden beds were tended; and some work was done in the workshop that will become a bicycle factory.

Taiwan

Yongan Harbor coast

Nine hundred people on the Ford Lio Ho Motor Company volunteer team conducted a coastal clean-up. The coordinators first promoted awareness of coastal protection with a special program for employees, and then invited all employees and local governmental representatives and the entire community to join the effort.

Tanzania

District of USA River

The entire Arusha community, and USA River District orphans and low-income families were helped by Hughes Motors during their month-long project. A percentage of parts and service receipts funded a community day and a special football match.

Thailand



Wat Chalermklap School

Chonburi Province

Ford Thailand employees renovated the school building, library, play ground and basketball court, donated equipment and hosted lunch and fun activities for the children.

Zimbabwe

Mukuvisi Woodlands Park

Harare

Duly Motors dealership employees repaired leaking ponds for the exotic and endangered birds and fish at this environment and animal conservation site.

Ford Motor Company has a long legacy of compassion. More than 100 years after the Company began, we continue to touch lives. Our Company's commitment to supporting local communities through charitable contributions and volunteer efforts has remained unwavering – even during our darkest days. We deliver on our commitments through our Company's community relations arm, formally known as [Ford Motor Company Fund and Community Services](#). (The Ford Foundation, meanwhile, is a separate entity from the Ford Motor Company. No member of the Ford family nor Ford Motor Company management is on the Ford Foundation Board of Trustees.)

Founded as a not-for-profit organization in 1949, Ford Motor Company Fund and Community Services is responsible for the Company's philanthropy and volunteerism efforts. Made possible by contributions from Ford Motor Company, the organization makes donations to qualified U.S. not-for-profit organizations that promote community enrichment in the communities in which Ford does business. It supports organizations in three strategic areas: driver safety, education and community life.

In addition to donations from the Fund, Ford also makes direct corporate contributions to a variety of charitable organizations and causes.

In 2011, Ford contributed a total of nearly \$30 million (slightly above 2010). Of that amount, \$19.9 million was in the form of grants awarded by the Fund; the remainder was direct corporate giving.

In addition to grants, we encourage our employees to participate in programs that build stronger communities through the Ford Volunteer Corps. During 2011, some 25,000 Ford employees and retirees in 45 countries and 19 states provided more than 110,000 hours of work on more than 1,200 community service projects – the equivalent of \$2.35 million of in-kind corporate contributions. Many of these volunteer projects received mini-grants to help complete the project.

Our community relations work extends to our areas of international operation. Ford of Mexico, for example, has been recognized as a Socially Responsible Company for nine consecutive years by the Mexican Philanthropy Center. The award is given to companies that encourage quality of life in the workplace, strong ethics, environmental care in operations and close involvement in the community. Ford and our dealers have supported the School Building Project in Mexico; this organization has built 212 schools in nearly every state in the country.

Related Links

This Report

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

Beginning in 2011, we engaged Ford employee teams in India and China to identify urgent, unmet community needs in our plant communities in those countries. These teams have come up with specific strategies for addressing these community needs, and work will begin in early 2012 to implement the strategies. We expect to expand our engagement beyond the Asia Pacific and Africa region in future years, with the goal of creating a ONE Ford approach to corporate social responsibility in Ford communities around the globe.

In the U.K. in 2011, Ford announced a major new, £1 million university scholarship program in the technical and innovation fields, to mark 100 years of Ford's commitment to the U.K. Called the Ford Blue Oval Scholarship Program, the program will provide 100 student scholarships (one for each year of the Company's operation in the U.K.) of £10,000 per student over a three-year period at leading universities. Through this program, we aim to encourage a new generation of engineers, scientists and innovators.

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Voice: Felicia Fields

Ford Motor Company Fund and Community Services

Ford Motor Company Fund and Community Services Vision:

To be recognized as a global leader in corporate philanthropy that builds a better world through community engagement, education and driver safety programs.

The goals of the Fund are the same as they were when Henry Ford II founded it 60 years ago: to support local and national programs that effect change in our communities and improve the quality of life. Investing in communities is more than the right thing to do; it's also smart business. Our global Company is only as strong as the local communities in which our employees and customers live and work, so it is in our mutual interest that we work with communities to make meaningful contributions to their quality of life.

It is in that spirit that Ford Motor Company Fund and Community Services supports programs and initiatives that help build vibrant and sustainable communities. Recently, we expanded our "Operation Goodwill" program to partner with our dealers and a diverse range of nonprofit organizations to enhance quality of life. This program now operates in Chicago, Detroit, Miami, Louisville, Nashville, Puerto Rico, Phoenix, San Antonio, San Diego and across the Northwest U.S. Our efforts support some of the most vulnerable citizens in the U.S.

The following are other examples of some of our most significant or new programs.

- In 2009, we launched the Ford Mobile Food Pantries program to help social service organizations in southeast Michigan collect and distribute food to those in need. In the first year, we provided three Ford Transit Connect vans for food deliveries. We have since expanded the program significantly, having donated 21 vans for food collections and deliveries by the end of 2011. Overall in 2011, Ford contributed \$221,000 to this program, enabling the Mobile Food Pantries to serve more than 1.1 million meals in southeast Michigan during the course of the year.
- For the 11th consecutive year, Ford Motor Company and Newman's Own®, Inc. are partnering with Feeding America, the nation's largest hunger-relief organization, to provide refrigerated Ford trucks loaded with Newman's Own food products to foodbanks across the U.S. This unique "Partnership for Hunger Relief" began when Paul Newman reached out to Bill Ford in an effort to improve the distribution of produce and other perishable food to those facing hunger in rural America. Today, a fleet of 104 refrigerated Ford trucks and vans now reaches into all 50 states. To date, our donated trucks have delivered more than 176 million meals to families across the country, particularly in hard-to-reach, underserved communities.
- In 2011, the Fund continued to support organizations and initiatives that preserve America's culture heritage and diversity, including two Smithsonian traveling exhibits: Freedom's Sisters, an exhibition that honors the legacy of 20 influential African-American women; and American Sabor, an exhibition that focuses on the musical contributions of Latino artists.
- Ford employees and Ford Motor Company Fund and Community Services are major supporters of the United Way in the U.S., giving nearly \$8.1 million in 2011 to support numerous community-based social services organizations.
- Ford also has a long history of working with disabled American veterans. As a major contributor to the [Jesse Brown Memorial Youth Scholarship Program](#), for example, Ford provides scholarships to students who volunteer at local Veteran's Administration medical centers. For 17 years, Ford has also been a sponsor of the [National Disabled Veterans Winter Sports Clinic](#), which brings hundreds of disabled veterans to the mountains of Colorado to participate in adaptive sports, including skiing, snowmobiling, sled hockey and rock wall

Related Links

This Report

- [Case Study: Ford and Type 1 Diabetes](#)

External Websites

- [Fordcares.com](#)
- [Ford Driving Skills for Life](#)
- [Ford Partnership for Advanced Studies](#)
- [Henry Ford Academy](#)
- [Jesse Brown Memorial Youth Scholarship program](#)
- [March of Dimes](#)
- [National Disabled Veterans Winter Sports Clinic](#)
- [National Multiple Sclerosis Society](#)
- [Project SNAP](#)
- [Susan G Komen Race for the Cure](#)

climbing. In 2011, Ford donated funds for Disabled American Veterans (DAV) to purchase nine new vehicles for its headquarters and the DAV Transportation Network, in addition to providing \$25,000 to the DAV's youth volunteer scholarship program.

- The Fund supports teen safe driving through its award-winning [Ford Driving Skills for Life](#) (FDSFL) program, a safe-driving curriculum that has trained hundreds of thousands of U.S. teenagers through web-based and in-person driving sessions since the program was launched 2003. Developed by Ford, the Governors Highway Safety Association and a panel of safety experts, the free program addresses the no. 1 killer of teens – traffic crashes. FDSFL is the nation's most comprehensive driving skills program, with free professional driver instruction, a web-based curriculum, state grants and free materials. FDSFL launched a national high school tour in 2011, visiting 30 cities in 15 states. In 2008 the program was expanded into Asian markets, where it now trains newly licensed drivers in China, India, Taiwan, South Africa, Thailand, Vietnam, the Philippines, Indonesia and Malaysia, as well as Puerto Rico. FDSFL programs are tailored in each of these markets to reflect the local driving environment and road conditions.
- The [Ford Partnership for Advanced Studies](#) uses an academically rigorous and interactive curriculum to provide high school students with 21st-century learning experiences to enhance real-world skills. Since its inception in 2004, more than 150,000 students in 27 states have participated in the program, which relies on collaboration among high schools, community organizations, higher education institutions, government entities and businesses. The program was honored with the National Governors Association's first Public-Private Partnership Award for innovative educational programming, among other awards.
- The Henry Ford Learning Institute is a national nonprofit organization, which supports high schools that are focused on creativity and innovation, integrated with college-preparatory courses in math, science, social studies and language arts. The first such charter school – [Henry Ford Academy \(HFA\)](#) – was opened in 1997 in Dearborn, Michigan. Since then, three other HFA schools have opened in Detroit, Chicago and San Antonio, Texas.
- The Ford Driving Dreams Through Education Program, launched in 2010 in partnership with the League of United Latin American Citizens (LULAC), aims to address the high school dropout rate among Hispanic students. Twenty LULAC councils are receiving support to implement local programs that help students stay in school.
- The Ford College Community Challenge invites more than 30 partner universities and colleges to develop student-led programs that tackle a specific community issue. The five winning projects each use a \$50,000 Ford grant to build sustainable communities in an innovative way. Recent projects include the nation's first conversion of a traditional school bus to a hydraulic hybrid vehicle that runs on recycled biofuel.
- Ford "Blue Oval" Scholarships are awarded to individual students through organizations such as the Hispanic College Fund, the American Indian College Fund, the United Negro College Fund, the Jesse Brown Memorial Youth Scholarship Program and the Society for Automotive Engineers Educational Foundation. In 2011, more than 1,000 scholarships were awarded, totaling \$1.5 million.
- We are working with [Project SNAP](#) to thank members of the military for their service through Operation Grateful Nation. Operation Grateful Nation is a community-wide program taking place in Operation Goodwill cities across the country. The program provides 400 students in each city, along with families of veterans, the opportunity to create artwork and attach a message thanking members of the military for their service and sacrifice. Thousands of pieces of artwork will be collected from coast to coast to create a giant mosaic mural that will be installed in a prominent public location.
- Also in 2011, we launched Ford Community Corps, a new program in Michigan that we hope will be replicable elsewhere. We are working with four university partners – Wayne State University; the University of Detroit, Mercy; the University of Michigan, Dearborn; and Madonna University – to provide funding to match nonprofit needs with university resources. The program works with nonprofits to identify specific projects that students can complete, such as developing a business plan for a dental clinic or evaluating software to track fundraising efforts.

In addition to the above, Ford supports a wide variety of other organizations through direct corporate contributions and sponsorships. Highlights from 2011 include the following:

- For more than 20 years, Ford has been involved in helping find a cure for juvenile diabetes. See the [Type 1 diabetes case study](#) for more information.
- Ford has also been a long-time supporter in the fight against breast cancer. For 18 years, Ford has been a National Series Sponsor of the [Susan G. Komen Race for the Cure®](#) series and has dedicated more than \$115 million to the cause in donations and in-kind gifts. Ford's commitment goes well beyond the October race; it lasts 365 days a year and focuses on raising awareness, support and donations for this cause, including customized apparel that is sold on [fordcares.com](#). This specially designed clothing and accessory line, called "Warriors in Pink," is dedicated to those fighting this disease, and 100 percent of net proceeds go to Susan G. Komen Race for the Cure. Since 2006, we have sold more than \$9.2 million of the Warriors in Pink products. In addition, more than 75,000 Ford employees and thousands of dealership employees are involved in races and supporting the cause in their local communities. 2011 was a significant year for the program, as we had the largest October ever

in apparel sales/donations to the cause due to a partnership with actress Jennifer Aniston and the *Lifetime Network*.

- Ford volunteers raised \$520,000 for the [March of Dimes](#). Ford Vice President Jim Tetreault and UAW Vice President Jimmy Settles served as UAW/Ford sponsors for the 2011 March for Babies campaign. The combined efforts of the UAW/Ford teams exceeded the outstanding results from 2010. Over the past seven years, the UAW/Ford team has raised more than \$2.4 million.
- Ford and the UAW continued our longstanding partnership with the American Red Cross to host approximately 210 blood drives at various office and plant locations across the country, collecting nearly 8,000 pints of blood in 2011.
- Ford volunteers raised more than \$146,633 for the [National Multiple Sclerosis Society's](#) Michigan Chapter in 2011.



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Voice: Felicia Fields

Ford Volunteer Corps

In addition to the financial contributions made by Ford and Ford Motor Company Fund and Community Services to hundreds of organizations globally, thousands of Ford employees and retirees volunteered to help build stronger communities around the world in 2011.

Volunteerism has been an integral part of Ford Motor Company since its creation in 1903. Today, we help build communities by leveraging the volunteer muscle of Ford employees and retirees around the world.

Ford is a leader in community volunteerism. Volunteer efforts help to build the morale of our employees. There's a strong business case for volunteerism, too: Our volunteer projects help to strengthen the name of Ford and enhance purchase consideration for future buyers.

The Ford Volunteer Corps comprises salaried employees, retirees and dealers across six continents who work to strengthen their communities. Ford Motor Company offers its U.S. salaried employees two workdays per year to volunteer in the community. Employees form "MODEL Teams" and volunteer to help nonprofit organizations. In 2011, more than 25,000 Ford employees and retirees in 45 countries provided more than 110,000 hours of volunteer time for their communities, or the equivalent of \$2.35 million in in-kind corporate contributions.

The new, four-year UAW/Ford Collective Bargaining Agreement, finalized in late 2011, calls for the expansion of the Ford Volunteer Corps program, currently limited to Ford salaried and supplemental employees, across the UAW-represented workforce.

In 2011, Ford held five "Accelerated Action Days" – concentrated one-day efforts to meet critical needs identified by our agency partners. Each Accelerated Action Day had a special focus, such as families and children or the environment. For these events, Ford volunteers are mobilized into MODEL Teams that are matched with local social service agencies requesting their help. The daylong service programs benefit shelters and schools, children's homes, soup kitchens and parks and playgrounds, to name just a few. In 2011, more than 60 community organizations shared \$275,000 in mini-grants to support the volunteer projects (e.g., for purchasing the paint and lumber needed to complete a project). In 2011 we added a collection or drive to each action day. For example for our "Children and Families" day we collected diapers and formula, for our "Better World" day we collected electronic waste such as phones and printers, for our "Community Building" day we collected prescription lenses to be sorted and distributed throughout the world with a partner organization, and on our "Giving and Sharing" day we collected coats and jackets for the Salvation Army.

Software designed and launched by the Ford Volunteer Corps aligns our volunteer projects with the needs of nonprofit organizations across the U.S. Using this system, employees can go online to sign up for volunteer projects based on their interests and availability. In prior years, our volunteers would essentially tell the nonprofit organizations when we would provide hands-on assistance, without fully assessing when would be the best time for them. Now, our nonprofit partners can tell us when they need help and what manner of assistance they need. In 2010, the software was upgraded to help us expand our volunteer programs to other regions, strengthen data-collection capabilities and enhance the employee user experience.

In 2011, Ford held its sixth-annual Global Week of Caring, a weeklong series of volunteer events around the world that is coordinated by the Ford Volunteer Corps. During one week in early September, more than 12,100 Ford employees on six continents in 45 countries and 19 states contributed more than 55,100 hours of their time to over 244 volunteer projects touching 1.5 million lives. During this week, participants built homes; picked up trash in nature preserves, in wildlife refuges and on beaches; and fed the hungry, to name just some of the efforts. Ford retirees participate side by side with current employees on these volunteer projects.



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Customers

Our customers' wants and needs continue to evolve. We monitor consumer trends and develop and promote products to fit certain market segments. In recent years, we have paid particular attention to the growing demand for more fuel-efficient and cleaner vehicles.

Also, as the marketplace becomes more diverse, we aim to better understand and serve our full range of customers. As part of our multicultural efforts, Ford has dedicated efforts to market Ford and Lincoln products to African-American and Hispanic customers. Ford has Spanish advertising programs targeting the U.S. Hispanic market. Ford has also been a leader in the development of in-language, internet-based advertising programs. Our Spanish website, es.ford.com, is one of the most extensive in the industry. And, we were among one of the first to utilize Google with Spanish search programs.

This section discusses how we [engage with customers](#), [understand customer needs](#) and [build customer awareness](#) of our products.



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Engaging Customers

Maintaining good relationships with our customers is one of our most important activities. We provide a variety of means for customers to reach us, including mail, email and toll-free phone. We reach out to customers and potential customers through focus groups and other market research, and we track customer satisfaction.

We also gather online, consumer-generated content to learn what consumers are saying about both our Company and the industry in general. Increasingly, customers are using these electronic media – including websites, discussion groups, blogs and social networks – to research, discuss and problem-solve topics related to their current vehicles and those they are interested in purchasing. In recent years, we have been participating more actively in this social media arena, monitoring consumer-generated content found online. Summary reports are developed based on what we find and gather online, to convey what consumers are saying about our Company and our products. These reports are cascaded throughout the Company – from brand managers and product development engineers all the way up to senior-level management.

In addition to listening to what customers are saying online, we are also increasingly sharing information and engaging in discussions through social media. For more on our social media policy, please see the [Governance](#) section of this report.

Related Links

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- [Governance](#)



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Understanding Customer Needs

We must keep pace with consumers' evolving wants and needs in order to remain competitive. We monitor global market trends, shifting consumer interests, and social and political developments to identify issues that will likely affect our consumers, our industry and our Company. We rely on a global network of internal and external experts to ensure that we get a diverse, comprehensive perspective on consumer trends and how they will affect consumers' future choices about vehicles and mobility. We apply these trend analyses throughout our marketing, product development, research and design organizations to guide future product and technology developments.

Our marketing experts use an intensive research and analysis process to understand who our potential customers are, what they value and what they want in a vehicle. We define a "brand DNA" and a "target customer" for each of our main brands and products. The brand DNA and target customer profiles go beyond simple demographic information such as age, gender and income; we build complete profiles of our target customer, including information such as what they like to do, what music they listen to and where they shop. Using a fully developed, typical customer as the focus for vehicle development brings our market research data to life and keeps everyone on the product development team focused on designing a vehicle that meets customers' needs and desires.

We develop our target customer profiles based on psychological traits and archetypes that transcend national characteristics and customer desires. This is a critical part of our drive to develop truly global vehicles that appeal to customers in multiple markets. Toward this end, we are focusing more on the emotional and psychological elements of how customers choose their vehicles as well as the traditional economic criteria of price and features. In addition to developing vehicles that deliver best-in-class features and price for value, our goal is to develop vehicles that fulfill the dreams and aspirations of each target customer group. We believe this approach not only helps us to understand our customers better, it helps us develop vehicles that capture the imaginations, dreams and loyalty of our customers across the globe. Of course, we are keenly aware that economic pressures will push the boundaries of brand loyalties, and we will need to work even harder to define our potential customers and build vehicles they can afford.

We know that we cannot predict the future. However, we can prepare for a broad range of possibilities through "futuring" exercises that help us to ensure we have robust strategies in place, whatever the future might bring. Therefore, in addition to product- and brand-specific market research, we have an office dedicated to tracking shifts in social, technological, economic, environmental and political arenas. This Global Consumer Trends and Futuring team is part of our ongoing effort to identify trends that will impact the future of consumers' values, attitudes and beliefs. The team collaborates with internal subject-matter experts and external thought leaders to ensure that we have a truly global and diverse view of the world. Ultimately, our goal is to see changes on the horizon and respond to them in a way that gives Ford a sustainable competitive advantage in terms of our product portfolio and business strategies.

The consumer trends we are tracking – and which currently guide our thinking regarding consumers and their future needs, wants and desires – include the following:

- Increasing demand for more fuel-efficient vehicles. In the wake of the global recession, consumers have never been more keenly aware of the operating cost of vehicle ownership.
- Increasing interest in safety and security. Safety and security remain a top priority, as concerns of health, wellness and well-being remain paramount in our day-to-day lives. Consumers are eager for products, services and experiences that provide lasting peace of mind.
- Growing consumer interest in "ethical consumption," or a desire to buy products from companies that reflect one's own environmental and social values.
-



An increasing focus on “careful consumption,” in which consumers have to balance their values, passions and preferences with practical purchases, particularly in mature markets where economic growth is modest.

- Expanding interest in vehicles that help consumers meet their increasing desire for information and connectivity and make the most of their time.
- A changing definition of luxury and shifting status symbols. While bold displays of wealth remain the primary means of showcasing status in emerging markets such as China, India and Brazil, inconspicuous consumption or “discrete chic” is becoming more common in mature markets.

[Home](#) > [People](#) > [Customers](#) > [Understanding Customer Needs](#)



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Building Customer Awareness

One important goal of our marketing and communications activities is to increase consumers' knowledge of our products and our corporate performance. We are particularly focused on improving consumers' awareness of the Company's excellent quality, safety, environmental and social performance. We use a wide range of communication methods to share information about Ford with potential customers and to get feedback from drivers. This Sustainability Report is one key element of that strategy. We also engage in two-way communications with consumers and other stakeholders through a variety of stakeholder engagement forums.

These communication efforts – coupled with delivering products with world-class quality, fuel economy, technology and other features – are paying off. We saw increases in favorable opinion and purchase consideration for our products across the U.S., Canada, India and Thailand.

We track consumers' familiarity with, opinion and consideration of, and shopping and purchase intentions for our vehicles as part of our brand value and awareness tracking. Tracking these elements helps us to understand how consumers view our vehicles and where we need to focus our product development and communications efforts to improve consumers' perceptions of and interest in our vehicles.

Social Media

Social media channels, such as Twitter, Facebook, YouTube and blogs, are increasing in importance and influence, especially with the so-called "millennial generation," i.e., those born from the late 1970s through the late 1990s. With smartphone and tablet use growing – one recent statistic cites iPhones being created at a faster rate than babies being born – the mobile element of social media will continue to drive the adoption and widespread use of social media.

We are using social media in innovative ways to connect with customers and get the word out earlier than ever about our new products. With the Fiesta Movement in 2009, for example, we put the new Ford Fiesta in the hands of 100 consumers and let them drive it and talk about it via social media channels for six months. In 2010, we were the first automaker to skip the auto show and go straight to our fans, revealing the all-new Ford Explorer on Facebook. Also in 2010, Focus Rally: America showcased the all-new Ford Focus in an online interactive reality show. In 2011, we introduced Doug, the wisecracking orange puppet, in a web video series. Doug also had his own Twitter account and Facebook page where he interacted with fans and drove purchase consideration among a nontraditional set of consumers. This year with Escape Routes, we're taking it to the next level as we make the ultimate interactive reality show bigger, better and more exciting, with an integration of original programming on NBC on Saturday nights for six weeks.

Beyond these large campaigns, our efforts with groups of influencers have expanded as well. In June 2011, we invited 100 digital influencers from technology, environmental and lifestyle blogs and shows to join us in Dearborn for a two-day "TED-style" conference called Forward with Ford. At this conference, credible third-party experts and Ford subject-matter experts shared views on issues that are affecting everyone globally. It was a major success, with thousands of pieces of content being produced and Ford being credited as a thought leader for attempting such an event.

We followed up on this in January 2012 by inviting 150 bloggers from 16 countries to Detroit for the North American International Auto Show for the reveal of the 2013 Ford Fusion, Fusion Hybrid and C-MAX Energi. The bloggers treated the event like traditional journalists, holding scrums with our executive team and producing enough content to dominate with a 40 percent share of voice at the entire show.

We continue to actively use Twitter to engage with consumers on all matters, including customer service. We answer questions, provide information and give customers help when needed. Twitter

Related Links

This Report

- [Policy Letters and Directives](#)

External Websites

- [Ford Social](#)

remains the best resource for real-time assessment of what people are saying about us and provides us with a valuable platform for listening.

And, we are making it easier for visitors to our Ford websites to find third-party content about Ford online, particularly with the ever-evolving "[Ford Social](#)" site. We hope that integrating third-party information into our sites will provide a valuable service to consumers and will show our confidence in the vehicles we're producing. We were recognized in 2011 for our use of social media to communicate sustainability, ranking third in the SMI-Wizness Social Media Sustainability Index. This ranking highlighted our "[Ford Social](#)" site, sustainability reporting website and use of Twitter.

Through these and other innovative communication methods, we are seeking to stimulate user discussions about our products. Opportunities for discussions and information monitoring on the Internet are countless. So, in addition to the institutionalized efforts of our Communications and Marketing divisions, we are empowering some of our employees to communicate about Ford on the web by making our "digital participation guidelines" more widely available and giving employees the information they need to communicate successfully in these arenas. We think that allowing employees to have open and real communications within their digital communities sends a clear message that Ford is committed to forging relationships online and being accessible to its audiences. For more on the guidelines, see the [Governance](#) section.

Other Nontraditional Marketing

We use a range of other nontraditional marketing and communications efforts to increase awareness of our products and engage consumers and stakeholders. Through our Drive One campaign in North America, for example, we offer opportunities for people to experience our vehicles firsthand. The goal of Drive One is to encourage people who might not otherwise be considering a Ford product to see for themselves what we offer. Drive One is based on our belief that, when people drive our vehicles, they will have more positive opinions of our products and will be more likely to buy them. The campaign highlights Ford's four key brand pillars: safety, quality, green technologies and smart technologies.

Based on the Drive One approach, we hosted our first-ever "global test-drive" event to launch the all-new Focus. For this event, we chose 50 consumers from around the world and flew them to Spain for a two-day driving experience in Focus prototypes, even before the car was in dealerships. We chose the test drivers through our Focus Facebook page. We also asked them to record their experiences and their views and share with others directly through their social networks.

In a similar vein, we hosted a Built Ford Tough Roundup to launch the 2011 F-150. This test-drive campaign gave thousands of potential customers the opportunity to test drive the new Ford F-150 months before it arrived in dealer showrooms. The program allowed people to see how the truck compares to competitor vehicles in an acceleration drive, and to test how the new EcoBoost® engine performed when towing a trailer.

We're taking another step forward in 2012 by introducing a new global brand promise, which is summarized by the phrase "Go Further." Go Further, put simply, represents our culture and what makes Ford different from any other automaker. It promises that we are always going to go further to deliver Great Products, a Strong Business and a Better World for each other and for our customers. While Go Further will be used for marketing and advertising beginning in 2012, it is much more than a tagline. It's about how Ford employees deliver ingenious products, make them available to everyone and believe in serving each other, our customers and our communities. Our ONE Ford plan is not changing. Go Further is the spirit we put into delivering that plan every day.

We believe that supporting causes that are important to our customers is a key way to show our commitment to social responsibility and strengthen our community ties. We emphasize this approach through the "Drive One 4 UR School" campaign. Through this program, participants test-drive a Ford Explorer, Focus or Fiesta or other new Ford vehicle and help raise money for their local high school. For each test-drive that occurs during the single-day events, Ford donates \$20 (up to a total of \$6,000 per event) to fund sporting and other activities at the designated school. Since the program's inception in 2007, and as of February 2012, more than 2,800 of these events have taken place across the country, raising more than \$10 million to support high schools nationwide through Drive One 4 UR School and its program extensions. These events have enabled more than 495,800 participants to test-drive Ford products and have proven especially beneficial in getting non-Ford owners into Ford vehicles, as approximately 69 percent of participants did not currently own a Ford product. Feedback from participants shows that both purchase consideration and favorable opinion of the Ford brand improved after individuals had a chance to get behind the wheel and experience the Ford vehicle lineup firsthand.

We are also working to improve the effectiveness of our auto show presence around the world. Approximately 24 million people attend auto shows in the U.S. alone, so these are important opportunities to engage and share information with potential customers. At all of the major auto shows, we now use a wide range of interactive exhibits that help us better engage visitors and provide the kind of hands-on experiences that keep people at our exhibits longer and influence customer decision making. In fact, our exhibits are now the most interactive of any automaker. At the 2011 North American International Auto Show in Detroit, for example, we had 22 interactive

exhibits, including slot car racing, live games and shows, vehicle simulators, and electric vehicle rides on an elevated track. The exhibits revolve around our core brand attributes of fuel economy, quality, safety and smart technologies. For example, the displays included a hands-on experience with the Fusion Hybrid's SmartGauge™ with EcoGuide technology, as well as interactive touch tables illustrating the environmental benefits of both soy-based seat cushions and EcoBoost engines.

Traditional Advertising

Finally, we use traditional advertising to inform consumers about our products and our corporate performance. We use three primary advertising strategies: corporate-level communications about Ford Motor Company, advertising about our brands and specific products, and dealer-level product advertising. The goal of these advertising strategies is to sell vehicles. But just as important, we are aiming to increase general awareness about the excellence of our products and our corporate performance among people who are not yet in the market for a vehicle. To develop new products, we respond to market demands through our market research and product development efforts. Through our advertising, we hope to increase interest in and preference for our vehicles and our Company based on the excellence of our products and the positive actions of the Company.

As part of our ONE Ford transformation, we are working to improve the effectiveness of our advertising communications by involving dealers more closely in the development of our advertising strategies. Dealers communicate with our customers every day, and they have special knowledge about consumers' needs and wants. We included our dealers from the start in our Drive One campaign. In fact, prior to developing Drive One, we sought input from our entire Ford dealer body, and that feedback informed the campaign's development. Together we arrived at a campaign that works at the corporate, brand, product and dealer levels.



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Increasing Consumer Awareness of Environmental Issues

Ford is also working to increase consumer awareness of key vehicle-related environmental issues, including how drivers can help to improve the environmental performance of their own vehicles.

In 2010, we launched a website to help consumers understand the [different electrified vehicle options](#). The site provides jargon-free explanations of the differences between hybrid electric vehicles, plug-in hybrid vehicles and all-electric vehicles, including details on the technologies that make them possible, such as battery chemistry, charge ports and regenerative braking. The site is part of Ford's relentless effort to educate consumers about the choices offered by the Company's range of electrified vehicles and to help potential buyers determine which electrified option might best suit their specific driving habits and needs. Consumers who visit the site can review videos, text and cutaway diagrams that illustrate the differences between vehicles like the Ford Fusion Hybrid, the Ford Focus Electric and planned Ford plug-in hybrids. The site does not offer opinions on which vehicle technology is better. Rather, it provides clear explanations about how gasoline, hybrid, plug-in hybrid and all-electric vehicles work, to help consumers decide which vehicle could be the best option for them. We also launched a "[Plug Into Ford](#)" website, which provides customers with an in-depth look at how to make the most of the electric vehicle lifestyle. Read more about our electric vehicles in our [electrification](#) section.

In early 2012 we launched a calculator to help our fleet customers think through the relative lifecycle carbon emissions of different vehicle options. In addition to measuring emissions (such as carbon dioxide, volatile organic compounds and oxides of nitrogen) based on the vehicle's fuel source, it also provides fuel-cost estimates based on regional pricing data. The calculator provides a comparison between any two Ford models currently on the market, including hybrid-electric, plug-in hybrid and all-electric vehicles. For more information on this carbon calculator, please see [Quantifying Our Environmental Impacts](#).

In early 2012 we also revealed our collaboration with [SHFT.com](#), announcing an inspiring documentary series featuring innovative leaders who are shaping sustainable businesses and influencing positive change around the world. We joined forces with SHFT.com to inspire people through film, design, art, transportation and culture to make smarter environmental decisions. The project includes developing creative content, such as a short documentary series, as well as live-event programs and film festivals to further spread their shared mission. The first set of films is scheduled for release in spring 2012. This unique series of digital short films highlights leading influencers from industries such as sustainable fashion and [transport](#), advanced upcycling and smart plastics.

We are also educating drivers about environmental issues while they drive. For example, Ford's new, advanced in-vehicle system – SYNC® with MyFord Touch™ – offers an array of real-time information on fuel-economy performance that can coach drivers to get more miles to the gallon and save on fuel costs. For example, SYNC with MyFord Touch enables drivers to monitor and track their vehicle's real-time fuel-economy performance and mile-per-gallon averages for the past five, 10 and 30 minutes. In addition, the SYNC with MyFord Touch map-based navigation system offers an Eco-Route option that quickly calculates the most fuel-efficient route a driver can take to get from point A to point B.

In the U.S., our hybrid and other electrified vehicles offer a SmartGauge™ with EcoGuide instrument cluster tool, which provides real-time fuel-economy data and promotes fuel-efficient driving by showing a graphic of growing leaves and flowers as drivers' fuel efficiency improves. We launched a similar system in Europe called Ford EcoMode. Similar to EcoGuide, EcoMode helps educate the driver to achieve improved real-world fuel economy. It was first introduced on the Ford Focus ECONetic and will be implemented as an option in more European Ford models in the future.

For more information on how we are using in-vehicle information technology to help drivers improve their fuel efficiency, please see the [Climate Change Progress and Performance](#) section.

Related Links

This Report

- [Climate Change Progress and Performance](#)
- [Electrification: A Closer Look](#)
- [Eco-Driving](#)
- [Quantifying Our Environmental Impacts](#)



We have also developed eco-driving tips that help drivers improve their fuel economy by almost 25 percent. We provide these tips on our website and through a Ford Driving Skills for Life online training program. We started providing eco-driving training in 2000 in Europe and have since expanded it to the U.S. and Asia. For more information on our [eco-driving training programs](#), please see the [Climate Change](#) section.

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- ▶ [Total Purchases from Minority-owned Businesses – United States](#)
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Go Further

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DATA

Engagement and Community

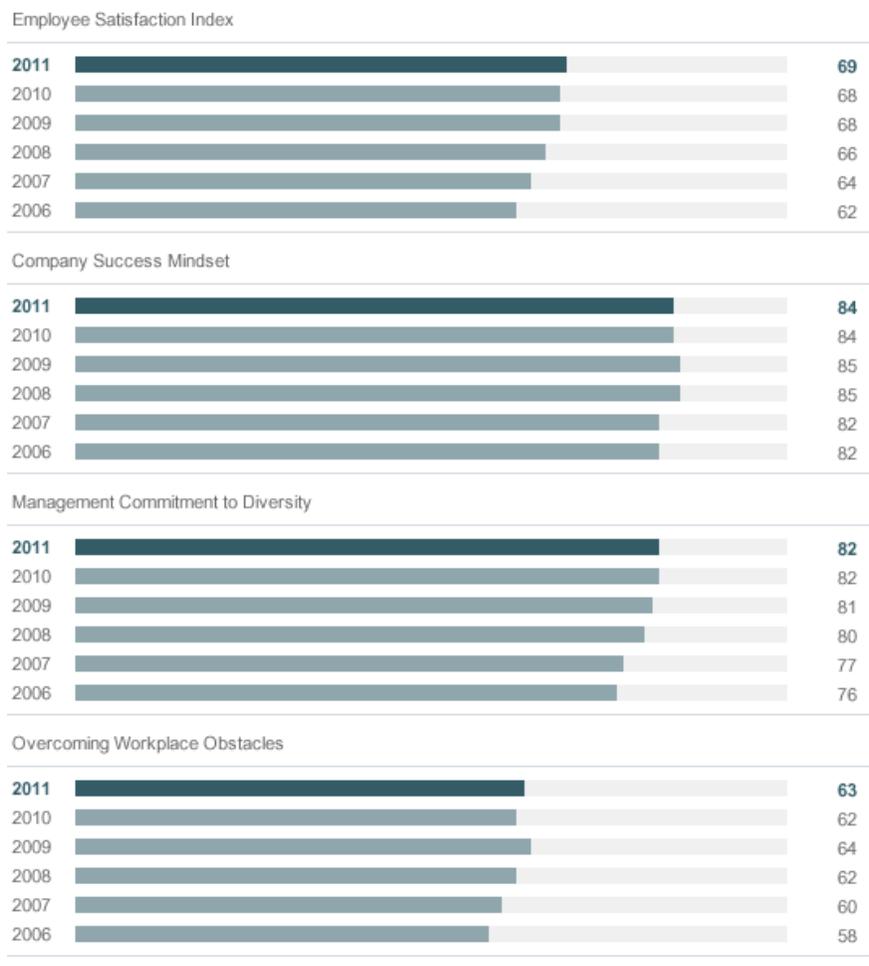
DATA ON THIS PAGE

- A. ▼ [Employee Satisfaction, Pulse Survey](#)
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View all data on this page as [charts](#) | [tables](#)

A. Employee Satisfaction, Pulse Survey

Percent satisfied



	2006	2007	2008	2009	2010	2011
Employee Satisfaction Index	62	64	66	68	68	69
Company Success Mindset	82	82	85	85	84	84
Management Commitment to Diversity	76	77	80	81	82	82
Overcoming Workplace Obstacles	58	60	62	64	62	63

Notes to Data

In 2006, the Pulse survey was changed to incorporate new dimensions. While there was no change to the number or content of the existing 55 core questions asked on Pulse, they were realigned into eight revised dimensions. These changes were made because the revised dimensions are better focused on current business priorities and can provide a framework for more focused feedback and action planning. In addition, the revised Employee Satisfaction Index can be benchmarked externally; none of the prior 13 dimensions could be benchmarked outside the Company.

Employee Satisfaction Index continues an 8-year trend of scores equal to or better than prior year. Management Commitment to Diversity continues a 5-year trend of scores equal to or better than prior year.

Related Links

In This Report:

- [Employee Satisfaction](#)

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B. Overall Dealer Attitude

Relative ranking on a scale of 1–100 percent

	2006	2007	2008	2009	2010	2011
Ford (winter/summer score)	64/64	64/69	69/68	71/80	83/85	84/82
Lincoln Mercury (winter/summer score)	64/62	64/66	66/64	66/71	71/62	61/64
Industry (winter/summer score)	71/70	70/72	73/72	70/74	75/78	80/81

Notes to Data

Overall dealer attitude is measured by the National Automobile Dealer Association (NADA) Dealer Attitude Survey. Scores are for the summer and winter respectively of the year noted.

Analysis

Approximately 67 percent of our dealers provided feedback through the Summer 2011 NADA survey process. We showed notable improvement in many areas in this survey, including in our Regional Sales, Service and Parts Personnel rankings.

Related Links

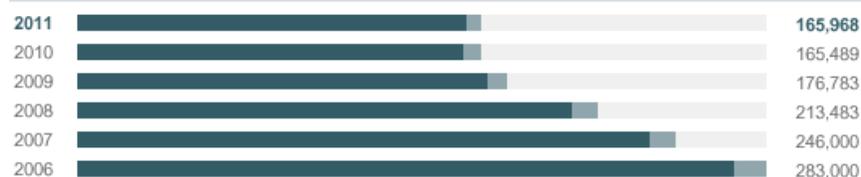
In This Report:

- [Dealers](#)

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C. Employment by Business Unit

Average number of people employed



KEY ■ Automotive
■ Financial Services

	2006	2007	2008	2009	2010	2011
Automotive	270,000	235,000	203,316	168,610	158,470	159,540
Financial Services	13,000	11,000	10,167	8,173	7,019	6,428
Total	283,000	246,000	213,483	176,783	165,489	165,968

Reported to regulatory authorities

Notes to Data

These employee numbers do not include dealer personnel; 2009 employee numbers have been adjusted to reflect the new accounting standard on the deconsolidation of many of our variable interest entities.

Related Links

In This Report:

- [Employees](#)

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D. Total Purchases from Minority-owned Businesses – United States

\$ billion



2006	2007	2008	2009	2010	2011
3.7	4.2	3.3	2.7	3.8	5.1

Notes to Data

From 2003 to 2007, purchases from non-minority, women-owned businesses were included within total purchases from all minority suppliers. Beginning in 2008, we provided separate data for women-owned businesses, which accounted in part for the reduced amount of purchases in 2008.

Analysis

In 2011, Ford purchased \$5.08 billion in goods and services from approximately 250 minority-owned suppliers and \$1.06 billion in goods and services from more than 150 women-owned businesses. Our 2011 results were an improvement over 2010, exceeding our sourcing goals for both minority- and women-owned suppliers.

Related Links

In This Report:

- [Supplier Diversity Development](#)

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E. Total Purchases from Women-owned Businesses – United States

\$ billion



	2008	2009	2010	2011
	0.763	0.539	0.866	1.06

Notes to Data

From 2003 to 2007, purchases from non-minority, women-owned businesses were included within total purchases from all minority suppliers. In 2008, we began breaking out separate data for purchases from non-minority, women-owned businesses.

Analysis

In 2011, Ford purchased \$5.08 billion in goods and services from approximately 250 minority-owned suppliers and \$1.06 billion in goods and services from more than 150 women-owned businesses. Our 2011 results were an improvement over 2010, exceeding our sourcing goals for both minority- and women-owned suppliers.

Related Links

In This Report:

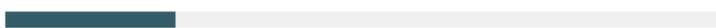
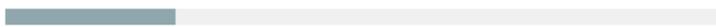
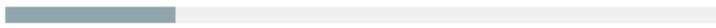
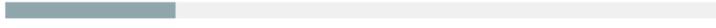
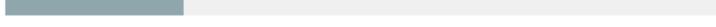
- [Supplier Diversity Development](#)

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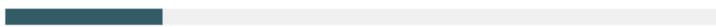
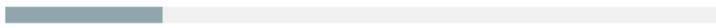
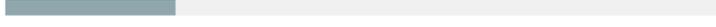
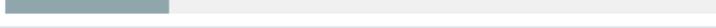
F. U.S. Employment of Minority-group Personnel and Women at Year-end

Percent

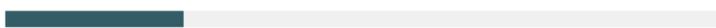
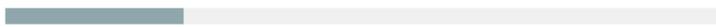
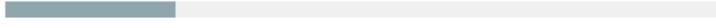
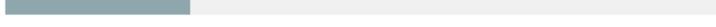
Minority-group personnel - total

2011		24
2010		24
2009		24
2008		24
2007		24
2006		25

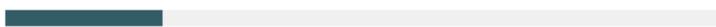
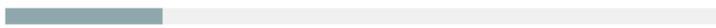
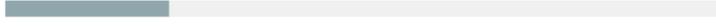
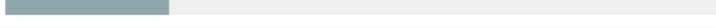
Minority-group personnel - salaried

2011		22
2010		22
2009		23
2008		23
2007		24
2006		23

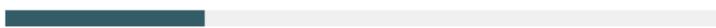
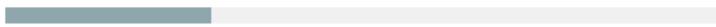
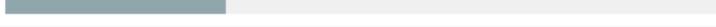
Minority-group personnel - hourly

2011		25
2010		25
2009		24
2008		24
2007		24
2006		26

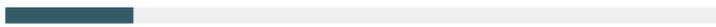
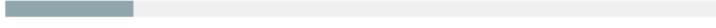
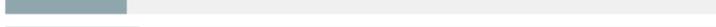
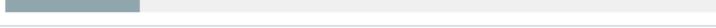
Women - total

2011		22
2010		22
2009		23
2008		23
2007		23
2006		23

Women - salaried

2011		28
2010		29
2009		31
2008		32
2007		32
2006		31

Women - hourly

2011		18
2010		18
2009		17
2008		18
2007		17
2006		19

	2006	2007	2008	2009	2010	2011
Minority-group personnel – total	25	24	24	24	24	24
Minority-group personnel – salaried	23	24	23	23	22	22
Minority-group personnel – hourly	26	24	24	24	25	25
Women – total	23	23	23	23	22	22
Women – salaried	31	32	32	31	29	28
Women – hourly	19	17	18	17	18	18

 Reported to regulatory authorities

Notes to Data

To align with the 2003–2007 reported data, 2008 data has been modified to reflect the total Company. Previously, 2008 data reported Ford Automotive data only.

Related Links

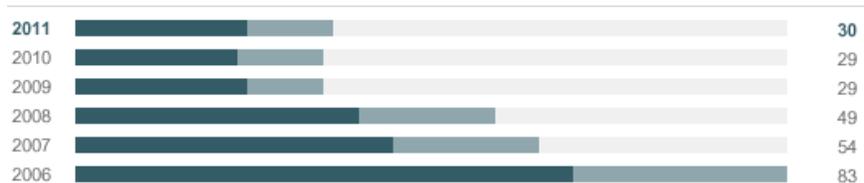
In This Report:

- [Diversity and Inclusion](#)

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G. Charitable Contributions

\$ million



KEY  Ford Motor Company Fund
 Corporate

	2006	2007	2008	2009	2010	2011
Ford Motor Company Fund	58	37	33	20	19	20
Corporate	25	17	16	9	10	10
Total	83	54	49	29	29	30

Related Links

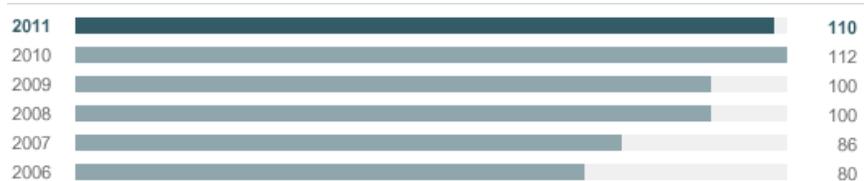
In This Report:

- [Investing in Communities](#)

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H. Volunteer Corps

Thousand volunteer hours



	2006	2007	2008	2009	2010	2011
	80	86	100	100	112	110

Notes to Data

The Ford Volunteer Corps was founded in 2005, and 2006 is the first year data are available. However, volunteerism and community service have long been a part of Ford's culture, and these efforts were formalized in 1997 with the creation of the 16-hour Community Service Program.

Related Links

In This Report:

- [Ford Volunteer Corps](#)



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DATA

Workplace Safety

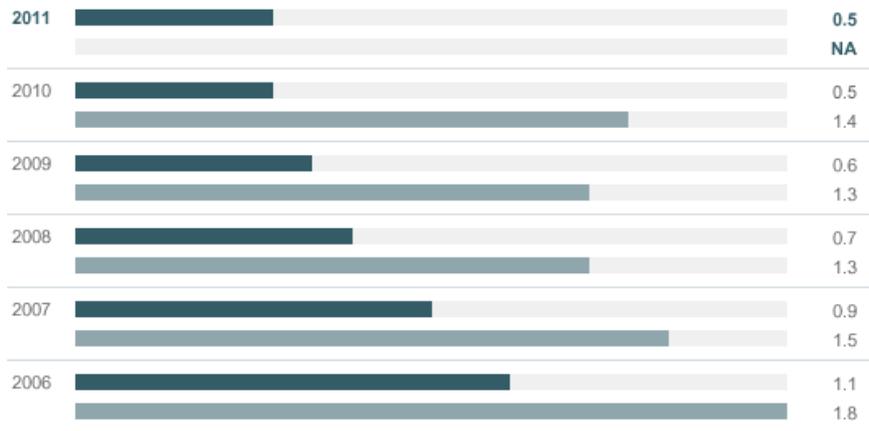
DATA ON THIS PAGE

- A. ▼ [Global Lost-time Case Rate \(per 100 Employees\)](#)
- B. ▼ [Lost-time Case Rate by Region \(per 100 Employees\)](#)
- C. ▼ [Workplace Health and Safety Violations](#)
- D. ▼ [Global Fatalities](#)

View all data on this page as [charts](#) | [tables](#)

A. Global Lost-time Case Rate (per 100 Employees)

Cases with one or more days away from work per 200,000 hours



KEY Ford Motor Company (global)
 U.S. Bureau of Labor Statistics average for NAICS Code 3361 (motor vehicles manufacturing)

	2006	2007	2008	2009	2010	2011
Ford Motor Company (global)	1.1	0.9	0.7	0.6	0.5	0.5
U.S. Bureau of Labor Statistics average for NAICS Code 3361 (motor vehicles manufacturing)	1.8	1.5	1.3	1.3	1.4	NA

Related Links

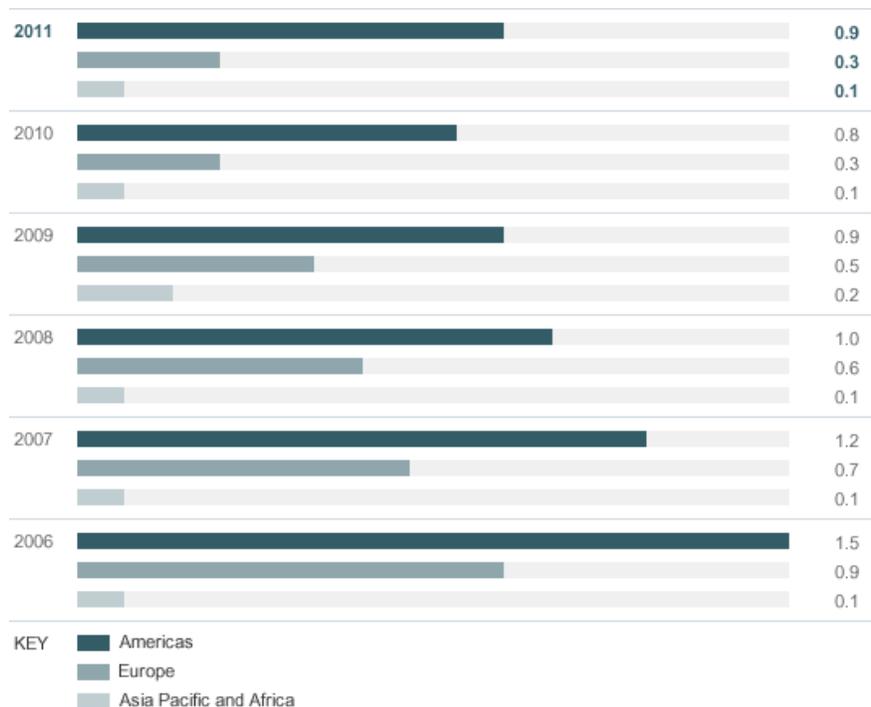
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- [Workplace Health and Safety](#)

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B. Lost-time Case Rate by Region (per 100 Employees)

Cases with one or more days away from work per 200,000 hours



	2006	2007	2008	2009	2010	2011
Americas	1.5	1.2	1.0	0.9	0.8	0.9
Europe	0.9	0.7	0.6	0.5	0.3	0.3
Asia Pacific and Africa	0.1	0.1	0.1	0.2	0.1	0.1

Reported to regulatory authorities

Related Links

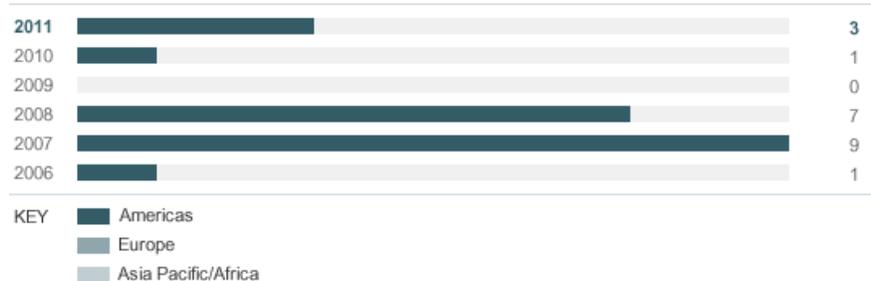
In This Report:

- [Workplace Health and Safety](#)

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C. Workplace Health and Safety Violations

Number of violations



	2006	2007	2008	2009	2010	2011
Americas	1	9	7	0	1	3
Europe	0	0	0	0	0	0
Asia Pacific and Africa	0	0	0	0	0	0
Total	1	9	7	0	1	3

Related Links

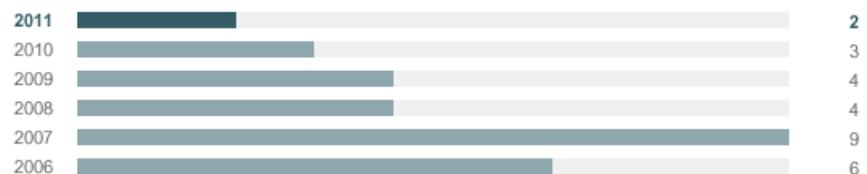
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- [Workplace Health and Safety](#)

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D. Global Fatalities

Number of fatalities



2006	2007	2008	2009	2010	2011
6	9	4	4	3	2

Notes to Data

Global fatalities data include Ford employees and contractors.

Related Links

In This Report:

- [Workplace Health and Safety](#)

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Voice: Felicia Fields

Case Studies

IN THIS SECTION

[Case Study: Ford and the Military](#)

Ford has a long history of supporting the military. Today, we continue to support our military, and, in particular, those members of the military whom we also employ. In September 2011, Ford was honored with the Employer Support Freedom Award – the U.S. Department of Defense’s highest recognition given to companies for support of employees serving in the National Guard and Reserve.

[Case Study: Ford and Type 1 Diabetes](#)

Read about how Ford is helping to improve the lives of all people affected by T1D through our support of JDRF, the leading global organization focused on T1D research.



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Case Study: Ford and the Military

Ford has a long history of supporting the military – dating back to at least 1922, when Henry Ford organized a caravan of 50 Model Ts to take disabled World War I veterans to a convention in San Francisco. And during World War II, the Company shut down civilian vehicle production to dedicate all of our resources to the Allied war efforts.

Today, we continue to support our military, and, in particular, those members of the military whom we also employ. In September 2011, Ford was honored with the Employer Support Freedom Award – the U.S. Department of Defense's highest recognition given to companies for support of employees serving in the National Guard and Reserve. Ford was one of 15 companies nationwide selected for the award, out of nearly 4,100 nominations.

We received a total of six nominations from our own Guard and Reserve employees. One of those nominations came from Todd Brooks, a Ford engineering supervisor who was serving in the Navy Reserve. "There is an incredible untold story of compassion, commitment and corporate leadership that Ford Motor Company has been quietly providing to the nation's veterans for years," said Brooks, who was selected as the Navy Reserve Reservist of the Year in 2007. "Ford makes service to our country much easier. From senior leadership all the way down the ladder, they understand the necessity of the citizen soldier and the difficulties their loved ones face as a result of their commitment."

Many Americans don't realize that when an individual is called for National Guard or Reserve duty, they often take a cut in pay, thus intensifying the hardship for the military members and their families. At Ford, we have agreed to make up that pay difference for any of our military Reserve and National Guard employees when called to active duty following the attacks of September 11, 2001.

Ford has approximately 700 National Guard and Reserve employees – about 30 of them on active duty. Overall, we have some 7,000 veterans at Ford and a strong Veterans Network Group that provides year-round support for military members and their families – both within Ford and within our communities.

Since 1974, Ford Motor Company and the Ford Motor Company Fund and Community Services have contributed more than \$6 million to veterans' organizations, including Disabled American Veterans (DAV). Ford has donated funds for the purchase of more than 150 vehicles to DAV for their Transportation Network and sponsors the organization's annual winter sports clinic. (See the [Communities](#) section for more on our support of veterans' groups.)

The Fund recently began partnering with the Honor Flight Network, a nationwide program that transports World War II veterans to see their memorial in Washington, DC, free of charge. In November 2011, we sponsored a flight for more than 30 veterans from the Detroit area. In 2012, we plan to sponsor another flight out of Detroit and a flight out of Louisville, Kentucky, on the anniversary of D-Day (June 6).

Ford has been a partner of the American Red Cross for more than 30 years, contributing to the critical efforts of the Red Cross in disaster relief. In 2012, Ford will build on this partnership with support for the Red Cross's "Service to the Armed Forces" programs. These programs support members of the U.S. Armed Forces, veterans and their families on 58 military installations and medical facilities around the world and through a network of Red Cross chapters. In 2011, Red Cross workers provided nearly 400,000 services to military members, veterans and their families. Ford's contributions will provide scholarships and other services to military spouses and families.

Another way we support our military isn't as an employer, but as a seller of vehicles. Our Military Appreciation Program provides members of the military with an opportunity to receive a \$500 bonus cash offer good toward the purchase or lease of any eligible new Ford or Lincoln car, truck or SUV.

Related Links

This Report

- [Communities](#)



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Voice: Felicia Fields

Case Study: Ford and Type 1 Diabetes

Each year, as many as 30,000 people in the United States are diagnosed with type 1 diabetes (T1D), both children and adults. Important advancements have been made in diabetes research, yet scientists are still working toward finding possible causes and cures for this autoimmune disease.

People living with T1D must take insulin either through injections or a pump, and test their blood sugar levels multiple times every day. While insulin is needed to help manage T1D, it does not protect against its devastating complications, such as kidney failure, blindness, nerve damage, amputations, heart attack and stroke.

For nearly three decades, Ford has been involved in helping to improve the lives of all people affected by T1D through our support of JDRF, the leading global organization focused on T1D research. JDRF aims to accelerate progress on the most promising opportunities for curing, better treating and preventing T1D. In 1983, Ford hosted a JDRF fundraising walk in Dearborn. In 1998, the grassroots employee initiative now known as the [Ford Global Walk Team](#) began, with Edsel B. Ford II as the corporate team chair. The event has grown dramatically over the last decade. Since 2002, Ford Motor Company has been JDRF's largest corporate – and only international – sponsor.

Ford volunteers donate significant time to leverage the Company's financial support of JDRF, participating in walks and holding book sales, silent auctions and raffles to raise money for T1D research. Together with support from the UAW and national partner companies Mazda, BP and WPP, our volunteers raised more than \$3.2 million in 2011, bringing the total amount raised by Ford volunteers to \$39 million since 1998.

Ford is proud to have been presented with the JDRF President's Award for nine consecutive years, earning recognition as the Top Corporate Sponsor in the world. In 2011, Ford was presented the Pillar Award, recognizing Ford as a 10-year-plus partner, successfully raising awareness and funds for JDRF research.

Driven by passionate, grassroots volunteers connected to children, adolescents and adults with T1D, JDRF is now the largest charitable supporter of T1D research. Since its founding in 1970, [JDRF](#) has awarded more than \$1.6 billion to diabetes research. Past JDRF efforts have helped to significantly advance the care of people with this disease, and have expanded the critical scientific understanding of T1D. JDRF will not rest until T1D is fully conquered. More than 80 percent of JDRF's expenditures directly support research and research-related education.

Related Links

External Websites

- [Ford Global Walking Team](#)
- [JDRF](#)



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Felicia Fields

Group Vice President, Human Resources and Corporate Services
Ford Motor Company

There's a renewed sense of energy and pride at Ford today. We're no longer talking about our survival. We're talking about thriving, growing and continuing to build an incredibly successful Company. At the same time, however, our leadership team understands that we can never be complacent. Our employees are committed to helping us maintain our momentum. They remain focused every day on helping Ford to deliver profitable growth so we never again have our backs against the wall.

As we have evolved into a truly global Company, we have refocused our priorities and changed the way we work. We have learned how to leverage our scale while better integrating each region of our operations. Even simple collaboration with colleagues in different time zones can prove challenging. Frankly, we couldn't continue to work the same way that we always had, especially with fewer people and a leaner Company. But it is for the better. We never want to return to the days where individuals worked in silos.

From a human capital perspective, all of this means we must continue to push even harder to make Ford a great place to work – whether that's through flexible working schedules or by equipping our people with technology that allows them to do their jobs in more convenient ways. We have revamped our performance management system to better clarify our expectations of employees and how their contributions affect other parts of the business and the Company's overall success. We're also working to be more candid and transparent about our Human Resources systems and processes than we ever have been before.

The [ONE Ford strategy](#) has been essential to our Company's success over the last several years. Our CEO, Alan Mulally, created the ONE Ford strategy when he joined Ford in 2006. But our employees have been responsible for implementing it and making it real. ONE Ford isn't just something that is written on a piece of paper. It's the way our people think. It's how they behave. And it's how they align what they do every day with our Company's plan. Through their "can do" attitude, our employees have brought ONE Ford to life.

This Company has long been filled with people who are extremely proud and loyal. So ONE Ford truly became a rallying cry, which quickly resonated with employees. It was easy for them to embrace this culture change because it was something they believed in and wanted to follow. ONE Ford not only gave us a goal and a plan, but it presented a set of expected behaviors that our workforce could put into action. It made everyone accountable for our Company's success.

Our new ["Go Further" campaign](#) takes the concept one additional step. To understand how the two pieces work together, it helps to think of ONE Ford as the forward-looking vision, bridging what we do with how we behave. Go Further highlights the fact that we go further in everything that we do – whether it's caring about each other as employees, delivering innovative products to our customers or serving in our communities. It's not a new sentiment that we're trying to embrace. It's something we have uncovered about who we are and what makes us special as a Company.

After years of separations, we're now hiring again and we're focusing on ways to attract and retain talented individuals – through employee development programs that sharpen their skills, through

Related Links

This Report

- ["Going Further"](#)
- [Our Strategy](#)



opportunities to work in other parts of the world, and through competitive compensation and benefits, among others. Even in our darkest days, we knew that our Company would grow stronger as economies got stronger.

Our employees are our customers, too, and they can be incredible ambassadors for our products. The more we share with them about where we are going, the more exciting and inspiring it is for each of them.

[Home](#) > [People](#) > Voice: Felicia Fields