

ESG Data Book



Integrated Sustainability and Financial Report 2022
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ESG Data Book 2022

We support and align with the world's leading sustainability reporting frameworks and standards in our approach to reporting. In this ESG data book, you can find:

[Performance Data 2022](#)

[Global Reporting Initiative \(GRI\) Index 2022](#)

[Sustainability Accounting Standards Board \(SASB\) Index 2022](#)

[UN Global Compact \(UNGC\) Index 2022](#)

[UN Sustainable Development Goals \(UN SDGs\) Index 2022](#)

[Bloomberg Gender-Equality Index \(GEI\) Survey 2022](#)

The Task Force on Climate-related Financial Disclosures (TCFD) Index is incorporated into our [TCFD Report 2022](#).

The UN Guiding Principles Reporting Framework (UNGPRF) Index is incorporated into our [Human Rights Report 2022](#).

We also respond to the [CDP Climate](#) and [CDP Water](#) questionnaires.

You can find our Integrated Sustainability and Financial Report 2022 and additional downloads on our [Sustainability site](#).

We welcome you to share with us your feedback and any comments you may have at sustaina@ford.com.

Performance Data



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Our leadership in sustainability enables our business today, sets us on the pathway for a continued strong business for decades to come, and will help build a better world, where every person is free to move and pursue their dreams.



Performance Data

Financial

	2019	2020	2021
Revenue	\$155.9B	\$127.1B	\$136.3B
Net income attributable to Ford Motor Company	\$47M	\$(1.3)B	\$17.9B
Company adjusted EBIT ¹	\$6.3B	\$2.5B	\$10.0B
Company adjusted EBIT margin ¹	4.0%	2.0%	7.3%
Company adjusted free cash flow ¹	\$2.9B	\$1.3B	\$4.6B
Adjusted earnings per share ¹	\$1.16	\$0.36	\$1.59
Income taxes paid/refunded	\$599M	\$421M	\$568M

Innovation

	2019	2020	2021
Global utility patents issued	4,884	3,782	3,286
US utility patents issued to Ford and subsidiaries	2,521	2,075	1,669

Workforce Profile

	2019	2020	2021
Global Workforce by Region (percent)²			
North America	52	54	54
South America	5	4	2
Europe	24	23	23
China	2	2	2
International Markets Group (IMG) ³	NA	8	9

Employment by Business Unit (number)

	2019	2020	2021
Automotive	173,472	169,732	163,764
Ford Motor Credit	6,782	6,258	5,446
Ford Mobility	3,130	2,554	1,906
Corporate and Other	7,051	7,858	11,674
Total	190,435	186,402	182,789

	Hourly	Salaried	Total	Percent
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Total Workforce by Hourly and Salaried, by Region (number) (2021)

North America	68,812	29,903	98,715	54
South America	2,095	2,144	4,239	2
Europe	28,288	13,111	41,399	23
China	0	3,214	3,214	2
IMG ³	11,792	4,406	16,198	9
Ford Credit	NA	5,446	5,446	3
Corporate and Other⁷	NA	11,674	11,674	6
Ford Mobility	567	1,339	1,906	1
Total company	111,554	71,235	182,789	100

Diversity

	2019	2020	2021
Global Salaried Employees by Gender (number)⁴			
Male	39,970	40,578	41,004
Female	15,198	15,566	16,052

Global Salaried Employees by Gender (percent)

Male	72.5	72.3	71.8
Female	27.5	27.7	28.1

Board of Directors Composition by Gender and Minorities (percent)

Male	78.6	78.6	73.3
Female	21.4	21.4	26.7
Minorities	14.3	14.3	13.3

Corporate Officers Composition by Gender and Minorities (percent)⁵

Male	84.6	83.8	82.1
Female	15.4	16.2	17.9
Minorities	20.5	14.3	17.9

Diversity (continued)

	2019	2020	2021
Women in Senior Management by Region (percent)⁶			
Automotive			
North America	18.6	20.6	23.8
South America	0.0	9.1	9.1
Europe	7.8	10.5	14.6
China	11.9	12.1	15.0
IMG ³	NA	8.3	10.3
Ford Credit	27.3	42.9	28.6
Corporate and Other⁷	NA	38.5	34.5
Ford Mobility	NA	23.1	16.7
Total	15.8	29.6	22.5

	2019	2020	2021
Women in Middle Management by Region (percent)			
Automotive			
North America	25.0	30.9	24.4
South America	16.6	8.8	15.4
Europe	16.4	16.5	18.8
China	30.9	49.7	34.2
IMG ³	NA	20.9	18.2
Ford Credit	26.9	51.7	36.8
Corporate and Other⁷	NA	24.6	31.2
Ford Mobility	NA	29.0	18.8
Total	22.2	26.1	25.0

Diversity (continued)

	2019	2020	2021
Women in Supervisory Positions by Region (percent)			
Automotive			
North America	22.5	31.6	25.3
South America	17.2	20.8	20.0
Europe	15.1	17.9	19.1
China	25.4	62.2	39.1
IMG ³	NA	27.3	23.7
Ford Credit	37.7	60.3	38.3
Corporate and Other⁷	NA	25.3	23.3
Ford Mobility	NA	44.1	25.6
Total	23.1	29.8	24.9

	2020	2021
Board of Directors – Demographic data (number)		
Male	11	11
Female	3	4
Minorities	2 - 1 Puerto Rican, 1 African American	2 - 1 Puerto Rican, 1 African American
Total	14	15
Corporate Officers – Demographic data (number)		
Male	31	32
Female	6	7
Minorities	7 - 3 Asian, 4 African American	7 - 3 Asian, 4 African American
Total	37	39

Diversity (continued)

	2019	2020	2021
U.S. Diversity Performance Data (percent)⁸			
Ethnicity Data			
Total			
Asian	5.0	5.2	5.8
African American	21.5	22.8	22.5
Hispanic/Latino	4.0	4.2	4.3
Other Minority ¹⁰	2.0	2.2	2.2
White ⁹	67.2	65.2	64.6
Total Minority	32.6	34.4	34.9
Salaried			
Asian	13.4	14.0	15.4
African American	8.6	8.6	8.4
Hispanic/Latino	4.2	4.2	4.2
Other Minority ¹⁰	1.6	1.7	1.8
White ⁹	72.2	71.6	68.9
Total Minority	27.9	28.5	29.8
Hourly			
Asian	0.4	0.4	0.4
African American	28.6	30.7	30.5
Hispanic/Latino	4.0	4.2	4.3
Other Minority ¹⁰	2.3	2.5	2.5
White ⁹	64.8	62.1	62.3
Total Minority	35.2	37.8	37.7
Women			
Total	24.3	25.1	25.0
Salaried	27.4	27.4	27.6
Hourly	22.6	23.8	23.5

Diversity (continued)

	2020	2021
U.S. Diversity Performance Data, including Ford Credit and Mobility (number)		
Minority-group personnel		
Total	30,764	30,564
Salaried	8,931	9,419
Hourly	21,833	21,145
Women		
Total	22,446	21,875
Salaried	8,707	8,705
Hourly	13,739	13,170

Health and Safety

	2019	2020	2021
Global Lost-Time Case Rate (per 100 employees) (cases with one or more days away from work per 200,000 hours)			
Ford Motor Company	0.39	0.31	0.35
Lost-Time Case Rate by Region (per 100 employees) (cases with one or more days away from work per 200,000 hours)			
North America	0.66	0.53	0.59
South America ¹	0.46	NA	NA
Europe	0.32	0.28	0.24
China	0.004	0.01	0.021
International Markets Group (IMG) ³	NA	0.09	0.12
Global Fatalities¹²	0	0	3

Employee Engagement

	2019	2020	2021
Voluntary Quit Rate by Major Markets (salaried employees) (percent)			
United States	3.1	2.3	3.8
Canada	6.0	3.1	3.0
Mexico	4.9	2.7	5.5
Brazil	3.9	2.9	3.5
Germany	0.6	0.0	0.4
United Kingdom	4.5	0.3	2.1
China	6.9	4.8	8.4
India	9.0	5.5	8.8
Thailand	4.6	2.3	2.6

	North America	South America	Europe	China	International Markets Group (IMG)
Confirmed Harassment Allegations (2021)					
Number of confirmed harassment allegations ³	92	0	3	1	18
Percentage of confirmed harassment allegations by region ¹⁴	0.25%	0%	0.39%	0.03%	0.14%

Supplier Diversity

	2019	2020	2021
Total Purchases in the U.S. (\$billion)			
From minority-owned businesses	8.49	6.3	7.46
From veteran-owned business	0.179	0.162	0.131
From women-owned businesses	1.53	1.16	1.15
From small businesses	5.22	3.48	5.0

Vehicle Safety

	2020	2021
Ford & Lincoln Nameplates With 5-star Overall Rating (number)		
US NCAP	13	12
Euro NCAP	9	10
Available Ford and Lincoln Nameplates With 5-star Overall Rating (percent)		
US NCAP	72	71
Euro NCAP	60	83

	2019	2020	2021
Safety Recalls			
Number of safety recalls (US) ¹⁵	37	45	53
Number of U.S. passenger vehicle recalls (million)	7.1	4.79	5.396

Supply Chain Management

	North America	South America	Europe	China	International Markets Group (IMG)	Global Total
Working Conditions Assessments (as of 12/31/2021)						
Assessments completed to date	175	242	128	358	324	1,227
Follow-up assessments completed to date (third party and/or internal)	223	373	186	441	453	1,676

	2021
Supplier Audits Conducted	
Approximate percentage of total supply base audited to date	33
Percentage of total supply base audited in 2021	0.6

	2021
Supplier Audit Findings – category non-conformances in 2021 initial audits conducted (nonconformance type percent of total)	
Management Systems	29
Labor	28
Health and Safety	28
Environment	11
Ethics	3

	2021
Supplier Audit Findings – category non-conformances in 2021 initial audits conducted (percent of nonconformance category)	
Management System	
Supplier Responsibility	24
Audits and Assessments	15
Management Accountability and Responsibility	15
Risk Assessment and Risk Management	11
Improvement Objectives	8
Legal and Customer Requirements	7
Documentation and Records	6
Communication	6
Worker Feedback and Participation	4
Training	3
Corrective Action Process	2
Company Commitment	1
Labor	
Working Hours	36
Freely Chosen Employment Policies and Management Systems	21
Wages and Benefits	16
Non-Discrimination	14
Child Labor Avoidance Policies and Management Systems	9
Freedom of Association	4
Humane Treatment	0
Presence of Forced Labor	0
Prevalence of Child Labor	0

Supply Chain Management (continued)

	2021
Supplier Audit Findings – category non-conformances in 2021 initial audits conducted (percent of nonconformance category)	
Health and Safety	
Emergency Preparedness	37
Occupational Safety	26
Occupational Injury and Illness	15
Food, Sanitation and Housing	11
Industrial Hygiene	5
Machine Safeguarding	3
Physically Demanding Work	2
Health and Safety Communication	2
Environment	
Hazardous Substances	30
Energy Consumption and Greenhouse Gas Emissions	16
Air Emissions	14
Environmental Permits and Reporting	12
Water Management	12
Solid Waste	9
Materials Restrictions	5
Pollution Prevention and Resource Reduction	2
Ethics	
Intellectual Property	23
Disclosure of Information	23
Fair Business, Advertising and Competition	15
No Improper Advantage	15
Privacy	8
Business Integrity	8
Responsible Sourcing of Minerals	8
Protection of Identity and Non-Retaliation	0

Supply Chain Management (continued)

	2019	2020 ¹⁶	2021
Supplier Audit Scores – Initial and Closures (Average)			
Initial Audit Score (average)	50	73	107
Closure Audit Score (average) ¹⁷	160	184	189

	2019	2020	2021
Total purchase from Tier 2 suppliers (\$billion) ¹⁸	3.9	4.2	3.0

Vehicle Fuel Economy and CO₂ Emissions

	2019	2020	2021
Ford U.S. Corporate Average Fuel Economy (mpg)			
Cars (domestic and import)	35.6	35.2 ¹⁹	39.9 ²⁰
Trucks	26.8	28.4 ¹⁹	27.8 ²²
Combined car and truck fleet	29.0	29.9 ²¹	29.0 ²⁴

	2019	2020	2021
Ford U.S. CO₂ Tailpipe Emissions per Vehicle (g/mi)			
Combined car and truck fleet average CO ₂ emissions	309	301 ²³	289 ²⁰

	2019	2020	2021
Ford Europe CO₂ Tailpipe Emissions per Passenger Vehicle (g/km)			
	131	110 ²⁵	Data Available June 2022

	2019	2020	2021
Ford EU CO₂ Tailpipe Emissions per Light Commercial Vehicle (g/km)			
	171	166 ²⁶	Data Available June 2022

	2019	2020	2021
Ford Switzerland CO₂ Tailpipe Emissions per Passenger Vehicle (g/km)			
	135	114 ²⁷	Data Available May 2022

	2019	2020	2021
Ford Switzerland CO₂ Tailpipe Emissions per Light Commercial Vehicle (g/km)			
	N/A	180	Data Available May 2022

	2019	2020	2021
Ford China Corporate Average Fuel Consumption (L/100km)²⁸			
Ford (China) Import	8.63	8.61	10.68
Jiangling Motors Corporation (JMC)	6.34	7.18	7.25
Changan Ford Automobile Corporation (CAF)	7.14	7.49	9.25

	2019	2020	2021
Ford China Corporate Average Tailpipe Emissions (g CO₂/km)²⁸			
Ford (China) Import	204.53	204.06	253.12
Jiangling Motors Corporation (JMC)	150.26	170.17	171.83
Changan Ford Automobile Corporation (CAF)	169.22	177.51	219.23

Non-CO₂ Tailpipe Emissions

	2019	2020	2021
Ford U.S. Average NOx and NMOG Emissions (g/mile)			
Passenger cars ²⁹	0.074	0.056	0.089
All light duty ³⁰	0.083	0.071	0.073

Operational Energy Use and CO₂ Emissions

	2019	2020	2021
Worldwide Facility Energy Consumption (billion kilowatt hours)			
Direct (Scope 1)	6.74	5.29	5.02
Indirect (Scope 2)	6.23	5.15	4.82
Total	12.97	10.44	9.84

	2019	2020	2021
Worldwide Facility Energy Consumed³¹			
Total Renewable Electricity (billion kilowatt hours)	NA	NA	1.41
Percent Renewable Electricity	NA	NA	32.4%

	2019	2020	2021
Worldwide Facility GHG Emissions (million metric tons CO₂e)			
Direct (Scope 1)	1.14	0.94	0.91
Indirect (Scope 2) ³²	2.6	2.02	1.68
Total	3.74	2.96	2.59

	2019	2020	2021
Worldwide Operations GHG Emissions³⁰ (million metric tons CO₂e)			
Direct (Scope 1)	NA	NA	1.08
Indirect (Scope 2) ³²	NA	NA	2.07
Total	NA	NA	3.15

	2019	2020	2021
Worldwide Operations GHG Emissions per vehicle³³ (metric tons CO₂e per vehicle)			
Direct (Scope 1)	0.21	0.23	NA
Indirect (Scope 2) ³²	0.49	0.49	NA
Total	0.7	0.72	NA

Purchased Goods and Services CO₂ Emissions

	2021
Indirect (Scope 3 Purchased Goods & Services) ³⁴ (million metric tonnes CO ₂ e)	45.1

Emissions (VOC and Other)

	2019	2020	2021
Volatile Organic Compounds Released by Assembly Facilities (grams per meter squared)			
Ford U.S. TRI Releases (million pounds)	3.3	3.2	2.4
Ford U.S. TRI Releases per Vehicle (pounds per vehicle)	1.4	1.4	1.4
Ford Canada NPRI Releases (metric tons)	376	398	239
Ford Canada NPRI Releases per Vehicle (metric tons per vehicle)	0.0016	0.0017	0.0016

Waste

	2019	2020	2021
Regional Waste to Landfill (million kilograms)			
North America	22.3	13.2	12.3
South America	0.04	0.1	0
Europe	0.5	1.3	1.3
China	0.07	0.8	0
IMG	0	2.1	2.7
Waste to Landfill per Vehicle (kilograms)	4.3 ³⁵	3.6	4.3

	2019	2020	2021
Regional Hazardous Waste Generation (million kilograms)			
North America	13.1	9.9	8.1
South America	1.9	1.1	1.8
Europe	20.8	21	18.8
China	3	4.8	3.2
IMG	0	2.8	4.4
Hazardous Waste Generation per Vehicle (kilograms)	8.5	9.7	9.6

Waste (continued)

	2019	2020	2021
Hazardous Waste by Disposal Method (million kilograms)			
Reuse	1.2	0.6	0.7
Recycling	14.3	10.5	9.7
Composting	0.1	0.0	0.0
Recovery, including energy reduction	8.7	8.7	7.3
Incineration (mass burn)	5.0	3.8	4.6
Deep well injection	0.0	0.0	0.0
Landfill	3.5	2.5	2.2
On-site storage	7.5	6.3	5.1
Other (yard waste, etc.)	10.5	7.2	7.1
Total	50.8	39.6	36.8
Non-Hazardous Waste by Disposal Method (million kilograms)			
Reuse	10.1	8.3	9.6
Recycling	1070	873.6	752.9
Composting	5.5	2.9	3.1
Recovery, including energy reduction	21.6	23.9	23.3
Incineration (mass burn)	6.6	5	5.9
Deep well injection	0	0	0
Landfill	23.7	15	14.1
On-site storage	14.4	6.8	4.8
Other (yard waste, etc.)	14.1	10.9	10.4
Total	96	946.4	824.3

Waste (continued)

	2019	2020	2021
Total Waste by Type and Disposal Method (million kilograms)			
Reuse	11.3	8.9	10.3
Recycling	1,098.1	884.1	762.7
Composting	5.5	2.9	3.1
Recovery, including energy reduction	30.2	32.6	30.7
Incineration (mass burn)	11.6	8.8	10.5
Deep well injection	0.0	0.0	0.0
Landfill	27.2	17.5	16.3
On-site storage	22.0	13.1	10.0
Other (yard waste, etc.,)	24.6	18.1	17.6
Total	1,230.5	986.0	861.1
Scrap Metals (metric tons)			
North America	570,773	434,901	430,621
South America	45,667	26,484	15,561
Europe	NA	231,460	137,156
China	NA	34,021	11,439
IMG	NA	36,864	29,870
Global	723,594	763,730	624,647
Total Waste and Percent Recycled and Reused			
Total waste (million mt)	1.32	0.99	0.86
Percent Recycled and Reused	90%	91%	90%

Water

	2019	2020	2021
Global Water Use per Vehicle Produced (cubic meters per vehicle produced)	3.6	3.82	3.75
Global Water Use by Source (million cubic meters)			
City water	15.4	12.5	11.7
Surface water	0.3	0.1	0.1
Well water	3.7	3	2.4
Total	19.4	15.6	14.2
Regional Water Use (million cubic meters)			
North America	10.6	8.7	8.2
South America	0.81	0.62	0.24
Europe	4.6	3.5	2.8
China	1.6	1.5	1.8
IMG	0	1.4	1.3
Reuse From On-Site Wastewater Treatment Plant (million cubic meters)	1.2	0.9	0.97
Process Wastewater Discharge (million cubic meters)	9.1	6.3	7.1

Disclaimers

1. See [Form 10-K](#), pages 75-79 for definitions and reconciliations to GAAP (U.S. Generally Accepted Accounting Principles).
2. Regions do not add up to 100% as they represent automotive only.
3. The International Markets Group, which includes Asia Pacific and Middle East & Africa, became a reportable business unit in 2020.
4. Does not include Europe.
5. Corporate Officers includes Executive Officers.
6. Women in Senior Management includes Corporate Officers.
7. Corporate and Other was broken out in 2020. Prior to 2020 this was included in the regions.
8. Includes Ford Credit.
9. Prior to 2021 White was not reported as an ethnicity group. Ethnicity numbers do not add up to 100% as there is a small percentage of unknown ethnicity data that is not included.
10. Other racial minority groups include Native Hawaiian Or Pacific Islander, Native American/ American Indian, and Two or More Races.
11. For lost time case rate data only, South America is reported as part of International Markets Group (IMG) and included in the IMG number from 2020. South America data was not reported in 2021.
12. In 2019 and 2020, there were no employee or contractor fatalities.. In 2021, we experienced three fatalities within our operations. Because each loss of life is unacceptable, cross-functional teams worked extensively to identify and implement controls to address the hazards which created these life-changing events.
13. Confirmed harassment allegations (when the respondent is a salaried employee) that involve: sex- or race-related, hostile, demeaning or belittling behavior, whether it is physical, verbal or both.
14. Refers to confirmed harassment allegations as a percentage of the total population by region. Headcount excludes Europe supervisor and below data, and some mid-management data in accordance with German Works Council.
15. Includes Takata Airbag and DPS6 transmission-related recalls.
16. 2020 data this year includes scores from additional completed audit reports from 2020 which were received following the publication of last year's Performance Data Report.
17. Closure audit score is an average of all follow-up audit scores conducted after the initial audit. There are generally 1-3 closure audits per Initial audit.
18. This data is self-reported by suppliers to Ford. Only includes certified diverse businesses.
19. Includes 0.5 mpg FFV credit. Does not include A/C or Off-Cycle credits.
20. Does not include A/C or Off-Cycle credits. 2021 MY values are preliminary only and final values will be available in 2Q 2022.
21. Includes FFV credits. Does not include A/C or Off-Cycle credits.
22. Includes 0.4 mpg FFV credit. Does not include A/C or Off-Cycle credits. 2021 MY values are preliminary only and final values will be available in 2Q 2022.
23. Includes FFV credits and Advanced Technology Multipliers. Does not include A/C or Off-Cycle credits.
24. Includes FFV credits. Does not include A/C or Off-Cycle credits. 2021 MY values are preliminary only and final values will be available in 2Q 2022.
25. 2020 EU numbers are provisional. Final fleet data will be available in June 2022. Ford is compliant to the 2020 CO2 fleet targets that refer to 95% phase in of the fleet in the joint pool. Ford number provided is 100% fleet (NEDC).
26. 2020 EU numbers are provisional. Final fleet data will be available in June 2022. Ford is compliant to the 2020 CO2 fleet targets in the joint pool. Ford number provided is 100% fleet (NEDC).
27. Ford is compliant to the 2020 CO2 fleet targets that refer to 85% phase in of the fleet in the joint pool. Ford number provided is 100% fleet (NEDC).
28. The China import and domestic (involving our joint ventures) fuel consumption values are reported separately.
29. Passenger Car fleet average FTP NMOG + NOx Emissions from Tier 3 reports.
30. LDT2, LDT3, LDT4 & MDPV fleet average FTP NMOG + NOx Emissions from Tier 3 reporting data.
31. This data was collected and reported for the first time in 2021.
32. Market-based value.
33. In 2021 we updated our reporting method to total CO2e emissions, replacing the per vehicle data collected previously.
34. Data point may be subject to change as we continue to increase the quantity and quality of supplier-reported data.
35. In 2019, 43 of our ZWTL facilities in the Detroit area lost their ZWTL status temporarily, as a result of the abrupt closure of a local waste-to-energy facility.



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Global Reporting Initiative (GRI) Index



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Our leadership in sustainability enables our business today, sets us on the pathway for a continued strong business for decades to come, and will help build a better world, where every person is free to move and pursue their dreams.



GRI Index 2022

This report is in accordance with the Global Reporting Initiative (GRI) Standards. To locate the topics and standards contained within the guidelines, and our responses to these standards, use the index below. For a detailed explanation of the standards, visit the GRI website.

GRI Standard	GRI Disclosure	Location and Notes
The organization and its reporting practices		
GRI 2: General Disclosures 2021		
2-1	Organizational details <ul style="list-style-type: none"> Legal name Nature of ownership and legal form Location of headquarters Countries of operation 	<ul style="list-style-type: none"> Ford Motor Company Form 10-K > Item 5. Market for Registrant’s Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities, page 32 Information available at Contact us Information available at Worldwide Locations
2-2	Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> Form 10-K > Item 1. Business, pages 1–7
2-3	Reporting period, frequency and contact point <ul style="list-style-type: none"> Reporting period for, and frequency of, sustainability reporting Reporting period for financial reporting Publication date of the report Contact point for questions about the report 	<ul style="list-style-type: none"> Calendar year 2021, annually Calendar year 2021 March 31, 2022 sustaina@ford.com
2-4	Restatements of information	<ul style="list-style-type: none"> Performance Data 2022 > pages 3–8
2-5	External assurance <ul style="list-style-type: none"> Policy and practice for seeking external assurance External assurance of sustainability reporting 	<ul style="list-style-type: none"> Integrated Sustainability and Financial Report 2022 > Data Assurance, page 108
Activities and workers		
2-6	Activities, value chain and other business relationships <ul style="list-style-type: none"> Sectors Value chain Other relevant business relationships Significant changes compared to the previous reporting period 	<ul style="list-style-type: none"> Automotive Integrated Sustainability and Financial Report 2022 > How We Create Sustainable Value, page 36 Integrated Sustainability and Financial Report 2022 > Our Stakeholders, page 38. Read more in GRI Appendix > Stakeholder Engagement, page 19. No significant changes reported
2-7	Employees <ul style="list-style-type: none"> Total number of employees and breakdown by gender and region Total number of permanent, temporary, non-guaranteed hours, full-time and part-time employees, and breakdowns by gender and region Methodologies and assumptions used to compile data Context information necessary to understand the data reported Significant fluctuations during and between reporting periods 	<ul style="list-style-type: none"> 182, 789 (hourly and salaried) total workforce. Breakdown by region available at Performance Data 2022 > Workforce Profile, page 3 For global gender data, please see our Bloomberg Gender-Equality Index Survey. Gender data is not available by region and not consistently tracked today. This would require the establishment of global definitions and each region would need to complete its own analysis. Information unavailable – this data is not readily available Data for salaried and hourly employees by region is compiled through our Finance department. Gender information is provided by our Global Office for Diversity, Equity and Inclusion. The scope of this data covers our Automotive, Ford Credit and Mobility segments. Europe includes the U.K. and GEM only due to privacy data. Integrated Sustainability and Financial Report 2022 > Gender and racial diversity goals and Equal employment opportunity, pages 58-60 Not applicable – no significant fluctuations recorded

GRI Standard	GRI Disclosure	Location and Notes
2-8	<p>Workers who are not employees</p> <ul style="list-style-type: none"> Total number of workers who are not employees and whose work is controlled by the organization Methodologies and assumptions used to compile the data Significant fluctuations during reporting periods 	<ul style="list-style-type: none"> Information unavailable – this data is not readily available and is not tracked today.
Governance		
2-9	<p>Governance structure and composition</p> <ul style="list-style-type: none"> Governance structure including committees of the highest governance body Committees responsible for decision-making on and overseeing the management of the organization's impacts on the economy, environment and people The composition of the highest governance body 	<ul style="list-style-type: none"> Integrated Sustainability and Financial Report 2022 > Accountable and inclusive governance, pages 104-105 Integrated Sustainability and Financial Report 2022 > Sustainability governance, pages 105-107 Integrated Sustainability and Financial Report 2022 > Board of Directors composition, page 104 Proxy Statement 2022
2-10	<p>Nomination and selection of the highest governance body</p> <ul style="list-style-type: none"> Nomination and selection process Criteria 	<ul style="list-style-type: none"> Proxy Statement 2022 Proxy Statement 2022
2-11	<p>Chair of the highest governance body</p>	<ul style="list-style-type: none"> William Clay Ford is Executive Chair. The Board of Directors has chosen to separate the roles of CEO and Chair of the Board of Directors.
2-12	<p>Role of the highest governance body in overseeing the management of impacts</p>	<ul style="list-style-type: none"> Integrated Sustainability and Financial Report 2022 > Sustainability Governance, pages 105-107
2-13	<p>Delegation of responsibility for managing impacts</p> <ul style="list-style-type: none"> Responsible delegates Reporting process 	<ul style="list-style-type: none"> Integrated Sustainability and Financial Report 2022 > Management processes, page 106 Integrated Sustainability and Financial Report 2022 > Oversight of risk management, pages 106-107
2-14	<p>Role of the highest governance body in sustainability reporting</p>	<ul style="list-style-type: none"> Ford's Integrated Sustainability and Financial Report Summary is reviewed by the senior executives and the Board of Directors' Sustainability, Innovation, and Policy Committee. The report is reviewed by the Vice President, Chief Sustainability, Environment and Safety Officer, and the Executive Director, Investor Relations.
2-15	<p>Conflict of interest</p>	<ul style="list-style-type: none"> Proxy Statement 2022
2-16	<p>Communication of critical concerns</p> <ul style="list-style-type: none"> Communication to highest governance body Total number and nature of critical concerns communicated 	<ul style="list-style-type: none"> Information available at Charter of the Sustainability, Innovation and Policy Committee of the Board of Directors Governance & Policies Human Rights Report 2022 > Grievance Mechanism and Remedy, pages 13-14 Total number and nature of critical concerns are considered confidential.
2-17	<p>Collective knowledge of the highest governance body</p> <ul style="list-style-type: none"> Measures taken to advance the knowledge, skills and experience of the highest governance body 	<ul style="list-style-type: none"> Proxy Statement 2022 Information available at Charter of the Sustainability, Innovation and Policy Committee of the Board of Directors The Sustainability, Innovation and Policy Committee will monitor and review trends in Sustainability, Safety, Innovation, and Policy.
2-18	<p>Evaluation of the performance of the highest governance body</p> <ul style="list-style-type: none"> Evaluation process Independence and frequency of evaluations Actions taken in response to evaluations 	<ul style="list-style-type: none"> Information available at Corporate Governance Principles > page 7 Self-evaluations are performed on an annual basis We take actions in response to evaluations of the Board of Directors' performance on economic, environmental and social topics when the Board determines they are in the best interest of the company. Actions may include changes in membership and organizational practice, additional training or other actions.
2-19	<p>Remuneration policies</p> <ul style="list-style-type: none"> Remuneration policies for members of the highest governance body and senior executives How the policies relate to the management of the organization's impacts on the economy, environment, and people 	<ul style="list-style-type: none"> Proxy Statement 2022 Several of our senior executives have individual performance objectives that are tied to key environmental areas of focus as we transition our company to a carbon neutral position by 2050. In addition, as part of our commitment to accelerating our diversity, equity and inclusion (DEI) efforts, starting in 2021, every corporate officer will have an individual DEI performance objective. Performance against personal objectives influences overall performance ratings, which determine individual payouts under our Annual Incentive Compensation Plan (AICP).

GRI Standard	GRI Disclosure	Location and Notes
2-20	<p>Process to determine remuneration</p> <ul style="list-style-type: none"> • Process for designing remuneration policies and determining remuneration • Results of votes of stakeholders 	<ul style="list-style-type: none"> • Proxy Statement 2022
2-21	<p>Annual total compensation ratio</p> <ul style="list-style-type: none"> • Ratio of annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees • Ratio of the percentage increase in total compensation for the organisation's to the median percentage increase in annual total compensation for all employees • Contextual information necessary to understand the data 	<ul style="list-style-type: none"> • This information is considered confidential • This information is considered confidential • Proxy Statement 2022
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	<ul style="list-style-type: none"> • Integrated Sustainability and Financial Report 2022 > Letter From Bill Ford and Jim Farley, page 5
2-23	Policy commitments	<ul style="list-style-type: none"> • Integrated Sustainability and Financial Report 2022 > Our Sustainability Strategy, pages 28-35
2-24	Embedding policy commitments	<ul style="list-style-type: none"> • Integrated Sustainability and Financial Report 2022 > Management processes, page 106 • Charter of the Sustainability, Innovation and Policy Committee of the Board of Directors
2-25	Processes to remediate negative impacts	<ul style="list-style-type: none"> • Integrated Sustainability and Financial Report 2022 > Reporting violations, page 100
2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> • Integrated Sustainability and Financial Report 2022 > Compliance training and Reporting violations, page 100
2-27	Compliance with laws and regulations	<ul style="list-style-type: none"> • Form 10-K > Item 3. Legal Proceedings, pages 28–29 • In 2020, Ford facilities globally received one new notice of violation in the United States and three new potential notices of violation in Europe from environmental protection agencies on matters related to environmental regulatory requirements. No fines were paid.
2-28	Membership associations	<ul style="list-style-type: none"> • Integrated Sustainability and Financial Report 2022 > Trade Associations and Memberships Focusing on U.S. Policy Issues, page 103
Stakeholder engagement		
2-29	Approach to stakeholder engagement	<ul style="list-style-type: none"> • Integrated Sustainability and Financial Report 2022 > Our Stakeholders, page 38. Read more in GRI Appendix > Stakeholder Engagement, page 19.
2-30	<p>Collective bargaining agreements</p> <ul style="list-style-type: none"> • Percentage of total employees covered by collective bargaining agreements • Determination of working conditions for employees not covered by collective bargaining agreements 	<ul style="list-style-type: none"> • 72% of our global workforce is covered by collective bargaining agreements. • Not applicable
GRI 3: General Disclosures 2021		
3-1	Process to determine material topics	<ul style="list-style-type: none"> • Integrated Sustainability and Financial Report 2022 > Our Material Matters, page 37
3-2	List of material topics	<ul style="list-style-type: none"> • Our 2021 materiality assessment identified our most material issues as: electrification and alternative fuels/batteries, vehicle product safety and quality, economic performance, climate change, air quality and renewable energy/ energy future. We do not formally apply precautionary principle to decision making across all of our activities. However, it has influenced our thinking. Read more in Integrated Sustainability and Financial Report 2022 > Our Material Matters, page 37
3-3	Management of material topics	<ul style="list-style-type: none"> • The management of each of our material topics is included in 103-1 of the topic disclosures within this GRI Index.
Material Topics		
GRI 200 Economic: Standard Series		
GRI 201: Economic Performance 2016		
103-1	Explanation of the material topic and its Boundary	<p>Topic boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers, communities and investors.</p> <p>Integrated Sustainability and Financial Report 2022 > How We Create Sustainable Value, page 36</p> <p>Form 10-K > Ford Motor Company and Subsidiaries Financial Statements, pages 106–108</p>

GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Economic Performance, page 43
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
201-1	Direct economic value generated and distributed	<p>Form 10-K > Ford Motor Company and Subsidiaries Financial Statements, pages 106–108</p> <p>Our income statement classifies our company excluding Ford Credit total costs and expenses into two categories: (i) cost of sales, and (ii) selling, administrative and other expenses. We include within cost of sales those costs related to the development, production and distribution of our vehicles, parts, accessories and services. Specifically, we include in cost of sales each of the following: material costs (including commodity costs); freight costs; warranty, including product recall costs; labor and other costs related to the development and production of our vehicles, parts, accessories and services; depreciation and amortization; and other associated costs. We include within selling, administrative and other expenses labor and other costs not directly related to the development and production of our vehicles, parts, accessories and services, including such expenses as advertising and sales promotion costs.</p> <p>Information related to payments to providers of capital is referenced as “interest expense on Automotive debt” and “cash dividends” in the company’s Annual Report on Form 10-K.</p> <p>Cash paid for interest was \$1 billion, \$1.4 billion, and \$1.9 billion in 2019, 2020, and 2021, respectively, on Company excluding Ford Credit debt. Cash paid for interest was \$4.1 billion, \$3.4 billion, and \$2.8 billion in 2019, 2020, and 2021, respectively, on Ford Credit debt.</p>
201-2	Financial implications and other risks and opportunities due to climate change	<p>TCFD Report 2022 > Climate-Related Risks and their Impact on Business Activity, page 12</p> <p>Form 10-K > Item 1.A Risk Factors, pages 17-25</p>
201-3	Defined benefit plan obligations and other retirement plans	<p>Form 10-K > Ford Motor Company and Subsidiaries, Notes to the Financial Statements. Note 17 pages 145-152</p> <p>For our retirees, we have two principal qualified defined benefit retirement plans in the United States. The Ford-UAW Retirement Plan covers hourly employees represented by the UAW, and the General Retirement Plan covers substantially all other Ford employees in the United States hired on or before December 31, 2003. We established, effective January 1, 2004, a defined contribution plan generally covering new salaried U.S. employees hired on or after that date. Other U.S. and non-U.S. subsidiaries have separate plans that generally provide similar types of benefits. We report on contributions to, and the funded status of, our pension plans in our Form 10-K.</p>
201-4	Financial assistance received from government	<p>We receive grants, tax incentives and low- or no-interest loans from many countries and subdivisions of countries.</p> <p>Financially material assistance from governments is typically reported in our annual Form 10-K filing. We do not currently track centrally all of the types of potential government assistance listed in this indicator. No government is a material shareholder in the company.</p> <p>Form 10-K > Government Incentives, page 119; Financial Risks, page 23; Accounting Standards issued but not yet adopted, page 92; Ford Motor Company and Subsidiaries Financial Statements, pages 106-108</p>
GRI 202: Market Presence 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities Integrated Sustainability and Financial Report 2022 > Economic Performance, page 43
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Economic Performance, page 43
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	This is not applicable for the United States because entry-level employees are paid well above minimum wage. Pay in other global markets is in compliance with relevant local regulatory requirements.
202-2	Proportion of senior management hired from the local community	Information unavailable – this data is not readily available and is not tracked today because it would require the establishment of global definitions and each region would need to complete its own analysis.
GRI 203: Indirect Economic Impacts 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers and communities Integrated Sustainability and Financial Report 2022 > Socioeconomic Contribution and Community Engagement, pages 79-80
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Socioeconomic Contribution and Community Engagement, pages 79-80
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
203-1	Infrastructure investments and services supported	<p>Integrated Sustainability and Financial Report 2022 > How We Create Sustainable Value, page 36</p> <p>Integrated Sustainability and Financial Report 2022 > Socioeconomic Contribution and Community Engagement, pages 79-80</p> <p>Integrated Sustainability and Financial Report 2022 > Supplier Diversity and Inclusion, pages 60-61</p> <p>Integrated Sustainability and Financial Report 2022 > Human Rights and Supply Chain Management, pages 65-68</p>
202-2	Proportion of senior management hired from the local community	Information unavailable – this data is not readily available and is not tracked today because it would require the establishment of global definitions and each region would need to complete its own analysis.

GRI Standard	GRI Disclosure	Location and Notes
203-2	Significant indirect economic impacts	Integrated Sustainability and Financial Report 2022 > How We Create Sustainable Value, page 36 United Nations Sustainable Development Goals Index 2022 > pages 3-20 Integrated Sustainability and Financial Report 2022 > Socioeconomic Contribution and Community Engagement, pages 79-80 Integrated Sustainability and Financial Report 2022 > Leading the Electrification Revolution, page 44 Integrated Sustainability and Financial Report 2022 > For Mobility Solutions: The City:One Program, pages 50-51
GRI 204: Procurement Practices 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford dealers; External: Suppliers and communities We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct Integrated Sustainability and Financial Report 2022 > Human Rights and Supply Chain Management, page 65 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11
103-2	The management approach and its components	Supplier Code of Conduct Integrated Sustainability and Financial Report 2022 > Human Rights and Supply Chain Management, page 65 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11
103-3	Evaluation of the management approach	Supplier Code of Conduct > page 13 Integrated Sustainability and Financial Report 2022 > Management Processes, page 106 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11
204-1	Proportion of spending on local suppliers	This information is considered confidential. Integrated Sustainability and Financial Report 2022 > Supplier Diversity and Inclusion, pages 60-61
GRI 205: Anti-corruption 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers and communities Integrated Sustainability and Financial Report 2022 > Anti-Bribery and Anti-Corruption, page 101
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Anti-Bribery and Anti-Corruption, page 101 Code of Conduct > Anti-Bribery and Anti-Corruption Supplier Code of Conduct > page 10
103-3	Evaluation of the management approach	Code of Conduct > Anti-Bribery and Anti-Corruption Supplier Code of Conduct > page 13 Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
205-1	Operations assessed for risks related to corruption	We assess 100% of our operations for risks related to corruption. We consider operations that require contact with government officials to pose the most significant risk of corruption through bribery (obtaining necessary permits, handling cross-border logistics, making fleet sales to government entities, etc.).
205-2	Communication and training about anti-corruption policies and procedures	Integrated Sustainability and Financial Report 2022 > Compliance training, page 101 Ford's anti-corruption policy must be adhered to by all Ford salaried and agency personnel around the globe, and all are required to complete the online Anti-Bribery Awareness training.
205-3	Confirmed incidents of corruption and actions taken	This information is considered confidential.
GRI 206: Anti-competitive Behavior 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers and communities Integrated Sustainability and Financial Report 2022 > Our Sustainable Strategy, pages 28-35; Our Material Matters, page 37; Transparency, Ethics and Integrity, page 100
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > How We Create Sustainable Value, page 36; Transparency, Ethics and Integrity, page 100; Sustainability Governance, pages 105-107 Code of Conduct
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Form 10-K > Legal Proceedings, pages 28-29

GRI Standard	GRI Disclosure	Location and Notes
GRI 207: Tax 2019		
103-1	Explanation of the material topic and its Boundary	Form 10-K > Note 7: Income Taxes, pages 125-128
103-2	The management approach and its components	Charter of the Finance Committee of the Board of Directors > page 3
207-1	Approach to Tax	Ford reports income taxes in its Form 10-K > Note 7: Income Taxes, pages 125-128 Our tax strategy is annually reviewed internally by the Finance Committee of the Board of Directors and is not publicly released.
207-2	Tax governance, control and risk management	Charter of the Finance Committee of the Board of Directors > page 3
207-3	Stakeholder engagement and management of concerns related to tax	This information is considered confidential.
207-4	Country-by-country reporting	Ford reports on income taxes in the Form 10-K > Note 7: Income Taxes, pages 125-128 . Country-level details are not reported for confidentiality reasons.
GRI 300 Environmental Standards Series		
GRI 301: Materials 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers, suppliers and communities Integrated Sustainability and Financial Report 2022 > Sustainable Materials, page 96 Integrated Sustainability and Financial Report 2022 > Waste Management, page 95
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Reducing the Impact of Packaging, page 95 Integrated Sustainability and Financial Report 2022 > Sustainable Materials, pages 96-97
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
301-1	Materials used by weight or volume	We monitor materials used and recycled materials per model. However, we are not able to report the total materials used, as the model series mix is confidential. We have established an interim target of 20% renewable and recycled plastics by 2025 for new vehicle launches in North America and EU, and 10% by 2025 in China and Turkey.
301-2	Recycled input materials used	This information is considered confidential.
301-3	Reclaimed products and their packaging materials	Information not readily available. Ford reclaims and remanufactures a number of components (for example, engines and transmissions) for service parts in older vehicles. But these are a small percentage of overall parts or vehicles produced. Ford remanufactures a number of components for the aftermarket and has many uses for recycled content in our components, including rubber from post-consumer tires in underbody covers, recycled plastic bottles in carpet and nylon from carpeting in cylinder head covers. Parts remanufactured and with recycled content also vary by region. We have established an interim target of 20% renewable and recycled plastics by 2025 for new vehicle launches in North America and EU, and 10% by 2025 in China and Turkey.
GRI 302: Energy 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers and suppliers TCFD Report 2022 > Energy Efficiency and Conservation, page 19
103-2	The management approach and its components	TCFD Report 2022 > Energy Efficiency and Conservation, page 19
103-3	Evaluation of the management approach	TCFD Report 2022 > Energy Efficiency and Conservation, page 19
302-1	Energy consumption within the organization	Performance Data 2022 > Operational Energy Use and CO₂ Emissions, page 7 TCFD Report 2022 > Energy Efficiency and Conservation, page 19 CDP Climate Change Response (items C7.5, C8.2a, C8.2c, C8.2d, C8.2e)

GRI Standard	GRI Disclosure	Location and Notes
302-2	Energy consumption outside of the organization	<p>Based on preliminary data, we estimate 3.51 Exajoules (EJ) will be consumed by Ford vehicles sold in 2021 over their lifetime. The calculation methodology has been updated for the 2021 data year to capture on-road well-to-wheels (WTW) energy use (for the 2020 data year we reported test-cycle WTW energy). Recalculating the 2019 and 2020 use of sold products on-road WTW energy use gives 5.22 and 4.07 EJ, respectively, to be consistent with this 2021 on-road data value. The decreases in 2020 and 2021 are primarily due to reduced vehicle sales during the COVID-19 pandemic. 2021 data are preliminary estimates.</p> <p>METHODOLOGY: Scope 3 “use of sold products” (vehicles) is Ford’s largest source of energy use and CO₂ emissions (85%, ref. CDP2021). The on-road WTW energy metric calculation is consistent with the GHG Protocol methodology used in calculating CO₂ emissions for our SBTi targets. This calculation assumes is based on WTW lifetime energy use of all passenger cars, other light-duty vehicles, and commercial vehicles (medium- and heavy-duty) sold during the reporting year in the United States, EU-27, UK, China, Canada, Mexico, Australia, Brazil, South Korea, Saudi Arabia and India, representing ~88 percent of vehicles sold.</p> <p>The tank-to-wheels (TTW) energy consumed in vehicle operation is calculated from the regional government regulatory reporting data. For internal combustion engine (ICE) vehicles, fleet average gCO₂/km is divided by the fuel property gCO₂/MJ fuel burned (refs. U.S. GREET2019 model, Argonne National Laboratories; EU JEC Well-To-Wheels Report version 4.a, 2014), giving MJ/km. For electric vehicles, the fleet average energy efficiency Wh/km is converted to the same units, MJ/km. Multiplying by 241,000 km (150,000 miles) gives the lifetime TTW MJ energy consumed. For the well-to-tank (WTT) energy, we calculate the energy expended to produce the fuels consumed by the ICE vehicles by multiplying the TTW MJ by fuel production factors (MJ expended per MJ fuel produced) (refs. U.S. GREET2019 model; EU JEC WTW Report version 4.a). The TTW and WTT energy are converted from the regulatory test value to on-road by 1) normalizing regional test cycles to WLTP (ref. ICCT, Development Of Test Cycle Conversion Factors Among Worldwide Light-Duty Vehicle CO₂ Emission Standards, 2014) and 2) adding an uplift of 10% from WLTP to on-road (ref. SBTi, Transport Science-Based Target-Setting Guidance, 2018). The TTW and WTT MJ of energy are summed to give the total on-road lifetime WTW energy to be consumed.</p>
302-3	Energy intensity	<p>Performance Data 2022 > Operational Energy Use and CO₂ Emissions, page 7</p> <p>TCFD Report 2022 > Energy Efficiency and Conservation, page 19</p>
302-4	Reduction of energy consumption	<p>Performance Data 2022 > Operational Energy Use and CO₂ Emissions, page 7</p>
302-5	Reductions in energy requirements of products and services	<p>TCFD Report 2022 > Electrification Plan, pages 14-16</p>
GRI 303: Water and Effluents 2018		
103-1	Explanation of the material topic and its Boundary	<p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers</p> <p>Integrated Sustainability and Financial Report 2022 > Our Water Strategy, page 93</p>
103-2	The management approach and its components	<p>Integrated Sustainability and Financial Report 2022 > Our Water Strategy, page 93</p> <p>Integrated Sustainability and Financial Report 2022 > Water strategy progression, page 94</p>
103-3	Evaluation of the management approach	<p>Integrated Sustainability and Financial Report 2022 > Our CDP A list achievements, page 94</p> <p>Integrated Sustainability and Financial Report 2022 > Management Processes, page 106</p>
303-1	Interactions with water as a shared source	<p>Integrated Sustainability and Financial Report 2022 > Our Water Strategy, page 93</p> <p>CDP Water Response</p>
303-2	Management of water discharge-related impacts	<p>Ford’s discharges are subject to many regulatory requirements, therefore we measure and monitor standard effluent parameters and report to the appropriate regulatory agencies as required. Frequency of monitoring and parameters monitored vary by facility depending on discharge permits, ranging from batch to weekly to annual to continuous. Commonly measured parameters are TSD and zinc, and methods are lab analysis or in-line measurement.</p>
303-3	Water withdrawal	<p>CDP Water Response</p>
303-4	Water discharge	<p>CDP Water Response</p>
303-5	Water consumption	<p>CDP Water Response</p> <p>Ford does not separately calculate consumption at each facility on an ongoing basis. This decision is continually reassessed via the water assessments performed each year. Consumption data is obtained from water assessments performed at select Ford facilities. As of 2019, a third party has conducted water assessments at 80% of all Ford facilities. These assessments indicate that consumption associated with water incorporated into the product is not material.</p>
GRI 304: Biodiversity 2016		
103-1	Explanation of the material topic and its Boundary	<p>Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers</p>
103-2	The management approach and its components	<p>Integrated Sustainability and Financial Report 2022 > Our Sustainability Strategy, pages 28-29</p> <p>We Are Committed to Protecting Human Rights and the Environment Policy</p>
103-3	Evaluation of the management approach	<p>Integrated Sustainability and Financial Report 2022 > Management Processes, page 106</p>

GRI Standard	GRI Disclosure	Location and Notes
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Necessary information cannot be obtained. The processes we have in place do not collect this data, and we have no current plans to collect it in the future.
304-2	Significant impacts of activities, products, and services on biodiversity	<p>Ford's most significant impacts on land use and biodiversity are indirect and related to the effects of auto travel generally, including road building, urban/suburban sprawl and associated changes to habitats and ecosystems. Ford does not consider direct impacts of its own operations on biodiversity to be a material issue.</p> <p>Remediation Ringwood Mines Landfill Site Ford Motor Company continues to work cooperatively with the Borough of Ringwood, the U.S. EPA and the New Jersey Department of Environmental Protection (DEP) to address concerns raised in connection with Ford's prior disposal activities in Ringwood, New Jersey.</p> <p>In the fall of 2014, the EPA issued a Record of Decision (ROD) for the three soil areas requiring remediation. The parties negotiated a proposed Consent Decree for the soil remedy in 2019, which was lodged final by the Court in August 2020. It is anticipated that remedy construction will begin in 2021. Ford submitted the Sitewide Groundwater Focused Feasibility Study (FFS) to the EPA in October 2018. The EPA reviewed the remedial options presented in the FFS and issued a proposed clean-up plan in January 2020. The EPA later issued the groundwater ROD in September 2020. Ford anticipates negotiating a proposed Consent Order with the EPA in 2021 for the performance of a groundwater remedial design.</p> <p>Livonia Transmission Plant Ford Motor Company is continuing to address groundwater impacts east of the Livonia Transmission Plant in Michigan. A groundwater treatment system was installed on-site in March 2017 and continues to prevent migration of groundwater impacts. Ford and the State of Michigan entered into a Consent Decree in July 2017 to continue investigation and remediation actions. Investigation and corrective actions are ongoing, both on-site and at off-site properties. Area residents are connected to the City of Livonia's water source and there is no impact to drinking water.</p>
304-3	Habitats protected or restored	Necessary information cannot be obtained. The processes we have in place do not collect this data, and we have no current plans to collect it in the future.
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Necessary information cannot be obtained. The processes we have in place do not collect this data, and we have no current plans to collect it in the future.
GRI 305: Emissions 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers, communities and suppliers Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers, communities and suppliers
103-2	The management approach and its components	TCFD Report 2022 > Carbon Neutrality no later than 2050, pages 7-8
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
305-1	Direct (Scope 1) GHG emissions	<p>Performance Data 2022 > Operational Energy Use and CO₂ Emissions, page 7 CDP Climate Change Response > C5, emissions methodology. C6.1, scope 1 emissions.</p> <p>Verification data is not yet available for Ford's 2021 global facility GHG emissions. Ford's 2021 global facility GHG emissions will be third-party verified to limited assurance in accordance with ISO 14064-3. In addition, all of our European facilities impacted by the mandatory EU Emissions Trading Scheme (EU-ETS) are third-party verified. All EU-ETS verification statements are provided to Ford, by facility, from Lucideon for U.K. facilities, Lloyds for Spain and Intechnica for Germany. European facilities are verified against the EU-ETS rules and guidelines. Find out more about EU-ETS in our CDP Climate Change Response, section 11.1.</p>
305-2	Energy indirect (Scope 2) GHG emissions	<p>Performance Data 2022 > Operational Energy Use and CO₂ Emissions, page 7 CDP Climate Change Response > C5, emissions methodology. C6.2, scope 2 emissions.</p> <p>Verification data is not yet available for Ford's 2021 global facility GHG emissions. Ford's 2021 global facility GHG emissions will be third-party verified to limited assurance in accordance with ISO 14064-3. In addition, all of our European facilities impacted by the mandatory EU-ETS are third-party verified. All EU-ETS verification statements are provided to Ford, by facility, from Lucideon for U.K. facilities, Lloyds for Spain and Intechnica for Germany. European facilities are verified against the EU-ETS rules and guidelines. For more information about EU-ETS please see our CDP Climate Change Response, section 11.1.</p>
305-3	Other indirect (Scope 3) GHG emissions	Performance Data 2022 > Operational Energy Use and CO ₂ Emissions, page 7 CDP Climate Change Response (item C6.5)
305-4	GHG emissions intensity	Performance Data 2022 > Operational Energy Use and CO ₂ Emissions, page 7 CDP Climate Change Response (items C5, C6, and C7)
305-5	Reduction of GHG emissions	Performance Data 2022 > Emissions (VOC and Other), page 7
305-6	Emissions of ozone-depleting substances (ODS)	Performance Data 2022 > Emissions (VOC and Other), page 7
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Performance Data 2022 > Non-CO ₂ Tailpipe Emissions, page 7

GRI Standard	GRI Disclosure	Location and Notes
GRI 306: Effluents and Waste 2020		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers Integrated Sustainability and Financial Report 2022 > Our Water Strategy, page 93 Integrated Sustainability and Financial Report 2022 > Waste Management, page 95
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Our Water Strategy, pages 93-94 Integrated Sustainability and Financial Report 2022 > Waste Management, page 95
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
306-1	Waste generation and significant waste-related impacts	Integrated Sustainability and Financial Report 2022 > Waste Management, page 95 Ford does not have any insight to waste created by upstream or downstream suppliers outside of the requirement to utilize ISO-14001 for the environmental management system.
306-2	Management of significant waste-related impacts	Integrated Sustainability and Financial Report 2022 > Waste Management, page 95 Ford established an Environmental Operating System Audit process as well as an intensive Environmental Legal Compliance Audit process for all environmental media. These, along with the contractual oversight by subject matter experts in environmental management and purchased services, are the primary means of verification of contractual and legislative obligations. Ford also maintains an internal database for environmental-related data (including waste).
306-3	Waste generated	Performance Data 2022 > Waste, page 8
306-4	Waste diverted from disposal	Performance Data 2022 > Waste, page 8
306-5	Waste directed to disposal	Performance Data 2022 > Waste, page 8
GRI 307: Environmental Compliance 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers Integrated Sustainability and Financial Report 2022 > Sustainability Governance, pages 105-107 Integrated Sustainability and Financial Report 2022 > Building Ethical and Sustainable Supply Chains, page 26
103-2	The management approach and its components	Ford's Environmental Operating System (EOS) is a single standard global system that provides a standardized approach to maintaining compliance with all legal and third-party requirements as well as integrating Ford environmental policies, business plan objectives, ISO 14001, Ford Production System (FPS) Environmental and Compliance Assurance. The EOS allows us to monitor compliance with external regulations and contains processes to develop and track internal environmental performance goals at the corporate, regional and facility levels. In addition, we require our "Q1" suppliers to certify their facilities to ISO 14001.
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management processes, page 106
307-1	Non-compliance with environmental laws and regulations	Form 10-K > Item 3. Legal Proceedings, pages 28-29 In 2021, Ford facilities globally received four new notices of violation in the United States from environmental protection agencies on matters related to environmental regulatory requirements. No fines were paid.
GRI 308: Supplier Environmental Assessment 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Suppliers Integrated Sustainability and Financial Report 2022 > Responsibly Sourced Raw Materials, page 68 We Are Committed to Protecting Human Rights and the Environment Policy > pages 3-4
103-2	The management approach and its components	Human Rights Report 2022 > Our Approach to Human Rights, page 9 We Are Committed to Protecting Human Rights and the Environment Policy > pages 3-4 Supplier Code of Conduct
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management processes, page 105 Human Rights Report > Our Approach to Human Rights, page 9
308-1	New suppliers that were screened using environmental criteria	Human Rights Report 2022 > Assessing our supply chain, page 16
308-2	Negative environmental impacts in the supply chain and actions taken	We engage with suppliers on their environmental performance. Our environmental web guides are a part of our Supplier Global Terms and Conditions (GT&Cs) and spell out requirements for ISO 14001 certification, compliance with local and national environmental laws, prohibited and declarable substances and other environmental specifications. No suppliers were terminated for negative impacts in 2021. Read more in Ford's CDP Water Response and CDP Climate Change Response (C6.5)(C12)

GRI Standard	GRI Disclosure	Location and Notes
GRI 400 Social Standards Series		
GRI 401: Employment 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers Integrated Sustainability and Financial Report 2022 > Putting people first Overview, page 54
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Putting People First Overview, page 54 Integrated Sustainability and Financial Report 2022 > Empowering Our People to Improve our Business, pages 55-57 Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11
103-3	Evaluation of the management approach	
401-1	New employee hires and employee turnover	Performance Data 2022 > Diversity, pages 3-5 Performance Data 2022 > Employee Engagement, page 5 Gender and age data are unavailable by region and not consistently tracked today. This would require the establishment of global definitions and each region would need to complete its own analysis. For global gender data, see our Bloomberg Gender-Equality Index Survey . Age and gender turnover data is confidential information.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Ford offers comprehensive benefit packages that are competitive in the countries where we do business. Depending on location and country-specific practices, the packages may include pension plans, medical plans, life and accident insurance, disability protection and paid vacations and holidays.
401-3	Parental leave	Salaried U.S. employees as of December 31, 2021 who are eligible for eight weeks of new parent days: 31,577 (women: 8,705; men: 22,830). All U.S. salaried employees are eligible for parental leave benefits. Employees using New Parent Days in the United States are on active payroll. To maximize flexibility, each new parent schedules the eight weeks of paid leave directly with their supervisor. The process relies on an honor system rather than employees having to formally code or track their time off, which means that we do not have aggregated data at the corporate level. We believe that this process is beneficial for employees due to the greater flexibility it provides. For global parental leave data please see the Bloomberg Gender-Equality Index Survey .
GRI 402: Labor/Management Relations 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct Integrated Sustainability and Financial Report 2022 > Empowering our people to improve our business, pages 55-57 Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11
103-2	The management approach and its components	Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Integrated Sustainability and Financial Report 2022 > Empowering Our People to Improve our Business, pages 55-57
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106 Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11
402-1	Minimum notice periods regarding operational changes	Ford fully complies with applicable national and/or local legal requirements for minimum notice periods regarding significant operational changes. The vast majority of Ford's global hourly workforce is covered by collective bargaining agreements. However, in most cases, minimum notice periods and provisions for negotiation/consultation of significant operational changes are not specified in such agreements. Rather, communication of such changes generally occurs as part of the ongoing engagement between the company and employee representatives. For example, in the United States, the company utilizes a weekly reporting process that provides the UAW with three-week advance notice of any planned "indefinite layoff" actions and two-week advance notice of any planned "temporary layoff" actions. In addition, the UAW-Ford collective bargaining agreement includes a provision for a joint monthly meeting (NJSOESC), which provides a forum to review such actions.

GRI Standard	GRI Disclosure	Location and Notes
GRI 403: Occupational Health and Safety 2018		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers We Are Committed to Protecting Human Rights and the Environment Policy Ford Code of Conduct Supplier Code of Conduct Integrated Sustainability and Financial Report 2022 > Occupational health and safety, page 68 Human Rights Report 2022, Occupational Health, Safety and Wellbeing, page 31
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Occupational Health and Safety, pages 62-63 Human Rights Report 2022, Occupational Health, Safety and Wellbeing, page 31
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
403-1	Occupational health and safety management system	Integrated Sustainability and Financial Report 2022 > Occupational Health and Safety, pages 62-63 Human Rights Report 2022 > Occupational Health, Safety and Wellbeing, page 31
403-2	Hazard identification, risk assessment and incident investigation	Ford's internal hazard identification, risk assessment and incident investigation processes are required when on-site. The company works with internal documents that detail the health and safety requirements that must be followed by contractors and all personnel when on-site at Ford majority-owned facilities. For all work performed by contractors, a Pre-Task Analysis (PTA) that identifies the hazards for the work and mitigation of those hazards must be completed. The PTAs are reviewed and monitored by Ford. Contractors are instructed to report any job hazards to their supervisor for resolution. If the hazard relates to Ford-owned equipment or facilities, then they are instructed to notify their Ford representative. Read more in Ford's Code of Conduct
403-3	Occupational health services	The identification and elimination of hazards and the minimization of risks are managed through the OSHA. Postings throughout the plants state that employees must report a work-related injury or illness to the medical department. Non-Ford employees will be given first aid treatment and their respective agency notified of the injury. The agency will direct its employee to the proper facility for medical treatment.
403-4	Worker participation, consultation, and communication on occupational health and safety	Most of our manufacturing facilities have joint union/management safety committees that guide the development and implementation of safety programs in their operations. We do not report the percentage of workers that are represented by formal joint management-worker health and safety committees, as the necessary information cannot be obtained.
403-5	Worker training on occupational health and safety	Ford has an extensive training catalog that includes training every employee must receive prior to starting work, as well as program-specific training based on their job assignment. Each region and facility has a training matrix that details what training is required for each person. The required training will vary based on the work they perform and the location. Read more in Integrated Sustainability and Financial Report 2022 > Employee Health, Safety and Wellbeing, pages 62-63.
403-6	Promotion of worker health	For non-occupational services, consultation is provided for employees who seek advice, but the employee is referred to their personal medical doctor (PMD) for the treatment of non-occupational conditions (unless temporary care is required to relieve an emergency condition). Ford medical staff do not treat non-occupational medical conditions except in an emergency. Salaried employees have access to programs offered through the Ford Benefits Department, including Castlight – a personalized program focused on health promotion. Hourly employees have access to employee stock purchase plan (ESPP) programs that include weight management and smoking cessation. Both hourly and salaried employees have access to Quarterly Wellness Programs that include blood pressure evaluations/monitoring, lipid profile and glucose monitoring.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Ford's internal hazard identification, risk assessment and incident investigation processes are ongoing and required at all times. Requirements pertain to contractors and all personnel on Ford majority-owned facilities, including PTAs identifying work hazards and mitigation, in case of occurrence. All PTAs are monitored by Ford. Contractors are instructed to report any job hazards to their supervisor and Ford representative. Ford has a strong health and safety training program for its employees. When employees are on-site at non-majority-owned facilities and joint ventures, they are required to adhere to the facilities' requirements. We conduct Sustainability Self-Assessment Questionnaires (SAQs) with our production suppliers. The SAQ is aligned with the Supplier Code of Conduct and suppliers are assessed through third party audits.
403-8	Workers covered by an occupational health and safety management system	U.S. locations are governed by OSHA and the requirements established in the Code of Federal Regulations (Standards – 29 CFR), General Industry (Part 1910) and Construction (Part 1926). Additionally, ISO standards and select nationally recognized standards organizations such as the NFPA, ANSI and ASME form part of our compliance requirements. Internally, we have a structure of health and safety standards that align requirements established from OSHA, other applicable global regulations and applicable industry standards. The structure of the Safety Operating System (SOS) is based on these requirements. The scope of the SOS is Ford's majority-owned facilities. Joint ventures are encouraged to adopt Ford standards. We do not track the number or percentage of employees and contractors that are covered by the SOS. We do require that all of our majority-owned manufacturing and non-manufacturing locations adhere to the SOS. The SOS does not apply to employees located in our administration or office buildings. These employees and buildings are covered by a different set of internal safety requirements.

GRI Standard	GRI Disclosure	Location and Notes
403-9	Work-related injuries	Integrated Sustainability and Financial Report 2022 > Our Safety Record , page 63 Performance Data 2022 > Health and Safety , page 5 Data for occupational global injury breakdown is omitted as this information is considered confidential.
403-10	Work-related ill health	Integrated Sustainability and Financial Report 2022 > Wellbeing , page 69 Performance Data 2022 > Health and Safety , page 5 Data for work-related ill health breakdown is omitted as this information is considered confidential.
GRI 404: Training and Education 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers Integrated Sustainability and Financial Report 2022 > Training and Developing Our Talent , pages 55-56
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Training and Developing Our Talent , pages 55-56
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes , page 106
404-1	Average hours of training per year per employee	This information is currently not available. Rather than measure the average hours of training an employee has taken, our focus is on developing our employees through our Competency Development Framework. We achieve this by developing training for each competency and associated level, allowing employees to build their skills where they have gaps in a given competency.
404-2	Programs for upgrading employee skills and transition assistance programs	Integrated Sustainability and Financial Report 2022 > Training and Developing Our Talent , pages 55-56 We offer a full catalog of functional/technical, leadership and professional development training opportunities in all regions. In addition, we currently offer leadership programs globally, tailored for every level of management. We provide reemployment assistance for salaried employees who exit on some types of separation programs. Reemployment assistance is not made available to salaried employees who retire without a separation program referenced above. Hourly employee collective bargaining agreements in some countries include provisions for tuition and transition assistance programs.
404-3	Percentage of employees receiving regular performance and career development reviews	All full-time, regular, salaried employees are subject to the performance review process. Performance reviews for hourly employees depend on their collective agreement.
GRI 405: Diversity and Equal Opportunity 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers Integrated Sustainability and Financial Report 2022 > Embracing Diversity, Equity and Inclusion , pages 57-61
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Embracing Diversity, Equity and Inclusion , pages 57-61
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes , page 106
405-1	Diversity of governance bodies and employees	Integrated Sustainability and Financial Report 2022 > 2021 Gender and Race/Ethnicity Metrics , page 57 Performance Data 2022 > Workforce Profile , page 3
405-2	Ratio of basic salary and remuneration of women to men	Integrated Sustainability and Financial Report 2022 > Diversity, Equity and Inclusion , pages 57-61 We do not currently report ratio by region or employee category. Read more in Ford's Bloomberg Gender-Equality Index Survey
GRI 406: Non-discrimination 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers We Are Committed to Protecting Human Rights and the Environment Policy Code of Conduct Supplier Code of Conduct Human Rights Report 2022, Harassment and Discrimination , page 28
103-2	The management approach and its components	Human Rights Report 2022, Harassment and Discrimination , page 28 Human Rights Report 2022, Grievance Mechanisms and Remedy , page 13

GRI Standard	GRI Disclosure	Location and Notes
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106 Human Rights Report 2022 , Grievance Mechanisms and Remedy, page 13
406-1	Incidents of discrimination and corrective actions taken	Performance Data 2022 > page 5 All incidents are promptly investigated and handled appropriately. Status of incidents and actions taken are not reported as this information is considered confidential.
GRI 407: Freedom of Association and Collective Bargaining 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers We Are Committed to Protecting Human Rights and the Environment Code of Conduct Supplier Code of Conduct Integrated Sustainability and Financial Report 2022 > Caring For Our People, pages 62-63
103-2	The management approach and its components	Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 >, Our Approach to Human Rights, pages 9-11
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Assessment of the right to freedom of association and collective bargaining is included in Ford's audit processes and is part of our risk management. Our annual risk analysis has identified a list of 22 high-priority countries which pose the highest risk as evaluated through our human rights indicators. In 2021, we identified non-conformances associated with freedom of association at 17% of production suppliers audited, out of a total of 24 assessments. Freedom of association non-conformances accounted for 4% of labor non-conformances and 1% of total audit non-conformances. This data is not broken down by region due to a limited sample size in some regions. When severe issues were identified, we worked with the supplier to immediately mitigate the risk and develop corrective action plans to address the issues according to an established timeline.
GRI 408: Child Labor 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers We Are Committed to Protecting Human Rights and the Environment Code of Conduct Supplier Code of Conduct Human Rights Report 2022 > Child Labor, page 22
103-2	The management approach and its components	Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Human Rights Report 2022 > Child Labor, page 22
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management processes, page 106 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Human Rights Report 2022 > Child Labor, page 22
408-1	Operations and suppliers at significant risk for incidents of child labor	We audit the suppliers that have been assessed as the most at risk of human rights violations based on our annual risk assessment process. Due to the size and reach of our global supply base, we focus our efforts on suppliers located in countries that pose the highest risk for substandard working conditions. To determine those priority locations, we conduct an annual risk analysis, incorporating internal and external data and input from IHS Markit, and the U.S. Department of State's 2021 Trafficking in Persons Report and other market intelligence. As a result of this analysis, our list of 22 high-priority countries remained unchanged from 2020. Our audits did not reveal any instances of child, forced or involuntary labor over the past three years, although several suppliers' policies and procedures lacked the required robustness to ensure compliance. This data is not broken down by region due to a limited sample size in some regions. Read more in Human Rights Report 2022 > Child Labor, page 22
GRI 409: Forced or Compulsory Labor 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers Human Rights Report 2022 > Forced Labor & Ethical Recruitment, page 27

GRI Standard	GRI Disclosure	Location and Notes
103-2	The management approach and its components	Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Human Rights Report 2022 > Forced Labor & Ethical Recruitment, page 27
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management processes, page 105 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Human Rights Report 2022 > Forced Labor & Ethical Recruitment, page 27
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<p>We audit the suppliers that have been assessed as the most at risk of human rights violations based on our annual risk assessment process. Due to the size and reach of our global supply base, we focus our efforts on suppliers located in countries that pose the highest risk for substandard working conditions. To determine those priority locations, we conduct an annual risk analysis, incorporating internal and external data and input from IHS Markit, and the U.S. Department of State's 2021 Trafficking in Persons Report and other market intelligence. As a result of this analysis, our list of 22 high-priority countries remained unchanged from 2020. Our audits in 2021 did not reveal any instances of child, forced or involuntary labor, although several suppliers' policies and procedures lacked the required robustness to ensure compliance.</p> <p>For more information please see our Human Rights Report 2022 > Forced Labor and Ethical Recruitment, page 27 for a breakdown of labor nonconformances attributed to forced labor.</p>
GRI 412: Human Rights Assessment 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Human Rights Report 2022 > Human Rights Saliency Assessment, page 24
103-2	The management approach and its components	Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Human Rights Report 2022 > Human Rights Saliency Assessment, page 24
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management processes, page 106
412-1	Operations that have been subject to human rights reviews or impact assessments	<p>Ford's We Are Committed to Protecting Human Rights and the Environment Policy applies to our own facilities as well as those of our joint venture partners and suppliers. We began doing formal assessments of Ford and joint venture facilities globally in 2004 and have conducted more than 56 human rights assessments since then.</p> <p>In 2022, Ford used a more quantitative approach utilizing an established online third-party assessment tool from the Responsible Business Alliance (RBA) to assess human rights risks across global facilities in a consistent way. The RBA's online assessment tool has been developed by human rights experts and provides companies with the opportunity to identify areas within their facilities that may be at more risk for human rights issues. Our 2021 supplier risk assessment included data from suppliers representing over 85% of our production global spend.</p>
412-2	Employee training on human rights policies or procedures	<p>Our Corporate Policies formally set out the expectations we have for our employees and others working on our behalf. These expectations are reinforced in mandatory online training courses for all Ford salaried full-time, part-time and agency workers, including an annual Code of Conduct course. These courses are periodically refreshed and reviewed to ensure the content remains relevant and appropriate.</p> <p>To ensure our employees have the training we need, we use an interactive learning experience platform. Degreed offers diverse learning opportunities for professional and personal development. Degreed is available to all Ford salaried employees. Our monthly usage ranges from 10,000-15,000 active users. As of the end of January 2022, we have 52,670 total users in the platform.</p> <p>For more information please see our Human Rights Report 2022 > Communication & Training, page 9</p>
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	<p>Our suppliers are required to comply with our Supplier Code of Conduct through our Global Terms and Conditions (GT&Cs). The Supplier Code of Conduct outlines our requirements for supplier relationships in areas related to human rights, the environment, responsible material sourcing, responsible and lawful business practices and the associated implementation of these principles.</p> <p>More more information please see our Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11</p>
GRI 413: Local Communities 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers Integrated Sustainability and Financial Report 2022 > Socioeconomic Contribution and Community Engagement, pages 79-80
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Socioeconomic Contribution and Community Engagement, pages 79-80
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
413-1	Operations with local community engagement, impact assessments, and development programs	<p>Our saliency assessment is the process Ford uses to identify and prioritize Ford's key risks associated with human rights, and areas where Ford can make an impact. We continue to evolve how issues are related to human rights at Ford and the impact that we can have on the issues. We assess the risk across our entire value chain.</p> <p>See Human Rights Report 2022 > Human Rights Saliency Assessment, page 17</p>
413-2	Operations with significant actual and potential negative impacts on local communities	Form 10-K > Item 3. Legal Proceedings, pages 28-29

GRI Standard	GRI Disclosure	Location and Notes
GRI 414: Supplier Social Assessment 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers Integrated Sustainability and Financial Report 2022 > Human Rights in Our Supply Chain, pages 67-68 Human Rights Report 2022 > Assessing our supply chain, page 11
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Human Rights in Our Supply Chain, pages 67-68 Human Rights Report 2022 > Assessing our supply chain, page 11
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management processes, page 106
414-1	New suppliers that were screened using social criteria	In 2021, COVID-19 restrictions continued to impact our ability to conduct onsite supplier audits. Due to country and regional shutdowns and site-level safety measures, we had limited access to our planned supplier sites to conduct audits. To provide greater accessibility and flexibility with scheduling, we worked with the Responsible Business Alliance (RBA) in 2020 to develop a remote supplier audit process, including RBA external validation and certification. We utilized the remote audit process for a portion of our 2021 audits, contributing to the completion of 75% of our planned initial audits for the year. The remaining 25% of initial supplier audits are scheduled for completion in early 2022. We conducted audits across a range of high-risk suppliers in 2021 and helped them to improve working conditions at their plants. Ford's auditee list included suppliers representing a broad range of commodity groupings from all regions of the world that were identified using our risk assessment process.
414-2	Negative social impacts in the supply chain and actions taken	Human Rights Report 2022 > Auditing our supply chain, page 16 In the period covered by the report, no suppliers were terminated for negative impacts.
GRI 415: Public Policy 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Governments Integrated Sustainability and Financial Report 2022 > Government Regulations, Policy and Engagement, page 103
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Government Regulations, Policy and Engagement, page 103
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
415-1	Political contributions	Ford Motor Company does not make corporate contributions to political candidates or political organizations (but may do so in limited cases in some non-U.S. countries where it has operations). Company resources are not used for the purpose of electing candidates to public office, even when permitted by law. Nor do we take positions for partisan political purposes – that is, specifically for the purpose of advancing the interest of a political party or candidate for public office. We support a broad range of trade associations and coalitions to enhance our understanding of, and advocacy for, policy issues, including climate change. To learn more see 2021 U.S. Political Engagement Report . When our views do not align with those of the associations to which we belong we reserve the right to make our own position clear. Read more in our 2021 U.S. Political Engagement Report
GRI 416: Customer Health and Safety 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers and suppliers Integrated Sustainability and Financial Report 2022 > Designing and Building Safe and Quality Vehicles, page 69
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Designing and Building Safe and Quality Vehicles, pages 69-73
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Improving Our Quality Processes, page 73 Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
416-1	Assessment of the health and safety impacts of product and service categories	All of our significant vehicle categories are subject to health and safety regulations that tend to become increasingly stringent over time. As such, their health and safety impacts are regularly assessed for improvement.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	53 safety recalls in the U.S.. Performance Data 2022 > Vehicle Safety, page 6
GRI 417: Marketing and Labeling 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Customers and suppliers Integrated Sustainability and Financial Report 2022 > Customer Experience, Marketing and Satisfaction, pages 74-78
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Customer Experience, Marketing and Satisfaction, pages 74-78

GRI Standard	GRI Disclosure	Location and Notes
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management processes, page 106
417-1	Requirements for product and service information and labeling	Ford follows all federal and state requirements applicable to the manufacturer for product certification and service information and labeling of our vehicles. Percentage of significant product categories is confidential. Ford Motor Company follows all federal and state guidelines regarding marketing and advertising communications and abides by the Ford Marketing Standards Manual. This information is confidential.
417-2	Incidents of non-compliance concerning product and service information and labeling	This information is considered confidential.
417-3	Incidents of non-compliance concerning marketing communications	This information is considered confidential.
GRI 418: Customer Privacy 2016		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers Integrated Sustainability and Financial Report 2022 > Data Protection, Privacy and Security, page 102
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Data Protection, Privacy and Security, page 102
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	This information is considered confidential.
Electrification and alternative fuels		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers Integrated Sustainability and Financial Report 2022 > Electrification and Connectivity, pages 44-49
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Electrification and Connectivity, pages 44-49
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106
Mobility solutions and autonomous vehicles		
103-1	Explanation of the material topic and its Boundary	Boundary: Internal: All Ford operating regions and business units; Ford employees and dealers; External: Communities and suppliers Integrated Sustainability and Financial Report 2022 > Mobility Solutions and Autonomous Vehicles, pages 50-52
103-2	The management approach and its components	Integrated Sustainability and Financial Report 2022 > Mobility Solutions and Autonomous Vehicles, pages 50-52
103-3	Evaluation of the management approach	Integrated Sustainability and Financial Report 2022 > Management Processes, page 106

GRI Appendix

Material Issue Definitions

Material Issue	Definition
Economic/Innovation	
Mobility Solutions and Autonomous Vehicles	To help shape accessible and sustainable transportation, businesses must increase connectivity for vehicles, cities and infrastructure to improve air quality, ease congestion, broaden mobility and enhance customer experiences, while effectively managing security, safety and liability risks. There are five levels of self-driving technology (driver assistance through complete trip automation) to develop as well as new ownership models, including ridesharing, transit services and on-demand mobility solutions, to be explored.
Economic Performance	Economic performance relies on stable financial health, liquidity and resilient operations as well as the effective management of costs and risks. Working diligently to protect intellectual property and create a positive brand perception of Ford and its products are both essential to ensuring ongoing financial success.
Electrification and Alternative Fuels/ Batteries	Mobility businesses must harness the latest research and development (R&D) insights and innovative technologies for environmental and social good, developing affordable, efficient, low-carbon fuels and alternative powertrains. To stay ahead of the curve, resources need to be invested in identifying ways to reduce fuel consumption and GHG emissions from Ford vehicles in use by producing electrified versions of popular nameplates. This must extend to developing new, more efficient battery technology and ways to recycle batteries at end of life.
Environment	
Climate Change, Air Quality and Renewable Energy/Energy Future	Climate change is undeniable; every organization has a responsibility to help reduce GHG emissions. Businesses must assess and respond to the impact of climate-related risks (extreme weather events, natural disasters, rising sea levels, floods, heatwaves, droughts, desertification, water shortages, tropical and vector-borne diseases, etc.) on product strategy, facility and physical infrastructure resiliency, supply chains, regulatory environment and consumer demand. Pursuing carbon neutrality in line with science-based targets requires reductions in CO ₂ emissions from upstream and downstream activities, including Ford's direct and indirect operations and logistics, and use of lower-carbon fuels. Optimizing energy use includes contributing to a greener, more resilient grid with increased access to affordable, reliable and sustainable energy – including renewable sources – for Ford's business and customers.
Water Use/Water Stewardship	Water stewardship means ensuring efficient water use, management, treatment and discharge by Ford's operations. It requires assessment and mitigation of the impacts of water use by Ford and its suppliers on local communities, based on levels of water stress, availability and quality. Fresh water should be used for human consumption only.
Waste Management	Vehicle end-of-life must be well managed, operational waste minimized and zero waste to landfill targeted, including a phase-out of single-use plastics. Reduced non-GHG emissions and effluents must also be worked toward with increased recycling rates, reduced packaging and resource conservation.
Sustainable Materials – Material Design and Management	Innovation efforts should be directed toward developing sustainable materials for use in vehicles, including renewable and recycled materials, sustainable chemicals and a reduction in substances of concern. Product, process and material innovations should support the circular economy. Sustainability considerations should be made throughout the material life cycle, including product R&D, agricultural activities, human capital impacts and operational logistics.
Social	
Human Rights and Supply Chain Management	Human rights and good labor relations must be respected throughout operations and the supply chain in line with our We Are Committed to Protecting Human Rights and the Environment Policy expectations, local regulations and policies, and corporate human rights strategy. This includes addressing our salient human rights issues: access to water and sanitation; air quality; child labor; climate change; equal and fair wages; forced labor and ethical recruitment; harassment and discrimination; human trafficking; occupational health, safety and wellbeing; product safety and quality. Additionally, job stability and security, economic impacts and competitive wages, human rights within the communities that we operate in and supply chain, humanitarian relief and resilience and work stoppage must all be addressed. Businesses should employ responsible supply chain and sourcing practices that never knowingly contribute to human rights abuses, including child and forced labor, bribery or corruption, or environmental concerns. It is also important to maintain effective supplier management and open communication of expectations regarding compliance with local laws, reporting requirements (for example, conflict minerals such as cobalt and mica, 3TG reporting), customer terms and conditions, respect for indigenous populations, and water and land rights. To ensure supply continuity, capacity building and improved performance, including greater environmental performance, potential supply chain risks must be understood and measures taken to mitigate them.
Human Capital and Diversity, Equity and Inclusion	It is important for businesses to foster a collaborative culture with strong labor relations and collective bargaining and to develop the skills and capabilities needed today and in the future through continuous, agile learning. Talent attraction, recruitment and retention is key to building an effective, capable and adaptive workforce, and organizations must provide decent work, fair compensation and job security. In turn, promoting employee engagement, training and education, leadership development and succession planning are all crucial elements in workforce development. An inclusive and diverse workplace is critical to build a stronger business, and global workforces should be built on equal opportunity and inclusion. They should promote diversity in all its forms, reflecting the makeup of the communities that surround an organization. Fair, just and inclusive work cultures are ones where women's rights are respected and promoted and where gender balance is improved throughout the company. Externally, support should be offered to a diverse range of minority-, women- and veteran-owned suppliers, promoting social and economic inclusion and fighting racial injustice.

Material Issue Definitions (continued)

Material Issue	Definition
Employee Wellness, Health and Safety	Health and safety pertain to providing and maintaining a work environment that meets or exceeds applicable legal standards for occupational health and safety, and organizations are responsible for providing such an environment for all personnel, including employees, contractors and visitors. This extends to ensuring the physical and mental health and wellness of employees, including the impact of the COVID-19 pandemic. It also means phasing out harmful process chemicals and putting measures in place to protect human health during their use in the workplace.
Customer Engagement, Marketing and Satisfaction	Ford's products and services, including information and consumer education about new product lines and technology, should always be responsibly advertised and marketed. This involves being responsive to evolving market demand and changes in consumer preferences for vehicle type, features and technology to maintain customer satisfaction, loyalty and trust. It also calls for human-centered design to be harnessed to enhance the entire user experience, from purchase to use.
Socioeconomic Contribution and Community Engagement	Targeted investment, positive engagement and partnering for sustainable development are valuable tools for strengthening local communities. Applying Ford technologies, as well as promoting STEM education and youth development, supporting small businesses and diverse entrepreneurs, and providing support for communities in the form of disaster relief, volunteering and corporate philanthropy, all help address societal challenges at a local level.
Vehicle/Product Quality and Safety	We must maintain customer satisfaction and the quality of Ford's products, including safety, performance issues, recalls and third-party ratings. Vehicles are designed using standards that ensure they meet or exceed all applicable laws and regulations and do not represent harm or hazards to consumers. They will offer state-of-the-art passive and active safety features, as well as driver assist technology to prevent or mitigate accidents.
Governance	
Transparency, Ethics and Integrity	Corporate governance structures are put in place to combat corruption, bribery and conflicts of interest and manage corporate risk, while embedded ethical business practices and corporate responsibility ensure organizations are operating in line with business codes of conduct. Companies must promote integrity throughout their operations, empowering employees to take responsibility for their own actions. This should be accompanied by regular, transparent reporting on performance, goals and challenges.
Government Regulation, Policy and Engagement	Complying with government regulations, policies and expectations on a range of issues, including climate change, taxation and environmental standards, is critical to responsible business operation. Any lobbying or engagement with governments on public policy development and environmental justice should be done in a responsible manner, while a business must ensure it effectively manages any political activities and third-party representatives.
Accountable and Inclusive Governance	Ensuring transparent and accountable corporate governance practices is critical to managing business risks and promoting the fair and effective functioning of the Board, its committees and the company. These practices include Board composition decisions, ESG training for Board members, diversity efforts and executive compensation. The Board and its committees are also responsible for risk oversight and ensuring the correct measures are in place to detect and mitigate any potential issues. It is the responsibility of the company to assure compliance with all relevant laws and regulations, as well as internal policies, with the support of the Audit Committee. Increasingly innovative practices and technologies should be developed to improve environmental and social sustainability with oversight from the Sustainability, Innovation and Policy Committee.
Security and Data Privacy	When employees and customers entrust a business with their data, it is the responsibility of the company to use it, and artificial intelligence tools, responsibly. Data science and analytics enable a better understanding of consumer behavior and should be harnessed to help maintain user privacy and improve digital and physical asset security.

Our Stakeholders

Who they are	Why they are important	How we engage
<p>Communities</p>	<p>Communities where we live and work and where we partner with businesses, schools, nonprofit service organizations and government organizations are critical to our future. Through our philanthropic arm, Ford Fund, we've been giving back and building strong communities for more than 70 years through grantmaking, volunteerism and developing programs to meet specific community needs. Working across the Ford network in the U.S. and around the world, we provide access to resources and opportunities that build equity, help make people's lives better and create opportunities for growth.</p>	<p>Communities are the lifeblood of any society or culture. By engaging with our communities, we can help people in need, understand what our customers want, and strengthen the bonds that make us a viable and relevant business.</p> <ul style="list-style-type: none"> • Community Relations Committees • Interactions with governments and regulators • Membership of associations • Dialogue with nongovernmental organizations • Employee volunteerism, philanthropic initiatives and grantmaking • Partnerships with community leaders, grassroots and nonprofit organizations and local Ford dealers • Ford Fund • Ford Driving Skills for Life program • ERGs • Government relations – supporting policy that benefits our communities
<p>Customers</p>	<p>We want to treat customers like family, which is the key to providing not only the products and services they need, but also developing strong customer relationships that can last a lifetime. Interacting face-to-face, on the phone, or through the Ford.com website and social media, we value our customers and always strive to earn their trust. And through our Consumer Insight process and market research, we listen and respond to their feedback, increasing our understanding of their needs, concerns and preferences.</p>	<p>Without customers, Ford would not exist, so it's vital that we do everything we can to nurture these relationships and provide the products and services they want and need.</p> <ul style="list-style-type: none"> • Consumer insight process • Market research • Customer care programs • Dealer interactions • Ford.com website • Ford Owners magazine
<p>Dealers</p>	<p>Dealers (sales and service people) are often the first Ford representatives that our customers come in contact with. We rely on their expertise and dedication, actively engaging and collaborating through Dealer Councils and roundtables, as well as the creation of advertising and public service announcements. An important touchpoint for us is the Dealer Attitude Survey, which provides us with useful information and insights. To honor their excellence, we conduct our annual Salute to Dealers awards.</p>	<p>Dealers are an essential part of the Ford family because they are the most direct link between our products and services and our customers. Dealers are typically the only connection customers have with Ford.</p> <ul style="list-style-type: none"> • Intranet communications • Brand sales and service representatives • Brand Dealer Councils • Dealer roundtables • President's Circle • Salute to Dealers • Advertising and public service announcements • Dealer Attitude Survey
<p>Employees</p>	<p>Employees are Ford's number one asset. We can only operate successfully through their hard work and dedication – from research scientists and truck drivers to production engineers and accountants. To be in touch with our 183,000+ employees around the world, we use every available tool and opportunity, including our intranet platform, social media sites, facilities visits, and business meetings (online and in person), and executive Q&A sessions/Town Halls with senior management. We strengthen employee relations by maintaining an ongoing dialogue with union representatives and through joint labor-management committees. And we gain valuable insights through employee surveys and our recent company-wide diversity, equity and inclusion (DEI) audit. The initiatives organized by our 11 Employee Resource Groups are also important catalysts for fostering a culture of belonging.</p>	<p>Ford employees run the organization at every level. Their strength, commitment and dedication, and their emotional connection to the company, can't be judged only as assets with a monetary value. They are Ford's heart and soul.</p> <ul style="list-style-type: none"> • Intranet site • Integrated Sustainability and Financial Report and executive summary • Social media applications • Union representatives • Joint labor-management committees • Webcasts, videos, blogs and executive Q&A sessions with senior management • "Town hall" meetings • Employee surveys • Employee Resource Group initiatives • Test drive and vehicle reveal events
<p>Investors, Analysts and Shareholders</p>	<p>For our institutional and individual investors – our shareholders – to believe that Ford will continue to succeed financially, they tend to rely on the opinions and research done by financial analysts who study the company in great detail. To make sure we communicate effectively with these financial stakeholders, we provide a broad range of material, including our Integrated Sustainability and Financial Report, Proxy Statements, our annual report on Form 10-K (SEC filings) and quarterly earnings releases. These published documents provide vital information on the company that supplement our annual shareholder meetings, investor conferences, fireside chats and annual ESG roadshows.</p>	<p>Investors, analysts and shareholders are instrumental in providing capital to maintain and grow our business. And since they are profit oriented, they insist that capital is invested properly and funds are managed accurately.</p> <ul style="list-style-type: none"> • Investment community forums • Quarterly earnings communications • Annual shareholders' meeting • Integrated Sustainability and Financial Report and executive summary • Annual report • Proxy statement • SEC filings (e.g., 10-K, 10-Q, 8-K) • Ratings and rankings

Our Stakeholders (continued)

	Who they are	Why they are important	How we engage
Suppliers	<p>Hundreds of businesses, large and small, provide Ford with the materials, technologies and services that we need to produce market-leading, cost-effective cars and trucks. From engine components to recycled fabric for car seats, we rely on suppliers from all over the world and maintain stringent standards and rules to make sure our products are of the highest quality. In addition to holding regular meetings with individual suppliers as required, we also share best practices to help them with everything from improving workplace safety, treating their employees fairly and without prejudice, and reducing their impact on the environment. To strengthen these initiatives and relationships, we are also supporters and members and of a wide range of external supplier organizations, coalitions and associations.</p>	<p>Suppliers play a huge role at every stage of the product lifecycle, from sourcing raw materials to helping ramp up production, thereby making a significant contribution to our value, growth and development.</p>	<ul style="list-style-type: none"> • Top Supplier meetings • Ford Partnership for A Cleaner Environment (PACE) • Supplier quality roundtables • Supplier Diversity Development Networking • External supplier organizations • Coalitions including the RBA and AIAG • Supplier Code of Conduct
Government and NGOs	<p>Local, state, national, and international governments create policies that have an impact on Ford's businesses. These policies can economically, environmentally, and socially sustainably impact our company, our customers, and their communities. Nongovernmental organizations also play a role in helping to shape the policies that impact our business and communities where we work, live and serve. Working with NGOs, we can help provide access to resources and opportunities that build equity and help underserved and underrepresented communities reach their highest potential</p>	<p>It is critical that Ford has a voice to help inform the policies affecting our employees, customers, and shareholders. We believe strong engagement with government plays a key role in shaping the regulations and legislation that govern our business. NGOs can help us identify opportunities for leadership and improvement in our sustainability actions.</p>	<ul style="list-style-type: none"> • Work with the United States Congress and the White House, as well as governments globally, • Engage with Trade Associations and Memberships Focusing on U.S. Policy Issues • Work with various NGOs through Ford Fund



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Sustainability Accounting Standards Board (SASB) Index



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Our leadership in sustainability enables our business today, sets us on the pathway for a continued strong business for decades to come, and will help build a better world, where every person is free to move and pursue their dreams.



SASB Index 2022

The [Sustainability Accounting Standards Board \(SASB\)](#) connects businesses and investors to the financial impacts of sustainability. Our [Integrated Sustainability and Financial Report 2022](#) marks the fourth time that Ford has reported to the SASB framework against the Transportation Standards.

SASB Standard – Automobiles (TR-AU)					
Topic	Accounting Metric	Category	Unit of Measure	Code	Response
Product Safety	Percentage of vehicle models rated by NCAP programs with an overall 5-star safety rating, by region	Quantitative	Percentage (%)	TR-AU-250a.1	U.S. – 71% Europe – 83%
	Number of safety-related defect complaints, percentage investigated	Quantitative	Number, percentage (%)	TR-AU-250a.2	Ford reviews 100% of NHTSA Vehicle Owner Questionnaire (VOQ) complaints filed on Ford vehicles over the last 15 model years. Number of U.S. safety recalls in 2021: 53 Total units in U.S. affected by these recalls: 5.4 million vehicles
	Number of vehicles recalled	Quantitative	Number	TR-AU-250a.3	Number of U.S. safety recalls in 2021: 53 Total units in U.S. affected by these recalls: 5.4 million vehicles
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	Quantitative	Percentage (%)	TR-AU-310a.1	Ford works with about 44 unions globally, representing approximately 72% of our global workforce covered by collective bargaining agreements.
	(1) Number of work stoppages and (2) total days idle	Quantitative	Number, days idle	TR-AU-310a.2	In September 2021 Ford experienced one work stoppage in Chennai, India which lasted 2 days after the announcement was made of restructuring in the plant. The stoppage impacted 2,638 employees.
Fuel Economy & Use-Phase Emissions	Sales-weighted average passenger fleet fuel economy, by region	Quantitative	Mpg, L/km, gCO ₂ /km, km/L	TR-AU-410a.1	Ford U.S. corporate average fuel economy, combined car and truck fleet, miles per gallon: 29 Ford U.S. CO ₂ tailpipe emissions per vehicle (grams per mile): 289 Ford Europe CO ₂ tailpipe emissions per passenger vehicle (grams per kilometer): Preliminary data will be available in the Performance Data 2022 in June 2022 Ford UK: CO ₂ tailpipe emissions per passenger vehicle (grams per kilometer): Preliminary data will be available in the Performance Data 2022 in June 2022 Ford Switzerland CO ₂ tailpipe emissions per passenger vehicle (grams per kilometer): Final data will be available in the Performance Data 2022 in May 2022 Ford Switzerland CO ₂ tailpipe emissions per light commercial vehicle (grams per kilometer): Final data will be available in the Performance Data 2022 in May 2022 Ford (China) Import corporate average fuel consumption: 10.68L/100km Jiangling Motors Corporation (JMC) corporate average fuel consumption: 7.25 L/100km ¹ Changan Ford Automobile Corporation (CAF) corporate average fuel consumption: 9.25 L/100km ¹
	Number of (1) zero-emission vehicles (ZEV), (2) hybrid vehicles and (3) plug-in hybrid vehicles sold	Quantitative	Number	TR-AU-410a.2	(1) 55,692 Electric Vehicles (2) 64,460 Plug-In Hybrid Vehicles (3) 126,663 Hybrid vehicles
	Discussion of strategy for managing fleet fuel economy, and emissions risks and opportunities	Discussion and Analysis	N/A	TR-AU-410a.3	TCFD Report 2022 > pages 7-9, 12-23 Integrated Sustainability and Financial Report 2022 > Electrification and Connectivity, pages 44-48 Integrated Sustainability and Financial Report 2022 > Reducing our vehicle carbon footprint, page 86-88 Integrated Sustainability and Financial Report 2022 > Air Quality, page 92

SASB Standard – Automobiles (TR-AU)					
Topic	Accounting Metric	Category	Unit of Measure	Code	Response
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	N/A	TR-AU-440a.1	Integrated Sustainability and Financial Report 2022 > Responsibly Sourced Raw Materials, page 68 Integrated Sustainability and Financial Report 2022 > Sustainable Materials, pages 96-97
Materials Efficiency & Recycling	Total amount of waste from manufacturing, percentage recycled	Quantitative	Metric tons (t), percentage (%)	TR-AU-440b.1	Total waste generated in operations in 2021: 0.861 million metric tons Percent recycled: 90%
	Weight of end- of-life material recovered, percentage recycled	Quantitative	Metric tons (t), percentage (%)	TR-AU-440b.2	The weight of recovered/recycled material depends on the infrastructure available in the geographic region in which the vehicle is sold. In North America and the EU, over 85% of vehicle parts are recycled or reused at their end of life. Ford remanufactures a number of components for the aftermarket and has many uses for recycled content in our components, including rubber from post- consumer tires in underbody covers, recycled plastic bottles in carpet and nylon from carpeting in cylinder head covers. Parts remanufactured and with recycled content also vary by region. The current average recycled plastic content of a European vehicle is 6.5 percent; that is to say, of all the plastics used within the vehicle, 6.5 percent by weight ² is sourced from recycle ³ . Read more in Integrated Sustainability and Financial Report 2022 > Sustainable Materials, pages 96-97
	Average recyclability of vehicles sold	Quantitative	Percentage (%) by sales-weighted metric tons (t)	TR-AU-440b.3	The weight of recovered/recycled material depends on the infrastructure available in the geographic region in which the vehicle is sold. In North America our vehicles are 85 percent recyclable by weight. In the EU, our vehicles are 85 percent recyclable and 95 percent recoverable by weight. Read more in our Integrated Sustainability and Financial Report 2022 > Sustainable Materials, pages 96-97

Topic	Category	Unit of Measure	Code	Response
Number of vehicles manufactured	Quantitative	Number of vehicles manufactured	TR-AU-000.A	Number of vehicles manufactured: 3.922 million
Number of safety- related defect complaints, percentage investigated	Quantitative	Number of vehicles sold	TR-AU-000.B	Wholesales (primarily sales to dealerships): 3.942 million Retail (primarily sales by dealers): 4.2 million

1. Changan Ford (CAF) and Jiangling Motors Corp (JMC) are joint ventures with Ford Motor Company.
2. The average relates to 10 vehicle programs where the recycled content of plastics is known.
3. Raw material sent to, and processed in, a waste recycling plant or materials recovery facility.



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UN Global Compact (UNGC) Index



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Our leadership in sustainability enables our business today, sets us on the pathway for a continued strong business for decades to come, and will help build a better world, where every person is free to move and pursue their dreams.



UNGC Index

This Sustainability Report serves as Ford’s annual United Nations Global Compact (UNGC) “Communication on Progress,” as it includes discussion of Ford’s implementation of the Ten Principles of the UNGC and support for the broader [UN Sustainable Development Goals Index](#).

Please see the index below for information on where each UNGC principle is covered in this report.

UNGC Principle	Report location and page number
Human Rights	
1. Businesses should support and respect the protection of internationally proclaimed human rights.	<p> Human Rights Report 2022 > About this report, page 2 Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Governance and Accountability, page 9 Human Rights Report 2022 > Strategy and policies, page 10 Integrated Sustainability and Financial Report 2022 > Letter from Bill Ford and Jim Farley, page 5 Integrated Sustainability and Financial Report 2022 > Human Rights and Supply Chain Management, pages 65-68 Integrated Sustainability and Financial Report 2022 > Sustainability Governance, pages 105- 107 </p> <p>Best Practice Examples:</p> <p> Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Strategy and policies, page 10 We Are Committed to Protecting Human Rights and the Environment Policy Ford Code of Conduct Supplier Code of Conduct Responsible Materials Sourcing Policy </p> <p>Performance and Reports:</p> <p> Human Rights Report 2022 TCFD Report 2022 Global Modern Slavery and Human Trafficking Transparency Statement Conflict Minerals Disclosure and Reporting UN Sustainable Development Goals Index GRI Index 2022 </p>

UNGC Principle	Report location and page number
2. Businesses should make sure that they are not complicit in human rights abuses.	<p> Human Rights Report 2022 > Ford's Human Rights Journey, page 4 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Human Rights Report 2022 > Salient Issues Overview, pages 26-27 Human Rights Report 2022 > Individual Salient Issues, pages 28-47 Integrated Sustainability and Financial Report 2022 > Accelerating progress, page 34 Integrated Sustainability and Financial Report 2022 > Human Rights and Supply Chain Management, pages 65-68 Integrated Sustainability and Financial Report 2022 > Responsible Marketing, pages 78 Integrated Sustainability and Financial Report 2022 > Accountable and Inclusive Governance, pages 104-107 </p> <p>Best Practice Examples:</p> <p> Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Human Rights Report 2022 > Social Impact Model, page 12 Human Rights Report 2022 > Case Study: Auditing our Supply Chain, page 17 Human Rights Report 2022 > Case Study: EV Battery Raw Material Mapping and Auditing, page 19 Human Rights Report 2022 > Multi-Stakeholder Action on Human Rights and Responsible Sourcing, page 21 Human Rights Report 2022 > Human Rights Saliency Assessment, pages 24-25 See case studies in Integrated Sustainability and Financial Report 2022 > Human Rights and Supply Chain Management, pages 65-68 See case studies in Integrated Sustainability and Financial Report 2022 > Customer Experience, Marketing and Satisfaction, pages 74-78 See case studies in Integrated Sustainability and Financial Report 2022 > Socioeconomic Contribution and Community Engagement, pages 79-80 Ford Code of Conduct We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct Responsible Materials Sourcing Policy </p> <p>Performance and Reports:</p> <p> Human Rights Report 2022 Performance Data 2022 Global Modern Slavery and Human Trafficking Transparency Statement GRI Index 2022 UN Sustainable Development Goals Index Conflict Minerals Disclosure and Reporting </p>

UNGC Principle	Report location and page number
Labor Standards	
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<p> Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Grievance Mechanisms and Remedy, page 13 Human Rights Report 2022 > Harassment and Discrimination, page 40 Human Rights Report 2022 > Occupational Health, Safety and Wellbeing, pages 44-45 Integrated Sustainability and Financial Report 2022 > Employee Health, Safety and Wellbeing, pages 62-64 </p> <p>Best Practice Examples:</p> <p> Human Rights Report 2022 > Strategy and Policies, page 10 We Are Committed to Protecting Human Rights and the Environment Policy Ford Code of Conduct Supplier Code of Conduct </p> <p>Performance and Reports:</p> <p> Human Rights Report 2022 Performance Data 2022 GRI Index 2022 > GRI 2-30, page 5 Global Modern Slavery and Human Trafficking Transparency Statement </p>
4. Businesses should uphold the elimination of all forms of forced and compulsory labor.	<p> Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Human Rights Report 2022 > Human Rights Saliency Assessment & Salient Issues Overview, pages 24-25 Human Rights Report 2022 > Forced Labor & Ethical Recruitment, page 39 Integrated Sustainability and Financial Report 2022 > Human Rights and Supply Chain Management, pages 65-68 We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct Responsible Materials Sourcing Policy </p> <p>Best Practice Examples:</p> <p> Human Rights Report 2022 > Human Rights Saliency Assessment & Salient Issues Overview, pages 24-25 Human Rights Report 2022 > Forced Labor & Ethical Recruitment, page 39 Human Rights Report 2022 > Due Diligence, page 13 Human Rights Report 2022 > Human Rights in our Supply Chain, page 15 Human Rights Report 2022 > Responsibly Sourced Raw Materials, page 18-21 Human Rights Report 2022 > Multi-Stakeholder Action on Human Rights and Responsible Sourcing, page 21 Human Rights Report 2022 > Training to Build Ford Purchasing Capacity, page 22 Human Rights Report 2022 > Training to Build Supplier Capacity, page 22 Integrated Sustainability and Financial Report 2022 > Human Rights and Supply Chain Management, pages 65-68 </p> <p>Performance and Reports:</p> <p> Human Rights Report 2022 Global Modern Slavery and Human Trafficking Transparency Statement Conflict Minerals Disclosure and Reporting GRI Index 2022 > GRI 409, page 15 UN Sustainable Development Goals Index Performance Data 2022 </p>

UNGC Principle	Report location and page number
<p>5. Businesses should uphold the effective abolition of child labor.</p>	<p> Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Human Rights Report 2022 > Human Rights Saliency Assessment & Salient Issues Overview, pages 24-25 Human Rights Report 2022 > Child Labor, pages 32-33 Integrated Sustainability and Financial Report 2022 > Accelerating progress, page 34 Integrated Sustainability and Financial Report 2022 > Human Rights and Supply Chain Management, pages 65-68 We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct Responsible Materials Sourcing Policy </p> <p>Best Practice Examples:</p> <p> Human Rights Report 2022 > Due Diligence, page 13 Human Rights Report 2022 > Human Rights Saliency Assessment & Salient Issues Overview, pages 24-25 Human Rights Report 2022 > Child Labor, pages 32-33 Human Rights Report 2022 > Human Rights in our Supply Chain, page 15 Human Rights Report 2022 > Responsibly Sourced Raw Materials, page 18-21 Human Rights Report 2022 > Multi-Stakeholder Action on Human Rights and Responsible Sourcing, page 21 Human Rights Report 2022 > Training to Build Ford Purchasing Capacity, page 22 Human Rights Report 2022 > Training to Build Supplier Capacity, page 22 Integrated Sustainability and Financial Report 2022 > Human Rights and Supply Chain Management, pages 65-68 </p> <p>Performance and Reports:</p> <p> Human Rights Report 2022 Global Modern Slavery and Human Trafficking Transparency Statement Conflict Minerals Disclosure and Reporting GRI Index 2022 > GRI 408, page 15 UN Sustainable Development Goals Index Performance Data 2022 </p>
<p>6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.</p>	<p> Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Human Rights Report 2022 > Human Rights Saliency Assessment & Salient Issues Overview, pages 24-25 Human Rights Report 2022 > Harassment and Discrimination, page 40 Integrated Sustainability and Financial Report 2022 > Human Rights and Supply Chain Management, pages 65-68 Integrated Sustainability and Financial Report 2022 > Human Capital and Diversity, Equity and Inclusion, page 56-52 Integrated Sustainability and Financial Report 2022 > Our DEI Recognitions 2021, page 59 Integrated Sustainability and Financial Report 2022 > Transparency, Ethics and Integrity, pages 101-102 Ford Code of Conduct We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct </p> <p>Best Practice Examples:</p> <p> Human Rights Report 2022 > Human Rights Saliency Assessment & Salient Issues Overview, pages 24-25 Human Rights Report 2022 > Harassment and Discrimination, page 40 Integrated Sustainability and Financial Report 2022 > Embracing Diversity, Equity and Inclusion, pages 57-61 </p> <p>Performance and Reports:</p> <p> Human Rights Report 2022 GRI Index 2022 > GRI 405-1-405-2, page 14 UN Sustainable Development Goals Index Performance Data 2022 </p>

UNGC Principle	Report location and page number
<p>Environment</p>	
<p>7. Businesses should support a precautionary approach to environmental challenges.</p>	<p>The precautionary principle is the idea that if the consequences of an action are unknown but are judged to have some potential for major or irreversible negative consequences, then it is better to avoid that action. We do not formally apply the precautionary principle to decision-making across all of our activities. However, it has influenced our thinking. For example, in addressing climate change as a business issue, we have employed this principle. In addition, we assess and manage environmental, safety, supply chain, operational and other risks as described throughout this report.</p> <p>TCFD Report 2022 > Responding to the Climate Challenge, page 7 TCFD Report 2022 > Ford's Risk Management Approach, pages 27-28 Integrated Sustainability and Financial Report 2022 > Global Challenges and our response, pages 24-27 Integrated Sustainability and Financial Report 2022 > Our Material Matters, page 37 Integrated Sustainability and Financial Report 2022 > Our Sustainability Strategy, pages 28-35 Integrated Sustainability and Financial Report 2022 > Protecting the Environment, pages 82-97 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-11 Human Rights Report 2022 > Human Rights Saliency Assessment & Salient Issues Overview, pages 24-25 Human Rights Report 2022 > Access to Water & Sanitation, pages 28-29 Human Rights Report 2022 > Air Quality, pages 30-31 Human Rights Report 2022 > Climate Change, pages 34-37 Ford Code of Conduct We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct</p> <p>Best Practice Examples: TCFD Report 2022 > Responding to the Climate Challenge, page 7 TCFD Report 2022 > Climate-Related Risks and their Impact on Business Activity, page 12-14 Integrated Sustainability and Financial Report 2022 > Global Challenges and our response, pages 24-27 Integrated Sustainability and Financial Report 2022 > Protecting the Environment, pages 82-97 Human Rights Report 2022 > Human Rights Saliency Assessment & Salient Issues Overview, pages 24-25 Human Rights Report 2022 > Access to Water & Sanitation, pages 28-29 Human Rights Report 2022 > Air Quality, pages 30-31 Human Rights Report 2022 > Climate Change, pages 34-37</p> <p>Performance and Reports: TCFD Report 2022 Human Rights Report 2022 CDP Climate Change Response CDP Water Response UN Sustainable Development Goals Index Performance Data 2022</p>

UNGC Principle	Report location and page number
8. Businesses should undertake initiatives to promote greater environmental responsibility.	<p>TCFD Report 2022 > Our Strategic Response, pages 14-24 TCFD Report 2022 > Metrics and Targets, pages 29-34 Human Rights Report 2022 > Climate Change, pages 34-37 Integrated Sustainability and Financial Report 2022 > Global Challenges and our response, pages 24-27 Integrated Sustainability and Financial Report 2022 > Our Sustainability Strategy, pages 28-35 Integrated Sustainability and Financial Report 2022 > Protecting the Environment, pages 82-97 Ford Code of Conduct We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct</p> <p>Best Practice Examples: See case studies in Integrated Sustainability and Financial Report 2022 > Climate Change, pages 83-90 See case studies in Integrated Sustainability and Financial Report 2022 > Water Use and Stewardship, pages 93-94 See case studies in Integrated Sustainability and Financial Report 2022 > Waste Management, page 95 See case studies in Integrated Sustainability and Financial Report 2022 > Sustainable Materials, pages 96-97 Human Rights Report 2022 > Human Rights in our Supply Chain and Responsibly Sourced Raw Materials, pages 15 and 18 Human Rights Report 2022 > Human Rights Saliency Assessment & Salient Issues Overview, pages 24-25 Human Rights Report 2022 > Access to Water & Sanitation, pages 28-29 Human Rights Report 2022 > Air Quality, pages 30-31 Human Rights Report 2022 > Climate Change, pages 34-37</p> <p>Performance and Reports: TCFD Report 2022 Human Rights Report 2022 CDP Climate Change Response CDP Water Response GRI Index 2022 > GRI 301-308, pages 8-11 UN Sustainable Development Goals Index Performance Data 2022</p>
9. Businesses should encourage the development and diffusion of environmentally friendly technologies.	<p>Integrated Sustainability and Financial Report 2022 > Helping Build a Better World, page 2 Integrated Sustainability and Financial Report 2022 > Our Iconic Vehicles, pages 14-18 Integrated Sustainability and Financial Report 2022 > Our Sustainability Strategy, page 28-35 Integrated Sustainability and Financial Report 2022 > Protecting the Environment, pages 82-97 Integrated Sustainability and Financial Report 2022 > Driving Innovation and Sustainable Growth Overview, page 41 Integrated Sustainability and Financial Report 2022 > Electrification and Connectivity, pages 44-49 Integrated Sustainability and Financial Report 2022 > Mobility Solutions and Autonomous Vehicles, pages 50-52 Integrated Sustainability and Financial Report 2022 > Sustainable Materials, pages 96-97 TCFD Report 2022 > Electrification Plan, page 14 TCFD Report 2022 > Advances in Engine and Transmission Technologies, page 17 We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct</p> <p>Best Practice Examples: See case studies in Integrated Sustainability and Financial Report 2022 > Driving Innovation and Sustainable Growth, pages 42-52 See case studies in Integrated Sustainability and Financial Report 2022 > Protecting the Environment, pages 82-97</p> <p>Performance and Reports: TCFD Report 2022 GRI Index 2022 > GRI 302-5, pages 8-10</p>

UNGC Principle	Report location and page number
Anti-Corruption	
10. Businesses should work against corruption in all its forms, including extortion and bribery.	<p> Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Report 2022 > Our Approach to Human Rights, page 9-11 Human Rights Report 2022 > Human Rights in our Supply Chain and Responsibly Sourced Raw Materials, pages 15 and 18 Human Rights Report 2022 > Assessing our Supply Chain, page 16 Human Rights Report 2022 > Auditing our Supply Chain, pages 17-18 Integrated Sustainability and Financial Report 2022 > Delivering Ford+, pages 19-20 Integrated Sustainability and Financial Report 2022 > Transparency, Ethics and Integrity, pages 100-101 Integrated Sustainability and Financial Report 2022 > Accountable and Inclusive Governance, pages 104-107 Best Practice Examples: Human Rights Report 2022 > Training to Build Ford Purchasing Capacity and Training to Build Supplier Capacity, page 22 Human Rights Report 2022 > Auditing our Supply Chain, page 16 Integrated Sustainability and Financial Report 2022 > Compliance Training, page 101 Ford Code of Conduct We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct Performance and Reports: Human Rights Report 2022 GRI Index 2022 > GRI 205-1-205-3, page 7 </p>



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UN Sustainable Development Goals (UN SDGs) Index



Integrated Sustainability and Financial Report 2022
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Our leadership in sustainability enables our business today, sets us on the pathway for a continued strong business for decades to come, and will help build a better world, where every person is free to move and pursue their dreams.



Contributing to the United Nations Sustainable Development Goals (UN SDGs)

In 2015, the Member States of the United Nations adopted the 2030 Agenda for Sustainable Development. At the core of this agenda are 17 Sustainable Development Goals (SDGs) – the 169 targets that support them – which are intended to end poverty, protect the planet and ensure prosperity for all.

Our Priorities

Since 2016, Ford Motor Company has been a signatory to the UN SDGs and we remain committed to contributing to progress toward them. We have identified 11 SDGs where we can make the greatest impact. Achieving them by 2030 will require multi-stakeholder collaboration at a local, national and international level, so we call on our stakeholders and partners to join us as we strive to meet these ambitions.

Within Ford, regular discussions involving our global sustainability team, various skill teams and the Sustainability, Innovation, and Policy Committee of the Board of Directors help to examine our performance through the lens of the SDGs. We remain committed to building on the UN's SDG framework to enhance our sustainability initiatives as we work to become the world's most trusted company.

The following pages include examples of how we are contributing to the SDGs and where further information on these efforts can be found.

Abbreviations

- IR:** [Integrated Sustainability and Financial Report](#)
- HRR:** [Human Rights Report](#)
- TCFD:** [TCFD Report \(Task Force on Climate-related Financial Disclosures\)](#)
- CDPC:** [CDP Climate Change Response](#)
- CDPW:** [CDP Water Response](#)
- GEI:** [Bloomberg Gender-Equality Index](#)
- MSS:** [Modern Slavery Statement](#)
- SASB:** [SASB Index \(Sustainability Accounting Standards Board\)](#)

[→ Find out more about the UN SDGs](#)





SDG 3: Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all ages

Why Is This a Priority?

Addressing three of our salient human rights issues – product safety and quality; occupational health, safety and well-being; and air quality – Ford cares about customer safety, and vehicle safety will always be one of our highest priorities. We are working towards zero-emissions from our vehicles and facilities to help improve air quality, and a future that is free from vehicle crashes and workplace injuries. We understand that for our own employees and community members to reach their full potential, we must support their physical, mental and emotional health and wellbeing and maintain the highest levels of safety throughout the supply chain.

How We're Contributing

Air Quality:

- We are addressing air quality in our vehicles, our operations and our financing. Through our research, vehicle development and operations, we are working to reduce emissions of non-CO₂ pollutants, in accordance with increasingly stringent standards around the world. We acknowledge internal combustion engines emit pollutants that can affect air quality. We are compliant with or surpass all global criteria for emission requirements. At the same time, we continue to develop our alternative fuels portfolio and have committed to working towards all sales of new cars and vans being zero-emission globally by 2040, and by no later than 2035 in leading markets.
- The electrification of our iconic nameplates continues to progress as we bring electric vehicles to the mainstream market. The all-electric Mustang Mach-E was launched in North America and Europe in late 2020 and came to China in 2021. The all-electric F-150 Lightning and E-Transit cargo van will debut in 2022. These vehicles will help residential and commercial business customers achieve sustainability goals, and help cities and industrial areas improve air quality. By 2030 we expect all-electric vehicles to make up 50% of our global sales.
- On the manufacturing side we have significantly reduced emissions from Ford manufacturing facilities in China. From 2020 to November 2021, plants reduced VOC emissions intensity by 17% (3.7 g/m²), equivalent to an annual reduction of more than 200 metric tons of absolute VOC emissions through various management and engineering investment measures, contributing to cleaner air.
- We linked ESG metrics to \$15.5B Corporate and Supplemental Revolvers and launched our first \$2.5B green bond. Net proceeds from sustainable financing will help fund our clean transportation and clean manufacturing activities.
- To build environmental capacity, particularly regarding the reduction of air emissions, we collaborate with our suppliers through our Partnership for A Cleaner Environment (PACE) program. We have shared best practice projects, including air emissions reductions, with nearly 80 key suppliers through PACE.

Product Safety:

- In 2021, we introduced a safety aspiration to work toward a future that is free from vehicle crashes. The safety and quality of our vehicles will always be a top priority. Our systems help ensure that our vehicles meet or exceed performance and quality standards. We play a leading role in vehicle safety and driver assist innovation and are working to develop new safety technologies.
- In 2021, Ford doubled the number of TOP SAFETY PICK awards from the Insurance Institute for Highway Safety, bringing the total number of awards to 10.
- For the 2021 model year, a total of 20 Ford and Lincoln nameplates were rated with 5-Star Overall Vehicle Scores in one or more markets across the U.S., Europe, and China New Car Assessment Program (NCAP) as of January 2022.
- To achieve high levels of safety performance, we conduct engineering analyses, computer simulations and component, subsystem and full-vehicle crash tests at several sites in the United States and Europe, including crash-test facilities, the VIRTTEX (Virtual Test Track Experiment) and the Research and Innovation Center in Dearborn, Michigan.
- Ford and Lincoln Co-Pilot360TM driver assist technologies use a combination of radar, sonar and cameras to sense and interpret the environment, helping customers around the world to drive safely and confidently, alerting them to potential collisions, protecting pedestrians and cyclists and making routine tasks easier.
- Driver-assist features are supplemental and do not replace the driver's attention, judgment, and need to control the vehicle. Ford BlueCruise is a hands-free highway driving feature. Only remove hands from the steering wheel when in a Hands-Free Blue Zone. Always watch the road and be prepared to resume control of the vehicle. It does not replace safe driving. See Owner's Manual for detail and limitations. Requires purchased 3-year connected service plan with regular map updates, FordPass App, and modem activation.
- Our new BlueCruise technology* builds upon available Intelligent Adaptive Cruise Control with Stop-and-Go, Lane Centering and Speed Sign Recognition. It allows drivers in Hands-Free Blue Zones to operate their vehicle hands-free while being monitored by a driver-facing camera to make sure they are keeping their eyes on the road.
- Ford has pledged to equip a minimum of 95% of all new lightweight vehicles we produce for the U.S. market with automatic emergency braking (AEB) by September 2022. Ford is meeting the commitment ahead of time at 96%. We have also committed to installing AEB on vehicles in the 8,501 to 10,000-pound range by 2025/26 and have already equipped 62 percent of those heavier vehicles with AEB.
- We developed a Rear Occupant Alert System that gives an "in-vehicle" warning via our SYNC® system. The system is included in all four-door 2021 model year vehicles equipped with SYNC in the U.S.
- Our SYNC in-car connectivity helps occupants to call for assistance after an accident, and can give first responders potentially life-saving information, quickly and efficiently.

More Information

- IR:** [Air Quality](#) > page 92
- IR:** [Vehicle/Product Safety and Quality](#) > pages 69-73
- IR:** [Employee Health, Safety, and Wellbeing](#) > pages 62-64
- HRR:** [Air Quality](#) > page 30
- HRR:** [Occupational Health, Safety, and Wellbeing](#) > page 44
- HRR:** [Product Safety and Quality](#) > page 46

*Driver-assist features are supplemental and do not replace the driver's attention, judgment, and need to control the vehicle. Ford BlueCruise is a hands-free highway driving feature. Only remove hands from the steering wheel when in a Hands-Free Blue Zone. Always watch the road and be prepared to resume control of the vehicle. It does not replace safe driving. See Owner's Manual for detail and limitations. Requires purchased 3-year connected service plan with regular map updates, FordPass App, and modem activation.



SDG 3: Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all ages

Why Is This a Priority?	How We're Contributing	More Information
	<p>Occupational Health, Safety and Well-Being:</p> <ul style="list-style-type: none"> • In 2021, we continued to focus on identifying potentially fatal events and high potential incidents involving our employees and contractors globally. From these incidents, global corrective actions are initiated and tracked to ensure that the identified causal factors are addressed. These corrective actions are tracked weekly to ensure timely completion. • We continue to provide programs and services that help employees achieve good health and wellbeing and make informed choices. We provide a broad array of resources and solutions to educate employees, build capability, and meet individual and organizational wellbeing needs and goals. • We are also leveraging feedback from our ERGs to gain input into improving the employee experience, product programs and marketing. In 2021, the Ford Empowering Diverse Abilities (FEDA) and Ford Pride ERGs partnered closely with Ford Land on the development of building standards for new and renovated spaces for those who need accommodations or have access requirements that may not be typical. • We continue to rely on our best-in-class COVID-19 playbook to guide our response to the ongoing pandemic and the protocols we developed remain in place. • Our five Ford Resource and Engagement Centers (FREC)s – two in Detroit and one each in South Africa, Romania and Thailand – serve their communities with a range of services, including basic needs such as distributing food and providing help with shelter. Our FRECs have also played a significant role in COVID-19 relief efforts. • We worked to help people in our communities around the world manage the pandemic. We opened a community vaccine center in Craiova, Romania, vaccinating 13,000 of the community's most vulnerable residents. • Our Supplier Code of Conduct mandates our suppliers to provide a healthy and safe working environment that meets or exceeds local and national safety, occupational health, and fire safety legislation, and to provide regular risk assessments, training to workers, Personal Protective Equipment (PPE) at no cost to workers, and to implement an effective fire safety management system and emergency plan at every supplier worksite. 	



SDG 4: Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Why Is This a Priority?

Through continual, agile learning, we can support our employees, suppliers, dealers and communities to keep pace with a rapidly evolving world. Education and training opportunities give people the best chance of fulfilling their potential, support capacity building in our supply chain and prepare the next generation of designers, engineers and technicians for the challenges and changes in technology that lie ahead.

How We're Contributing

Lifelong Learning Opportunities:

- Developing our people is critical to our future success as well as ensuring employee satisfaction. We are committing significant resources to provide employees with insight into organizational skill needs, developing learning solutions to address those needs and enabling our people to apply those skills to improve performance.
- Our FordWorks inclusive hiring program helps us deliver on-the-job training and employment opportunities to neurodiverse individuals. Continual development of FordWorks employees is one of the core values of the program.
- In 2021, we focused on energizing our 15,000+ people leaders. New developmental experiences for executives and people leaders are being designed and implemented. Focus areas include digital transformation, DEI, and new ways of working. We are also starting a virtual Leadership Academy, which includes a collection of learning journeys specifically designed to address each leader's needs based on where they are in the leadership lifecycle.
- In 2022 we will also focus on launching our Professional Development Journey. This program will serve as a self-directed learning guide for every employee, independent of level/skill team/region, to excel in the skills needed to take ownership of and navigate their career and achieve success. The program will focus on four key skill set areas, with a spotlight on the crucial Foundational Skills of self-awareness, growth mindset, and learning agility.
- In 2022 we will launch the Ford Software Academy, designed to provide our talent with a space to learn, grow, collaborate, and build their capabilities. More than a collection of courses, the Ford Software Academy will be a fully realized journey, sponsored by business leaders, and built to support career-long learning.
- We developed a Skill Sprint Program to enhance capability in the U.K. workforce at all experience levels. Ford of Europe put into effect four priority sprints, covering skills, environment, innovation, and digitization, to reskill and redeploy personnel, compete for talent against tech companies outside the automotive industry, and instill a continuous learning culture. The program, which has trained 1,400 people across disciplines and functions, was the I4CP Next Practice Award winner in 2021.
- Mentoring is also a key strategy to engage our employees and help them grow. 2022 brings the launch of Mentoring@Ford, a global online tool to match employees with a mentor or a mentee.
- In our U.S. Recruiting, we have significantly expanded outreach to women, minorities, veterans, and people with disabilities. We're transforming campus recruiting using AI and are leveraging tech and platforms to reach new schools. We've opened attendance at recruitment events and removed the blockages which kept students from attending.
- To transform America's auto technician industry, we have made a \$525 million investment across the U.S. during the next five years. The investment will go toward job training and career readiness initiatives to develop highly skilled technicians that can support our growing portfolio of connected electric vehicles.
- Our commitment to talent development is also illustrated in the development of our skilled trades workforce. Ford has committed \$5M in ongoing capital investment into the UAW-Ford Technical Training Center (TTC). In partnership with local community colleges, local, state and federal agencies and union leaders, the TTC is a world class center for apprentice training development and skilled trades recruiting and training. In 2021, almost 1,800 participants utilized training at the TTC as part of their development.
- We have partnered with Responsible Business Alliance and Drive Sustainability to develop new e-learning modules and training webinars for suppliers.
- To build supplier capacity on tin, tantalum, tungsten, and gold (3TG) and cobalt due diligence, we leveraged resources such as the Responsible Mining Initiative eLearning Academy and our own Ford developed modules to train nearly 100 supplier companies in 2021.

More Information

- IR: [Training and developing our talent > pages 55-56](#)
 - IR: [Building an Inclusive Workforce > pages 59-60](#)
 - IR: [A Focus on Software Talent > page 60](#)
 - IR: [Reskill Pilots > page 66](#)
 - IR: [Building Supplier Capacity > page 67](#)
 - IR: [Inspiring the Next Generation of STEM Careers > page 79](#)
 - IR: [Advancing STEM education in the U.K. > page 40](#)
- [Ford Fund Annual Report](#)



SDG 4: Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Why Is This a Priority?	How We're Contributing	More Information
	<p>Learning in the Community:</p> <ul style="list-style-type: none"> • Our Ford Research and Engagement Centers (FREC) in Detroit, South Africa, Romania and Thailand bring nonprofit partners together to support the communities they serve, from basic needs such as food and shelter to job training, mentoring and educational opportunities. • Ford is Strategic Partner of <i>FIRST</i>[®], helping to build engineers and scientists of the future. We actively sponsor teams in 117 high schools and in 136 elementary and middle schools located across the United States. More than 240 Ford employees mentor students during the year, working together to grow students' knowledge of STEM. In Detroit, we've sponsored the Detroit Hispanic Development Corp.'s FIRST Robotic Competition teams, as well as creating a career technical education program and providing funding to update their machining shop. • The Ford Motorsports team is leaning into DEI and STEM as well, using racing to rev up engineering interests among Detroit high school girls. Teammates partnered with the Girls in Engineering Academy to create workshops that expose the girls to aerodynamics, wind tunnels, pit stop demonstrations, and more. The girls also met the inspiring Shelby Hall, a top Ford off-roading racer. • 2021 marked the fifth year of our partnership with Primary Engineer – an educational nonprofit organization that encourages children and youth ages 3 to 19 to consider STEM and engineering careers. Employees from Ford's Dunton engineering campus volunteer their time at local schools training teachers on how to introduce engineering concepts, while helping lead a classroom-based engineering project that teaches students how to build electric vehicles. To date, the program has reached 65 schools and assisted 140 teachers and more than 3,483 students across the United Kingdom with the help of 45 Ford volunteers. • In 2021, the Ford Fund launched the Ford Driving Dreams Scholarship program in Argentina. This social impact initiative focuses on helping young people graduate on time and continue their higher education. 	



SDG 5: Gender Equality

Achieve gender equality and empower all women and girls

Why Is This a Priority?

The strongest businesses promote diversity, equity and inclusion. In line with our sustainability aspiration to create a truly diverse culture where everyone feels like they belong, we are focused on creating a culture where women can thrive. This includes ensuring women are equally represented at all levels of our business and supporting initiatives that empower women and girls.

How We're Contributing

Gender Diversity:

- We have a responsibility to our employees; our approach of “Care for Each Other” is a central part of the Ford+ plan. Ford does not tolerate violence, hate speech, harassment or discrimination of any kind, including but not limited to gender, gender identity, race, color, religion, age, national origin, sexual orientation, disability or veteran status.
- In 2021, we extended our U.S. Diversity, Equity and Inclusion (DEI) Audit to seven major markets – Canada, China, Germany, South Africa, Mexico, UK, and India. The audits encompassed a deep dive into each country’s qualitative data and quantitative data, focus groups, surveys and interviews to gain insights into employee beliefs, all with a goal of developing a deeper understanding of how our team was feeling and why. While culture and issues differ around the world, a common theme emerged that not all our team members feel like they belong. We listened and in response each Business Unit and Skill Team is committed to continued action.
- In 2021, we created DEI Aspirational Goals to increase the gender diversity of our senior leadership. These goals are tracked quarterly by every Skill Team and Business Unit Leader. Composition is not something that can change dramatically in a short period of time, but we are seeing progress in the diversity of senior leadership. An increase in women leaders globally indicates that we are on track to reach our 2025 DEI Aspirational Goals.
- In 2022, every salaried employee will have a DEI objective in their performance review. We will continue building our data gathering and metrics capability in order to leverage actionable insights.
- To bring a more diverse range of talent into the organization, we worked closely with Women of Ford to ensure we had female recruiters on every virtual conference we attended.
- Through our Culture Manager program, we have implemented a Manufacturing Culture Playbook which provides a framework for plant managers to assess their work environments and build plant specific actions to anticipate, address or prevent issues and sustain positive cultures. By mid-2022 all plants in the US and Canada will be supported by a Culture Manager.
- We remain committed to support, develop, grow and promote our diverse suppliers while expanding the economic impact and growth in the community for a more sustainable future. In 2021 we sourced \$1.16B from women-owned businesses.*
- In an effort to expand our spend, Ford made a strategic decision to identify global initiatives to support our diverse owned businesses beginning with women-owned businesses. We are in the discovery phase of expansion, identifying current suppliers that could qualify as a woman owned business.

Equal pay for Equal Work:

- Ford’s commitment to equal pay for equal work applies to all forms of pay, including base salary, incentives, bonuses, and other forms of compensation. Ford shares a Pay Equity Statement with our employees to communicate Ford’s commitment to this fundamental value.
- Ford remains committed to compliance with fair pay laws in all regions and countries and to ongoing review of our compensation data and practices to ensure they are fair, equitable, and free of bias due to race, gender, or any other similar characteristics.
- We annually review our compensation data and practices globally. We utilize outside experts to conduct a thorough statistical analysis of salaried compensation throughout our U.S. workforce. If business-related explanations for the statistical outcomes are not identified, Ford makes salary adjustments to address these situations.
- Ford is also taking positive steps to promote transparency by providing data on the current state of pay equity and progress that the company is making. Ford believes that open communication can only advance the cause of pay equity and equal employment opportunity. We share our pay equity ratio via our annual Integrated Sustainability and Financial Report.
- The company has policies and practices to help deter unintentional inequities. These include: not asking for a candidate’s salary history during the recruitment process, establishing standard starting salaries by degree/position for entry-level new hires, establishing promotional guidelines based on pre-promotional position within the salary range that allow lower paid employees to receive larger increases, and correcting specific pay relationships that are contributing to inequity.
- We are focused on creating a supportive work environment where women can thrive. For the fourth year in a row, Ford was included in the Bloomberg Gender- Equality Index (GEI) in 2021.
- We align with and are signatories of internationally recognized labor standards such as the UN Women’s Empowerment Principles.

More Information

- IR:** [Building an Inclusive Workforce > page 59](#)
- IR:** [Supplier Diversity and Inclusion > pages 60-61](#)
- HRR:** [Fair and equal wages > page 38](#)
- HRR:** [Harassment and Discrimination > page 40](#)
- HRR:** [Human Trafficking > page 43](#)
- GEI:** [Bloomberg Gender-Equality Index](#)

*Actual data through November 2021, forecast data for December 2021.



SDG 6: Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all

Why Is This a Priority?

Access to safe drinking water and adequate sanitation is seen as a salient human rights issue. Water is also critical to our manufacturing operations, so we aspire to make zero water withdrawals for our manufacturing processes and use freshwater only for human consumption. We work with our supply chain, especially in water-stressed locations, to reduce water consumption.

How We're Contributing

Water Management in our Operations:

- Our long-term approach reflects the need to understand water challenges in their local context, with extraction policies and practices designed to make sure our operations do not adversely affect other users' access to water.
- Our 2025 Global Manufacturing Water Strategy, the third iteration of our water strategy, aims to continue Ford's position as a leader in water reduction and secure optimal freshwater availability in local communities. It targets a 15% reduction in absolute freshwater usage. Ford has already reduced its annual water consumption by over 75% since 2000; that's over 12.5 billion gallons of water. Our global water conservation actions are equal to providing a year's worth of water to 1.4 million homes.
- In 2021, Ford earned a place on the CDP "A List" for protecting water security. We have received an A score rating from CDP for water reduction for seven years in a row and are one of only 118 companies globally to earn such an award for water security. We were also on CDP's Climate Change "A list" for the third straight year. We are one of only two North American OEMs to obtain double A List status.
- We will continue to work towards our existing aspirational goals of freshwater for human consumption only and zero water withdrawals for manufacturing. This includes establishing local ecosystem performance goals and improving water discharge quality, with a focus on direct discharge plants. We are examining how water cycling impacts communities and how to better emulate the natural system.
- We are applying freshwater reduction methods as well as improving our water quality discharges at our sites that mimic the behavior and performance of the local ecosystem.
- We have made progress toward our aspiration of using freshwater only for human consumption in our facilities that are in water-scarce regions, such as Mexico, China and South Africa. In 2021, our use of alternative water exceeded 7% in these regions.
- Chennai Engine and Assembly has joined our Chihuahua Engine facility in using zero freshwater for its manufacturing processes.
- Ford's Sanand Vehicle Assembly & Engine Plant in Gujarat, India has zero water discharge, with a 110,000 m³ rain water harvesting pond used for pallet washing, irrigation, and in the cooling towers.
- Our new plant in Tennessee aspires to make zero freshwater withdrawals for assembly processes by incorporating water reuse and recycling systems. Stakeholders responded positively to our goal of preserving water and striving for full water recycling.
- Our South Africa Silverton Plant has the aspirational goal of being net zero and carbon neutral as well as full water recycling.
- Water use and recycling are occurring at Ford plants around the world. We continue to integrate more water-efficient processes and technologies as we work to further decrease our water consumption. Prior to COVID-19 we were on target to reduce absolute water by over 25% (10% normalized) compared to the 2015 baseline.
- Ford's Cuautitlán Stamping and Assembly Plant replaced the asphalt parking lots within the plant with ecological concrete, which allows rain to reenter the ground. This recharges the aquifer beneath the plant and helps prevent water scarcity in the city and in surrounding ecosystems and habitats.
- Absolute water was down 15% from the year prior and down 32% from the 2019 strategy baseline – an almost 80% reduction from the initial 2000 water strategy. However, these reductions were largely attributed to vehicle manufacturing down time associated with the global microchip shortage.
- The Ford Valencia plant in Spain uses a biological wastewater treatment plant to extract oils, fats, heavy metals and suspended solids, while two lagoons help make the water suitable for irrigating the surrounding eucalyptus trees.

More Information

- IR:** [Water use and stewardship](#) > pages 94-95
- HRR:** [Access to Water & Sanitation](#) > page 28
- HRR:** [Climate Change](#) > page 34
- TCFD:** [TCFD Report](#) > pages 19-22
- CDPW:** [CDP Water Response](#) > page 18



SDG 6: Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all

Why Is This a Priority?	How We're Contributing	More Information
	<p>Water Management in our Supply Chains:</p> <ul style="list-style-type: none"> • According to our Supplier Code of Conduct, our suppliers are required to provide workers with clean toilet facilities, potable water, and sanitary eating facilities. In alignment with the United Nations CEO Water Mandate, they must also reduce freshwater usage and support safe and accessible drinking water in their manufacturing operations and communities. • To build environmental capacity, particularly regarding sustainable water use and management, we collaborate with our suppliers through our Partnership for A Cleaner Environment (PACE) program. We have shared best practice examples with more than 50 key Tier 1 suppliers through PACE. • PACE participants expect to save an estimated 182 million gallons of water in their operations from 2020 to 2030. Our new streamlined version of the program, FastPACE, is helping reduce the impact of key suppliers in China, India, Thailand and South Africa. FastPACE suppliers are on track to save an estimated 24 million gallons of water over the next three years. • To better understand our suppliers' water use we survey a selection of them every year using the CDP Supply Chain program's Water Security questionnaires. This provides us with qualitative and quantitative information about how our production suppliers manage environmental risks and maximize opportunities. 	



SDG 7: Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all

Why Is This a Priority?

As part of our commitment to address climate change, a salient human rights issue, we consider this SDG to be a priority, recognizing the need to maximize energy efficiency in our operations. We aspire to use 100 percent carbon-free electricity in all manufacturing by 2035, using a mix of wind, solar power, nuclear, geothermal, biomass, energy storage, and hydro to replace fossil-based generation. This will be key to achieving our carbon neutrality by 2050 ambition.

How We're Contributing

Electrification:

- We are bringing electrification from the niche to the mainstream, electrifying our icons, including F-150, Mustang Mach-E, E-Transit and Lincoln, and rapidly scaling up production and improving affordability.
- We're investing more than \$50 billion from 2022 through 2026 in electric vehicles (EVs), EV technology and charging infrastructure to remove obstacles and show customers the clear advantages of electric vehicles.
- In 2021, we announced plans to bring electric vehicles at scale to American customers with two new massive, environmentally and technologically advanced campuses in Tennessee and Kentucky that will produce the next generation of electric F-Series trucks and the batteries to power future electric Ford and Lincoln vehicles. To build these campuses, we are making the largest single U.S. investment in electric vehicles at one time by any automotive manufacturer. Along with our partner, SK Innovation, we will invest \$11.4 billion and create nearly 11,000 new jobs at the Tennessee and Kentucky mega-sites.
- We are collaborating with Redwood Materials, a leading battery materials company, to make electric vehicles more sustainable and affordable for Americans by localizing the supply chain network, creating recycling options for scrap and end-of-life batteries, and ramping up lithium-ion recycling. We believe battery recycling is essential for the success of an electrified future and has the potential to offer significant economic benefits.
- In addition to offering a variety of home charging solutions, Ford's BlueOval™ Charge Network is the largest public charging network in North America offered by automotive manufacturing, with more than 20,500 stations (over 70,000 plugs) and growing.*
- 200,000+ charging stations in Europe on the FordPass Charging Network in partnership with NewMotion.
- In Europe, the IONITY high-power charging network will grow by 7,000 charging points by 2025, to create a supporting infrastructure as we accelerate the electrification of our vehicles.
- We are teaming up with the nation's leading solar company, Sunrun, to facilitate easy installation of the 80-amp Ford Charge Station Pro and home integration system to generate Ford Intelligent BackUp Power. Customers will also have the opportunity to install solar energy on their home to power their household with clean, affordable energy and charge their F-150 Lightning with the power of the sun.
- Our commercial vehicle arm, Ford Pro, launched Ford Pro Charging for managing commercial EV fleets and charging needs. To transition to electrification, fleet owners will receive software and commercial hardware infrastructure to support charging and energy management.

Carbon-Free Electricity:

- In Michigan, DTE Energy, the state's largest producer of renewable energy has commissioned a new rooftop solar array at a parking garage at Ford Research & Engineering Center in Dearborn, Michigan. The 2,159-panel array includes an integrated battery storage system and will be used to power newly installed electric vehicle (EV) chargers. The solar array can generate 1.127 million kWh of clean energy, avoiding 880 tons of CO₂, which has the environmental benefit equal to the carbon sequestered by nearly 980 acres of U.S. forests in one year.
- Through DTE's MIGreenPower voluntary renewable energy program, Ford is purchasing 525,000 megawatt hours annually of Michigan wind energy from DTE's Isabella and Fairbanks wind parks.
- Ford Joint Venture Jiangling Automobile production plant is currently planning the installation and use of solar panels. The planned 300,000 solar photovoltaic panels are expected to generate 60 million kWh of solar power and reduce carbon emissions by more than 50,000 tons annually.
- As a U.S. Department of Energy "Better Buildings Better Plants Challenge" Partner, we continue to implement a range of best practices in our new facilities, including energy-saving technologies, continuing to minimize our impact on the environment.

More Information

- IR:** [Electrification and Connectivity](#) > pages 44-49
- IR:** [Climate Change](#) > pages 83-90
- IR:** [Carbon-Free Electricity and Energy Future](#) > page 91
- HRR:** [Climate Change](#) > page 34
- TCFD:** [TCFD Report, Our Strategic Response](#) > pages 14-23
- CDPC:** [CDP Climate Response](#) > page 23

*Based on original equipment manufacturers (OEM)/automotive manufacturers that sell all-electric vehicles and have active charging networks. Department of Energy data used.



SDG 8: Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all

Why Is This a Priority?

We are transforming our culture and our workspaces so that our people can fulfill their potential. With thousands of employees, and many more in our supply chain, we strive to ensure all our activities comply with local laws and our commitments, given that child labor, forced labor and ethical recruitment, and human trafficking are all salient human rights issues for Ford.

This ties in with our aspiration to source only raw materials that are responsibly produced.

How We're Contributing

Decent Work:

- Through our manufacturing, supply chain operations and vehicle sales, we support both direct and indirect employment across the globe. We also contribute to economic prosperity through payments to employees, suppliers and governments.
- Our [We Are Committed to Protecting Human Rights and the Environment](#) policy recognizes and respects employees' rights to freedom of association and collective bargaining, and regulates hours of work and provides fair and competitive compensation and benefits that meet or exceed legal requirements. It commits us to follow ethical recruiting practices, prohibits the use of child labor, forced or compulsory labor, and to not tolerate harassment or discrimination of any form.
- Ford was the first major U.S. automaker to sign the Action Pledge for the UN's International Year for the Elimination of Child Labor, which outlines steps companies can take to end child labor by 2025.
- Along with the Erb Institute at the University of Michigan, we have developed a Social Impact Model to better understand how companies can enhance economic prosperity, increase access to social good (e.g. mobility), preserve human rights and protect health and safety. Ford is reporting against this model for the first time this year in our Human Rights Report.
- Ford has taken an unprecedented journey to shift its culture with a clear aspiration of where we are heading. We have a solid foundation with Our Purpose, Ford+, and our Ford+ Behaviors, and we have a plan to reach our aspiration to build a culture of empowerment and belonging.
- We are capitalizing on new opportunities that are critical to our future – making our business more agile and competitive by reducing bureaucracy; rethinking how we work and deploying new technology to encourage collaboration and productivity; building our skills and capabilities; and acting with integrity at all times to build trust.
- Employee engagement is vital to advancing our inclusive culture. We foster dialogue with our employees at all levels of the business through channels including: our intranet site and website; corporate publications and reports; social media; webcasts and executive Q&A sessions with senior management; labor–management committee meetings; regular “Global Town Hall” meetings with direct updates from senior leaders; and Employee Resource Group (ERG) initiatives.
- In 2021, Culture Managers in Chicago, Kentucky, Kansas City and the Rouge implemented the Manufacturing Culture Playbook, which provides a framework for plant leaders to assess their work environments with the purpose of building plant specific actions that anticipate, prevent, or address issues and sustain positive cultures. By mid 2022, all plants in the U.S. and Canada will be supported by a Culture Manager.

More Information

- IR:** [Human Capital and Diversity, Equity and Inclusion > pages 55-61](#)
- IR:** [Human Rights and Supply Chain Management > pages 65-68](#)
- HRR:** [Child labor > page 32](#)
- HRR:** [Climate Change > page 34](#)
- HRR:** [Fair and Equal Wages > page 38](#)
- HRR:** [Forced labor and ethnical recruitment > page 39](#)
- HRR:** [Human Trafficking > page 43](#)
- HRR:** [Occupational Health, Safety and Wellbeing > page 44](#)
- HRR:** [Social Impact Model > page 12](#)
- MSS:** [Modern Slavery Statement](#)
- [Supplier Code of Conduct](#)



SDG 8: Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all

Why Is This a Priority?

How We're Contributing

More Information

Decent Work in Supply Chain and Responsible Material Sourcing:

- We safeguard against the threat of forced labor, human trafficking and child labor in our supply chain by maintaining compliance with all relevant legislative initiatives, acts and regulations.
- Our Supplier Code of Conduct outlines our requirements for supplier relationships in areas related to human rights, the environment, responsible material sourcing, responsible and lawful business practices and the associated implementation of these principles. We initiated the process to include sustainability metrics in Ford's sourcing decisions.
- We have conducted more than 55 human rights assessments since 2004, evaluating how our manufacturing facilities around the world align with our human rights policy. In 2020, Ford piloted a new, more quantitative approach utilizing an established online third-party assessment tool from the Responsible Business Alliance to assess human rights risks across global facilities in a consistent way. In 2021, we plan to continue utilizing this new process to assess human rights risk at approximately 75 percent of our global manufacturing facilities.
- In 2021, we conducted our third human rights saliency assessment, in line with the UN Guiding Principles Reporting Framework, and we are rolling out action plans to manage the 10 salient issues that apply throughout our business, our supply chain and other business partners in our value chain.
- We are in the process of scaling the Sustainability Self-assessment Questionnaires (SAQs) to our entire production supply base with the goal of 100% response enabling us to verify that supplier policies and practices meet the standard of our Supplier Code of Conduct. In 2022, we are planning to use this information to integrate sustainability into our sourcing decisions.
- For any nonconformances found during the audit process, we require suppliers to develop action plans. Within two years of the initial audit, we conduct closure audits to confirm progress achieved and closure of all priority nonconformances. We are seeing significant improvement in the scores for all follow-up and final closure audits. We are also seeing a trend of rising initial audit scores, demonstrating an increase in supplier capacity. We also provide suppliers with corrective actions needed to address gaps in alignment with Ford's Supplier Code of Conduct based on their SAQ responses.
- We aspire to source only raw materials that are responsibly produced.
- Ford launched a new cross-functional team, the Responsible Materials Council (RMC), to build capacity among Ford skill teams to educate suppliers, advocate for transparency, and influence ESG considerations in sourcing and designing decisions.
- Ford is working with its international nonprofit and grant making partners to support and promote a pilot program that will empower women working in the copper and cobalt supply chains in the Democratic Republic of Congo. The Promoting the Empowerment of Women in Copper and Cobalt Mineral Supply Chains program aims to increase access to profitable, sustainable enterprises by training women on financial education, business management, mining innovation and leadership, and formalizing women's Artisanal and Small Mine cooperatives that allow equal access to market opportunities.



SDG 9: Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation

Why Is This a Priority?

Today's transportation networks are congested and inefficient, especially in urban areas, which impacts, among other things, air quality and climate change – two of our salient human rights issues. We are working with a number of partners to develop new technologies, create jobs and invest in infrastructure projects to encourage sustainable and innovative mobility.

How We're Contributing

New Technologies:

- We are investing more than \$50 billion from 2022 through 2026 on electric vehicles and battery production to electrify our icons, build out EV charging infrastructure, create a digital ecosystem with trusted customer service and to take our suppliers on this journey with us.
- Our commercial vehicle arm, Ford Pro, launched Ford Pro Charging for managing commercial EV fleets and charging needs. To transition to electrification, fleet owners will receive software and commercial hardware infrastructure to support charging and energy management.
- Remain committed to our planned investment in self-driving technology of \$7 billion through 2025.
- Ford remains focused on large-scale deployment of autonomous vehicles as a service – ride-hailing to move people and delivery to move goods – across multiple U.S. cities starting in our launch city markets of Austin, Texas, Miami, and Washington, D.C.
- We continue to improve the technology and build a robust self-driving system with our partner Argo AI, we have also made progress over the last year in bringing these services to life through our collaboration with Lyft, one of the largest transportation networks in the U.S., and Walmart, the world's largest retailer. Together, with Lyft and Argo AI, we announced in 2021 that we are deploying Ford autonomous vehicles, with safety drivers, on the Lyft network in Miami and in Austin, available this year. As vehicles are deployed, Lyft users within defined service areas will be able to select a Ford autonomous vehicle powered by Argo AI's Self-Driving System to hail a ride.
- In collaboration with a Ford Fund and Gleaners Community Food Bank food delivery program called FREC (Ford Resource and Engagement Center) on the Go, we are operating a pilot through the summer of 2022 to deliver fresh produce to mobility-challenged senior citizens via an autonomous low-speed shuttle. The shuttle will make deliveries each month from the Ford Resource and Engagement Center in Southwest Detroit to the Rio Vista Co-Op Apartments senior living center.

Data Protection, Privacy and Security:

- Harnessing the data provided by connected vehicles and using it to create even better experiences continues to be a key priority as vehicle connectivity becomes more prevalent. Our 1,615-strong Global Data, Insight and Analytics (GDI&A) team uses data science and analytics – including the power of artificial intelligence (AI) and machine learning (ML) – as the foundation of our innovations.
- Always acting with privacy in mind, we use analytics in research, product development, manufacturing, supply chain, marketing and sales, finance, purchasing, information technology, and human resources functions. Led by GDI&A, we're also using artificial intelligence (AI) to enhance our vehicles and services, improve our product development and manufacturing processes, and deliver enhancements across the business.
- To support and strengthen our global data privacy initiatives, we have adopted the Automotive Consumer Privacy Protection Principles developed by the Alliance for Automotive Innovation. We are actively engaged with the Automotive Cybersecurity Industry Consortium (ACIC), a collaboration formed by the auto industry, research organizations, and government to strengthen cybersecurity in the automotive sector. The ACIC researches, develops, evaluates, and improves cybersecurity by addressing critical infrastructure needs in automotive systems. We are also a founding member of the Information Sharing and Analysis Center (Auto-ISAC), which gathers, analyzes, and shares information to combat cyber-related threats and weaknesses.
- In 2021, Ford hired our first Chief Privacy Officer, demonstrating our commitment to protecting customer and company data.

Infrastructure:

- We are dedicated to increasing our electric vehicle (EV) charging network capacity. Ford customers have access to over 20,500 charging stations (over 70,000 plugs) and growing on the BlueOval™ Charge Network.
- Drivers of our EVs in Europe are supported by more than 200,000 charge stations on the FordPass Charging Network in partnership with NewMotion, while in China, FordPass connects Ford owners with 180,000 public charging sites in more than 300 cities.
- Ford also co-founded the IONITY consortium, a pan-European joint venture that will grow 7,000 charging points by 2025, to create a supporting infrastructure as we accelerate the electrification of our vehicles.
- We continue to lead the rollout of cellular vehicle-to-everything (C-V2X) technology, which enables vehicles to communicate with similarly equipped vehicles, pedestrians and street infrastructure such as traffic lights.
- Local Hazard Information is part of a landmark road safety data-sharing agreement. This agreement shares safety-related traffic information messages to warn drivers of dangers around the corner.

More Information

- IR:** [Electrification and Connectivity](#) > pages 44-49
- IR:** [Mobility Solutions and Autonomous Vehicles](#) > pages 50-52
- IR:** [Data Protection, Privacy and Security](#) > page 102
- HRR:** [Climate Change](#) > page 34
- CDPC:** [CDP Climate Response](#)



SDG 10: Reduced Inequalities

Reduce inequality within and among countries

Why Is This a Priority?

Embracing all aspects of inclusion and equality better reflects the communities in which we operate, and the range of skills, opinions and experience provided by a diverse workforce strengthens our business. We aspire to work toward a future that is free from vehicle crashes and workplace injuries and create a truly diverse culture where everyone feels like they belong.

How We're Contributing

Our Workforce:

- In 2021, we extended our U.S. DEI Audit to seven major markets – Canada, China, Germany, South Africa, Mexico, UK, and India. The audits encompassed a deep dive into each country's qualitative data and quantitative data, focus groups, surveys and interviews to gain insights into employee beliefs, all with a goal of developing a deeper understanding of how our team was feeling and why. While culture and issues differ around the world, a common theme emerged that not all our team members feel like they belong. We listened and now each Business Unit and Skill Team is committed to continued action.
- In 2021, we created Aspirational Goals to increase the gender and racial diversity of our senior leadership. These goals are tracked quarterly by every Skill Team and Business Unit Leader. Composition is not something that can change dramatically in a short period of time, but we are seeing progress in the diversity of senior leadership. An increase in women leaders globally and an increase in racial minorities in the U.S. indicate that we are on track to reach our 2025 Aspirational Goals.
- We continued to use Employee Resource Groups to serve their membership, the business, customers and communities around the globe.
- We published [U.S. Salary Diversity Performance Data and our annual EEO-1 report](#) for the first time in 2021.
- We hosted our second annual global DEI Week.
- For the fourth year in a row, Ford was included in the Bloomberg Gender-Equality Index (GEI).
- We are committed to equal pay for equal work. Employee compensation in each market should be fair and equitable, irrespective of gender, race, or similar personal characteristics.
- Ford's 2022 Global Salaried Gender Pay Ratio is defined as the weighted average ratio of average female salaries to average male salaries within peer groups* worldwide, was 98.0%. While ratios provide a rough measure of pay equity, they do not account for individual circumstances. Although our analyses show no indications of systemic pay bias, we will continually monitor our entire compensation structure to ensure that all employees are paid appropriately. Ford included all elements of compensation in its calculation of this ratio. Year-over-year trends prior to 2021 cannot be judged by comparing this ratio to responses from prior surveys.
- Ford's 2021 U.S. Salaried Minority Pay Ratio is defined as the weighted average ratio of average minority salaries to average non-minority salaries within peer groups* in the U.S., is 100 percent.
- Our philanthropic arm, the Ford Motor Company Fund works with nonprofit organizations, community partners and across the global Ford network to provide access to resources and opportunities that build equity and help underserved and underrepresented communities reach their highest potential programs. We provide programs and services that make people's lives better, from feeding the hungry and mentoring social entrepreneurs to supporting multicultural initiatives and rebuilding after natural disasters.
- Through Ford Fund's longstanding partnerships in the Black and Hispanic communities, we brought together CEOs from 11 of the nation's leading multicultural organizations in a #VaxWithFacts public service announcement to provide trusted info about the COVID-19 vaccine.
- We opened a community vaccine center in Craiova, Romania, and administered more than 14,600 vaccines to some of the community's most vulnerable residents.
- Volunteering has always been an integral part of Ford's commitment to making a positive impact on society. The Ford Volunteer Corps, a global network of current and retired Ford employees, have contributed over 1.7 million volunteer hours to community projects on six continents since 2005.
- September marks Global Caring Month, our annual month-long focus on community service and giving back. In 2021 Ford Fund awarded \$700,000 in grants to support the humanitarian efforts of 149 employee-nominated community organizations in 34 countries.
- We are addressing and evolving our Just Transition strategy as we move towards electrification and carbon neutrality. These changes will require Ford to accelerate our ability to reskill, upskill, and better develop our employees and people in the communities we operate.

More Information

- IR:** [Embracing diversity, equity and inclusion](#) > pages 57-60
- IR:** [Supplier diversity and inclusion](#) > pages 60-61
- IR:** [Socioeconomic Contribution and Community Engagement](#) > pages 79-80
- HRR:** [Fair and Equal Wages](#) > page 38
- HRR:** [Harassment and Discrimination](#) > page 40

*A peer group consists of employees in the same region, salary grade and skill team, when available.



SDG 10: Reduced Inequalities

Reduce inequality within and among countries

Why Is This a Priority?	How We're Contributing	More Information
	<p>Our Suppliers:</p> <ul style="list-style-type: none"> • Diversity and Inclusion permeates the core of our company – from the diversity of our product offerings and global workforce, to our strategic partners, supply base and dealers. We remain committed to support, develop, grow and promote our diverse suppliers while expanding the economic impact and growth in the community for a more sustainable future. To date, we have sourced \$170 billion in goods and services with diverse-owned businesses in the U.S. In 2021, Ford purchased goods and services worth:* <ul style="list-style-type: none"> • \$7.46B from minority-owned suppliers • \$1.15B from women-owned businesses • \$0.13B from veteran-owned companies • \$5B from small businesses • In an effort to expand our spend, Ford made a strategic decision to identify global initiatives to support our diverse owned businesses beginning with women-owned businesses. We are in the discovery phase of expansion, identifying current suppliers that could qualify as a woman owned business. • To ensure diverse suppliers are considered through the entire supply chain, Ford has added Supplier Diversity and Inclusivity language into the Purchasing Global Terms & Conditions. We are encouraging suppliers to establish a Supplier Diversity & Inclusion program with specific goals and metrics on diverse supplier spend. Diverse spending by Tier I suppliers is part of our consideration for sourcing opportunities. 	

*Actual data through November 2021, forecast data for December 2021.



SDG 11: Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable

Why Is This a Priority?

We aspire to drive human progress by providing mobility and accessibility for all. This will require innovative new technologies and mobility services that will help the cities of tomorrow address a host of challenges from congestion to poor air quality.

How We're Contributing

Sustainable Transport Systems:

- Our objective is to power the freedom to move every day, helping to make movement more accessible and seamless in cities while improving the safety and sustainability of the transportation ecosystem.
- Ford has signed the ambitious RouteZero initiative which aims to reduce carbon associated with road transportation. We join more than 50 businesses, cities and regions that have pledged to work together toward 100 percent zero-emission cars and vans globally by 2040, and in leading markets no later than 2035.
- We are prioritizing capital to environmental and social projects through a new Sustainable Financing Framework, a first for a North American automaker. Announced on the fifth anniversary of the Paris Climate Agreement, the framework further aligns Ford's financing actions with our commitment to operate a safe, sustainable and successful business. It is a platform to raise new sources of capital to fund our ambitious plans for battery electric vehicles and better world efforts. The framework achieved the highest-possible 'Advanced' rating from Vigeo Eiris, which is globally recognized for ESG initiatives.
- Ford and Argo AI to launch initial commercial deployment of autonomous vehicles on the Lyft ride-hail platform in 2022 in two U.S. cities – Miami and Austin – with plans to scale.
- Working with Argo AI and Walmart to launch autonomous delivery with Ford autonomous vehicles in Miami, Austin, Texas, and Washington, D.C. — Walmart's first multi-city autonomous delivery collaboration in the U.S.
- Remain committed to our planned investment in self-driving technology of \$7 billion through 2025.
- We continue to test autonomous technology in partnership with Argo AI. With new Argo Lidar, a critical component for a safe autonomous service, integrated on Ford autonomous vehicles, it will allow Ford to expand services beyond dense urban areas to suburbs connected by highways day or night.
- Operating a fresh food delivery pilot with an autonomous shuttle out of the Ford Resource and Engagement Center in Southwest Detroit through the summer of 2022.
- We are addressing air quality in our vehicles, our operations and our financing. Through our research, vehicle development and operations, we are working to reduce emissions of air pollutants, in accordance with increasingly stringent standards around the world.
- Ford continues to collaborate with others testing autonomous vehicle technologies within several business associations, as well as lawmakers, regulators, and the public to realize the safety and societal benefits of autonomous vehicles.
- Our end-to-end solutions help lower total cost of ownership for our customers, and in particular, reduce complexity for commercial customers.
- Through Ford Pro, we will also help small and large businesses globally transition their fleets to zero emission vehicles by providing a suite of support, including EV consulting, charging, telematics, service, and financing.
- The City:One program uses a community-centered approach to develop innovative mobility solutions that address safety, sustainability, equity and accessibility to support the ever-changing mobility needs of cities and their residents. In 2019–2020, we hosted City:One Challenges in four locations: Indianapolis, Michigan Central Station in Detroit, Austin and Mexico City. In working with those communities, we generated more than 400 proposals and secured nearly \$1 million in funding to support tangible and equitable mobility pilots for residents, workers and visitors. In 2021, multiple Challenge winners began activating their mobility pilots to deliver real-world impact.
- During the last three years, Ford has been restoring historic buildings, including the iconic Michigan Central Station, constructing new ones and building out connected spaces in Corktown, Detroit to transform the area into Michigan Central, a mobility innovation district that brings together innovators to incubate and speed development of transportation solutions. While construction is still underway, innovation in the district is already happening. One example is a partnership with Newlab, a New York-based accelerator, that began in 2020. Together, Michigan Central and Newlab have created two mobility innovation studios. One to address mobility issues on a macro scale with an EV track focused on electrifying commercial fleets, as well as an autonomous vehicle track focused on the first and last mile of a journey. The second, a civic studio – Accessible Streets – designed to improve transportation and access in the neighborhoods around Michigan Central Station – all upholding our commitment to the local communities.
- In collaboration with a Ford Fund and Gleaners Community Food Bank food delivery program called FREC (Ford Resource and Engagement Center) on the Go, we are operating a pilot through the summer of 2022 to deliver fresh produce to mobility-challenged senior citizens via an autonomous low-speed shuttle.

More Information

- IR:** [How We Create Sustainable Value > page 36](#)
- IR:** [Mobility Solutions and Autonomous Vehicles > pages 50-52](#)
- HRR:** [Air Quality > page 30](#)
- HRR:** [Climate Change > page 34](#)



SDG 12: Responsible Consumption and Production

Ensure sustainable consumption and production patterns

Why Is This a Priority?

Manufacturing vehicles requires the use of natural resources, some of which have a limited or finite supply. We aspire to eliminate single-use plastics from our operations by 2030, reach true zero waste to landfill across our operations and utilize only recycled or renewable content in vehicle plastics.

How We're Contributing

Our Operations:

- Ford and SK Innovation to invest \$11.4 billion and create nearly 11,000 new jobs in Tennessee and Kentucky with production of the electric vehicles and lithium-ion batteries in 2025, creating first greenfield carbon neutral facilities. The assembly plant will be designed to be carbon neutral with zero-waste to landfill once fully operational.
- We invested \$1 billion to modernize our vehicle assembly facility in Cologne to turn it into the Ford Cologne Electrification Center.

Waste and Recycling:

- We aspire to reach true zero waste to landfill across our operations and eliminate single-use plastics from our operations by 2030.
- We reuse or recycle any waste we do generate wherever possible, avoiding the landfill and providing us with an additional supply of valuable resources.
- Over five years from a 2017 baseline, we are targeting a 35% reduction in waste sent to landfill, a 15% reduction in waste generation and a 25% reduction in general trash. We are developing a strategy to achieve our aspiration of eliminating single-use plastics from our global operations by 2030.
- In addition to our focus on reducing waste to landfill at our facilities, we are focused on minimizing the amount of waste we generate. Beginning in the third quarter of 2021, all Ford manufacturing plants in China achieved zero waste to landfill (ZWTL). Waste generated in all factories will either be managed for thermal destruction with or without energy recovery or recycled instead of being sent to landfills for final disposal. All of our European facilities have acquired ZWTL status, which means they send absolutely no waste to landfill.
- Ford has 89 zero waste to landfill (ZWTL) sites globally, including manufacturing and non-manufacturing sites.
- 74% of manufacturing facilities are true ZWTL.
- Ford Thailand Manufacturing and AutoAlliance Thailand are making significant efforts to support environmentally friendly initiatives, including using renewable energy, reducing CO₂ emissions, and practicing zero waste to landfill.
- In 2021, Ford facilities around the world sent approximately 16,300 metric tons of waste to landfill, 7% less than in 2020.
- Ford shared waste reduction best practices with nearly 80 key Tier 1 suppliers through PACE program.
- We increased FastPACE participation by over 60% from 2020, sharing Ford best practices in waste reduction with suppliers from China, India, Thailand, and South Africa.
- Ford is the largest automotive closed-loop aluminum recycler in the world. We worked closely with our aluminum sheet suppliers to create unique alloys just for closed-loop recycling. Our closed-loop system recovers aluminum scrap during parts stamping and saves 95% of the energy that would be required to create new aluminum from raw ore. This closed loop recycling system is used to build the F-Series, recovering up to 20 million pounds of high-strength, military-grade, aluminum alloy per month. Ford maximizes aluminum recycling in our plants and minimizes the need for primary metal.
- Ford is continuing to drive the future of automotive 3D printing, this time teaming up with HP to innovatively recycle spent 3D printer powders and parts turning them into injection-molded vehicle parts – an industry first.
- Ford Bronco Sport Parts made from 100% Ocean-Harvested Plastic is an Industry First.

More Information

- IR:** [Waste Management](#) > page 95
- IR:** [Sustainable Materials](#) > pages 96-97
- HRR:** [Access to water and sanitation](#) > page 28
- HRR:** [Climate Change](#) > page 34
- TCFD:** [About this report](#) > page 2
- CDPW:** [CDP Water Response](#)



SDG 12: Responsible Consumption and Production

Ensure sustainable consumption and production patterns

Why Is This a Priority?	How We're Contributing	More Information
	<p>Sustainable Materials:</p> <ul style="list-style-type: none"> • Our LCA-based studies evaluate potential environmental implications of vehicle raw materials and manufacturing; for example, aluminum production and recycling, recycled polymers, cradle-to-gate impacts of lithium-ion batteries, environmental benefits of using second-life EV batteries, and additive manufacturing. • Renewable, plant-based materials also play a role in our sustainability strategy. Ford has launched over a dozen industry-first, plant-based materials in production vehicles since 2007, establishing a reputation as a leader in this space. These robust materials are often lighter in weight, improving fuel economy. They also sequester carbon during the plants growing phase, reducing global warming impacts, and they require less energy to manufacture. Ford first sustainable materials include soy foam, wheat straw, rice hulls, tree-based cellulose, coconut fiber, and coffee chaff. • Batteries are at the heart of our electrification strategy. We are collaborating with Redwood Materials to integrate battery recycling into our domestic battery strategy. Redwood's recycling technology can recover, on average, more than 95% of strategic materials such as nickel, cobalt, lithium and copper. These materials can be recycled in a closed-loop with Redwood moving to produce anode copper foil and cathode active materials for future battery production. Using locally produced, recycled battery materials, will help ensure valuable materials in products re-enter the supply chain, reducing our reliance on the existing commodities supply chain that will be quickly overwhelmed by industry demand. • Our packaging guidelines for North America and Asia Pacific require our suppliers' packaging to have at least a neutral, if not positive, environmental footprint, achieved through the use of 100% recycled, renewable or recyclable materials. • The team at the Dagenham Engine Plant in the U.K. have been honored for creating the Frame Tray system, injection-molded trays and lids that can be endlessly recycled, saving millions of dollars and 50% increase in packing density. • We also work to minimize substances of concern in our products and facilities. We have developed a list of targeted chemicals compiled from international, authoritative sources and engage suppliers to reduce these substances through process efficiencies, product replacements or reformulation. • To help our suppliers source materials ethically and responsibly, we use enhanced requirements in contracts, reporting requests and transparent dialogue. We've extended our responsible sourcing requirements beyond conflict minerals. We monitor our supply chains to ensure our materials are safe and responsibly sourced. • In January 2021, we joined the Initiative for Responsible Mining Assurance (IRMA), a global group that promotes ecologically and socially responsible mining in large-scale operations. We also joined the Copper Mark's Advisory Council in early 2021. 	



SDG 13: Climate Action

Take urgent action to combat climate change and its impacts

Why Is This a Priority?

Climate change is a global challenge that affects us all, so we are strengthening our commitment to the Paris Agreement through our aspiration to achieve carbon neutrality by 2050. Emissions from our operations and the use of our vehicles contribute to climate change, negatively impacting people and communities.

How We're Contributing

Carbon Neutrality:

- Our commitment to carbon neutrality by no later than 2050 is at the heart of our climate change strategy. We are the only full-line U.S. automaker committed to reducing CO₂ emissions in line with the Paris Agreement and working with California for stronger greenhouse gas emission standards.
- At the COP26, the UN Climate Summit in November 2021, we signed the RouteZero pledge committing to rapidly accelerating the transition to zero emission vehicles to achieve the goals of the Paris Agreement and working towards all sales of new cars and vans being zero emission globally by 2040, and by no later than 2035 in leading markets.
- To achieve our carbon neutrality goal, we are focusing on three areas that account for approximately 95 percent of our CO₂ emissions – our vehicles, our operations and our suppliers. Our strategy to achieve carbon neutrality by 2050 is supported by:
 - Electrifying our iconic vehicles beginning with the iconic Mustang Mach-E which launched in late 2020 and the E-Transit and the F-150 Lightning which will be on the market in 2022
 - Investing in EV technology and charging infrastructure in North America and Europe
 - Investing in clean manufacturing to create the future of our industry
 - Working with suppliers to reduce their emissions and develop science-based emissions reduction targets in line with the Paris Agreement
- The above pledges are backed by interim targets approved by the Science Based Targets initiative (SBTi). Our emissions targets call for a 76% reduction in Scope 1 and 2 GHG emissions by 2035 from a 2017 base year, and a 50% reduction in Scope 3 GHG emission per vehicle kilometer from use of sold products by 2035 from a 2019 base year.
- We're investing \$50 billion in electric vehicles and battery production from 2022 through 2026.
- By 2026 we will grow to an annual production of more than 2 million EVs.
- Expect EVs to represent 50% of global sales volume by 2030.
- Ford and SK Innovation to invest \$11.4 billion and create nearly 11,000 new jobs in Tennessee and Kentucky with production of the electric vehicles and lithium-ion batteries in 2025, creating our first greenfield carbon neutral facilities.
- In November 2021, we announced a \$2.5 billion green bond to help us achieve our carbon neutrality goal. Proceeds from the bond sales are aimed at initiatives to benefit the environment, including designing developing and manufacturing zero-emissions transportation solutions.
- Improved energy efficiency and conservation in our facilities and manufacturing processes have resulted in a 35% reduction in our GHG footprint since 2017.
- Global amount of renewable electricity for 2021 was 32.4%.
- Joined the U.S. Department of Energy's Better Climate Challenge to reduce GHG emissions from our facilities by at least half by 2030.
- The [We Are Committed to Protecting Human Rights and the Environment](#) policy commits Ford to drive human progress by enhancing the health and well-being of the communities that surround us, respecting the rights of the people who live there and protecting the environment.
- Our Supplier Code of Conduct outlines our requirements for supplier relationships in areas related to human rights, the environment, responsible material sourcing, responsible and lawful business practices and the associated implementation of these principles.

Climate Reporting:

- We are committed to transparently reporting our climate change strategies and their resilience. We have received the 2020 CDP ratings and received A ratings for both Water and Climate (our 3rd year in a row as "A" for climate and 7th for water).
- We have issued climate change scenario reports since 2020. This year we have produced our first consolidated report that combines our Climate Change Scenario Report and the Task Force on Climate-related Financial Disclosures (TCFD) Index.
- Shared GHG emission reduction best practices with nearly 80 key Tier 1 suppliers through PACE.
- FastPACE suppliers, a streamlined version of our PACE supply chain sustainability program, key partners in China, India, Thailand and South Africa are on track to save an estimated 4,909 metric tons of CO₂ over the next three years.

More Information

- IR:** [Climate Change](#) > pages 83-90
- HRR:** [Climate change](#) > page 34
- TCFD:** [About this Report](#) > page 2
- CDPC:** [CDP Climate Response](#)
- CDPW:** [CDP Water Response](#)



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Bloomberg Gender-Equality Index (GEI) Survey



Integrated Sustainability and Financial Report 2022
sustainability.ford.com | shareholder.ford.com

Our leadership in sustainability enables our business today, sets us on the pathway for a continued strong business for decades to come, and will help build a better world, where every person is free to move and pursue their dreams.



Bloomberg Gender-Equality Index Survey 2022

Ford Motor Company is proud to be one of 418 global companies listed in Bloomberg’s Gender-Equality Index (GEI) 2022. For the fourth year in a row, Bloomberg has recognized Ford for demonstrating a high level of disclosure and overall performance across five dimensions: Female Leadership & Talent Pipeline, Equal Pay & Gender Pay Parity, Inclusive Culture, Sexual Harassment Policies and Pro-Women Brand.

To support our aspiration to become the world’s most trusted company, we publish our GEI survey results along with our annual Integrated Sustainability and Financial Report. The 2022 Bloomberg GEI Survey represents 2020 data.



I am exceptionally proud that for the fourth straight year, Ford Motor Company has been recognized as a global leader in Bloomberg’s annual Gender Equality Index (GEI). This highlights our “show not tell” commitment to improving gender equality across not only our business, but with our partners and in the communities which we live and work. Strong senior leadership commitment combined with grassroots efforts from the Women of Ford Employee Resource Group (ERG) and large contingent of “Men as Allies” ensure we make progress everyday towards achieving our DEI North Star: We are family. We celebrate our difference. We all belong.”

Lori Costew, Chief Diversity Officer

Section 1: Female Leadership & Talent Pipeline

Question	Answer (2020 Data)	Supplementary Information
All responses in Section 1 must represent a minimum of 80% of the company’s global workforce, unless otherwise noted.		
1a How many total directors are on the company’s board?	14	
1b How many women are on the company’s board?	3	
1c What percentage of the company’s board is composed of women?	21.43%	Alexandra Ford English was elected to the board in May 2021, raising the current percentage of women on the board to 28.57%.
2 Is the company’s current Chairperson or equivalent position held by a woman?	No	
3 Is the company’s current CEO or equivalent position held by a woman?	No	
4 How many executive officers are women?	2	
5 What percentage of the company’s named executive officers are women?	20%	For 2021 data, see Performance Data 2022 > page 4
6 Does the company have a Chief Diversity Officer (CDO) or an executive with the primary function of managing the company’s diversity and inclusion initiatives?	Yes	
7 Does the company require a gender-diverse slate of candidates for all management roles?	No	In 2022, our management recruiting teams have instituted diversity of slate metrics. The target rates apply to percentage of final interview slate diversity and measure gender globally and both gender and ethnicity within the U.S. 2022 Targets: Middle Management = 50%; Senior Management = 85%
8 What percentage of the company’s senior management are women?	19.8%	For 2021 data, see Performance Data 2022 > page 4 GEI response includes 2020 data for Women in Senior Management by Region and Executive Officers by Gender.*

*Includes salaried positions only.

Section 1: Female Leadership & Talent Pipeline – continued

Question	Answer (2020 Data)	Supplementary Information	
9	What percentage of the company's middle/ other management are women?	28.9%	For 2021 data, see Performance Data 2022 > page 4. GEI response includes combined 2020 data for Women in Middle Management by Region and Women in Supervisory Positions.*
10	What percentage of entry-level positions are held by women?	54.14%	*
11	What percentage of the company's revenue-producing roles are held by women?	24.29%	Revenue producing roles are defined as roles in Ford Mobility, Marketing, Sales and Service, Customer Experience, Enterprise Product Line Management, Ford Credit, Ford Customer Service Division, General Management, Manufacturing, Product Development and Strategy, excluding administrative roles.*
12	What percentage of the company's IT workforce are women?	29.87%	*
13	What percentage of the company's engineering workforce are women?	17.59%	*
14	What percentage of the company's total employee workforce are women?	27.7%	*
15	What percentage of employees promoted during the fiscal year were women?	31.38%	*
16	What percentage of employees that left the company during the fiscal year were women?	30.83%	*
17	What percentage of employees hired during the fiscal year were women?	31.11%	*
18	Does the company have a targeted recruiting strategy to increase female hires?	Yes	See Integrated Sustainability and Financial Report 2022 > Human Capital and Diversity, Equity and Inclusion, pages 55-61.
19	Does the company publicly share a specific, time-bound action plan with targets to increase the representation of women in leadership positions?	No	In 2021, we created Aspirational Goals to increase the gender representation and racial diversity of our senior leadership. These goals are tracked quarterly by every Skill Team and Business Unit Leader.
20a	Did the company suspend hiring during the fiscal year due to the introduction of COVID-19 to the working environment?	No	We did not suspend any hiring and instead switched to virtual hiring and onboarding processes. We also kept our internship program by going virtual and had over 600 interns in 2020 and 2021.
20b	Of total employees furloughed or required to take an extended leave of absence during the fiscal year as a direct or indirect result of COVID-19 on the working environment, what percentage were women?	24%	All employees were furloughed in the U.K. 24% of the UK salaried employees were female. This equates to approximately 1.9% of the total workforce.
20c	Of total employees terminated during the fiscal year as a direct or indirect result of the introduction of COVID-19 to the working environment, what percentage were women?	N/A	No employees were terminated in 2020 as a result of COVID-19.
20d	Of total employees assigned reduced working hours during the fiscal year as a direct or indirect result of the introduction of COVID-19 to the working environment, what percentage were women?	N/A	Working hours were not reduced as a result of COVID-19.
20e	Of total employees volunteering reduced working hours during the fiscal year as a direct or indirect result of the introduction of COVID-19 to the working environment, what percentage were women?	64%	The Enhanced Sabbatical program in Summer 2020 allowed employees to voluntarily take time off in one-month blocks, while continuing to receive 25% of their salary and continued benefits coverage. 64% of the program participants were women.
21a	What percentage of the company's total United States (US) employee base is women?	25.10%	Includes both hourly and salaried employees.
21b	What percentage of the company's total United States (US) employees base is multi-cultural women?	12.04%	Includes both hourly and salaried employees.
21c	Would you like to report your US EEO-1 Report for the fiscal year to Bloomberg for publication?	Yes	See Equal Employment Opportunity 2021 Employer Information Report

Section 2: Equal Pay & Gender Pay Parity

All responses in Section 2 must represent a minimum of 80% of the company's global workforce, unless otherwise noted.

22	What percentage of the company's top 10% compensated employees are women?	20.67%	Calculation excludes executives, of which 16.2% are women.
23	Did the company perform a global equal pay audit (also referred to as a pay equity review) during the fiscal year to identify differences in pay between men and women doing equivalent work?	Yes	
24	Did the company publicly disclose a quantitative compensation review by gender for the fiscal year?	Yes	
25a	For what percentage of your workforce can you provide consolidated pay data?	100%	Ford maintains pay data for all employees in its workforce. While most reviews have focused on base pay, there have been occasions when data on other compensation elements has been extracted and/or analyzed.*
25b	What is the company's proportion of women in the top pay quartile globally?	21.36%	*

*Includes salaried positions only.

Section 2: Equal Pay & Gender Pay Parity – continued

Question	Answer (2020 Data)	Supplementary Information
25c What is the company's proportion of women in the upper middle pay quartile globally?	24.62%	*
25d What is the company's proportion of women in the lower middle pay quartile globally?	34.85%	*
25e What is the company's proportion of women in the lower pay quartile globally?	32.62%	*
25f What is the company's global mean (average) raw gender pay gap?	17.11%	Ford included all elements of compensation in its calculation of this ratio. Ratios reported for 2020 and earlier GEI were derived solely from base pay. Year-over-year trends prior to 2021 cannot be judged by comparing this ratio to responses from prior surveys. Ford's 2022 Global Salaried Gender Pay Ratio, which represents the weighted average ratio of mean female and male salaries within peer groups** worldwide, was 98.0%. While ratios provide a rough measure of pay equity, they do not account for individual circumstances. Although our analyses show no indications of systemic pay bias, we will continually monitor our entire compensation structure to ensure that all employees are paid appropriately. **A peer group consists of employees in the same region, salary grade and skill team, when available.
26 Does the company publicly share a specific, time-bound action plan to close its gender pay gap?	No	The gender pay gap, as defined by Bloomberg, is the raw difference between average male and female pay levels, disregarding any differences such as experience, education, skills, or job role. All of these factors affect the pay level that is appropriate for any employee, regardless of gender. Our commitment, therefore, is to identify and close any gaps that may exist taking into account all of these factors, which is not tied to the gender pay gap as Bloomberg defines it. We are committed to equal pay for equal work. Employee compensation in each market should be fair and equitable, irrespective of gender, race, or similar personal characteristics.

Section 3: Inclusive Culture

All responses in Section 3 must represent a minimum of 80% of the company's global workforce of full-time employees, unless otherwise noted. The responses do not include part-time or unionized employees.

Global Parental Leave		
27a What is the minimum number of weeks of fully paid primary parental leave offered by the company? If there is not a global standard, provide the minimum leave policy.	10	Although Ford does not have a global standard for paid primary parental leave, we develop affordable, competitive benefit programs that will be used to attract, motivate, and retain employees. Our guiding principles define key areas that are important for ensuring our Compensation & Benefits philosophy is applied consistently across the business.
27b What is the minimum number of weeks of fully paid secondary parental leave offered by the company? If there is not a global standard, provide the minimum leave policy.	0	Although Ford does not have a global standard for paid secondary parental leave, we develop affordable, competitive benefit programs that will be used to attract, motivate, and retain employees. Our guiding principles define key areas that are important for ensuring our Compensation & Benefits philosophy is applied consistently across the business.
28a For US Employees only: How many weeks of fully paid primary parental leave does the company offer?	16	New Parent Days are paid days off that may be taken by employees in the first 12 months following the birth, adoption or foster placement of a child. New Parent Days may be taken until the child's first birthday or the first anniversary of the child's placement in the home.*
28b For US Employees only: For those employees that returned from primary parental leave during the fiscal year, what was the average number of fully paid weeks taken?	16	*
28c For US Employees only: How many weeks of fully paid secondary parental leave does the company offer?	8	New Parent Days are paid days off that may be taken by employees in the first 12 months following the birth, adoption or foster placement of a child. New Parent Days may be taken until the child's first birthday or the first anniversary of the child's placement in the home.*
28d For US Employees only: For those employees that returned from secondary parental leave during the fiscal year, what was the average number of fully paid weeks taken?	8	*
29 Of women who returned from parental leave during fiscal year 2019, what percentage remained employed by the company 12 months after their return?	89.9%	New Parent Ramp-Up is an experimental program in the US designed to help new parents adjust to balancing work and family obligations. Under this program, employees with new children (via birth, adoption or foster care) may work a 60%–80% reduced schedule for four weeks (typically the first four weeks following return from leave of absence, if one was taken) at full pay.
30 Does the company provide access to on-site lactation rooms?	Yes	All facilities provide a place, other than a bathroom, that is shielded from view and is free from intrusion from coworkers and the public for employees to express breast milk. This functional space has, at a minimum, a place for the nursing mother to sit, a table on which to place the pump and an electrical outlet. In addition, storage/shipment of expressed milk is considered a reasonable business expense which can be charged to the nursing mother's corporate credit card while traveling on Company business.

*Includes salaried positions only.

Section 3: Inclusive Culture – continued

Question	Answer (2020 Data)	Supplementary Information
Insurance and benefits		
31a For Global Employees: Does the global workforce receive adoption assistance through company and/or government support?	Yes	Adoption assistance is provided in most locations, including time-off paid by the Company or a combination between Company and Government.
31b For US Employees: Does the US workforce receive adoption assistance through company and/or government support?	Yes	
32a For Global Employees: Does the global workforce receive insurance coverage for fertility services through company and/or government support?	No	
32b For US Employees: Does the US workforce receive insurance coverage for fertility services through company and/or government support?	No	
33a For Global Employees: Does the global workforce receive insurance coverage for egg-freezing through company and/or government support?	No	
33b For US Employees: Does the US workforce receive insurance coverage for egg-freezing through company and/or government support?	No	
34a For Global Employees: Does the global workforce receive insurance coverage for contraception through company and/or government support?	Yes	
34b For US Employees: Does the US workforce receive insurance coverage for contraception through company and/or government support?	Yes	
35a For Global Employees: Does the global workforce receive insurance coverage for gender reassignment service through company and/or government support?	Yes	
35b For US Employees: Does the US workforce receive insurance coverage for gender reassignment service through company and/or government support?	Yes	
Family Care		
36a Is the global workforce eligible to receive back-up child care services or child care subsidies through company and/or government support?	Yes	
36b Is the global workforce eligible to receive back-up elder care services or elder care subsidies through company and/or government support?	No	
37 Does the company offer an option to control and/or vary the start or end times of the workday or workweek (e.g. flextime)?	Yes	In addition to the standard 5 days per week, 8 hours per day work schedule, the Company offers several alternative work schedules that permit employees to work a specified number of hours on most days of the week coordinated with scheduled time off on other days through Flex Working Hours/Alternate Starting Time.*
38 Does the company offer an option to control and/or vary the location where employees work (e.g. telecommuting, work from home)?	Yes	*
39a Did the company maintain or enhance existing telecommuting/flexible policies to support employees in the COVID-19 working environment?	Yes	The global telecommuting guidelines were evaluated to find opportunities. The Remote Working Guidelines were developed to enhance prior programs and to improve employee job satisfaction while facing COVID-19 working environment.
39b Did the company offer any monetary support, subsidies, and/or offer consultation services to support transition/ adjusted working environment due to the introduction of COVID-19?	Yes	For employees Ford offered an enhanced sabbatical, flexible scheduling options, alternative work schedules, transitional work arrangement and additional flexible family care programs. Ford also offered up to 6 free mental health consultations with Counseling Services through Health Management Systems of American. In order to help with childcare and homeschooling Ford also offered a discount at Learning Care Group childcare centers across the US, free one-time support or discounted on-going tutoring support from Sylvan Learning Centers, a Safe At Home backup childcare service, online parent communities, and Ford volunteer run virtual study halls. Throughout the pandemic Ford has provided appropriate PPE to all employees continuing to work onsite.
39c Did the company provide additional paid time off to support family care or bereavement?	Yes	

*Includes salaried positions only.

Section 3: Inclusive Culture – continued

Question	Answer (2020 Data)	Supplementary Information
Career Development		
40a Did the company conduct an employee engagement survey for all employees during the fiscal year?	Yes	
40b If the company conducted an employee engagement survey, were results assessed by gender?	Yes	
41 Does the company have Employee Resource Groups or Communities for women?	Yes	See Ford Employee Resource Groups
42 Does the company mandate all managers complete unconscious bias training to raise self-awareness of implicit bias and provide tools or strategies to reduce discriminatory behaviors?	No	Participation in diversity programs, including unconscious bias training, is integrated into the continuous learning and development of managers and employees and throughout organizational objectives without being mandated.
43 Do senior managers have clear diversity and inclusion goals included as part of their annual performance reviews?	No	Starting in 2021, as part of our commitment to accelerating our diversity, equity and inclusion (DEI) efforts, every corporate officer will have an individual DEI performance objective and in 2022 this was expanded to all salaried employees globally (see Integrated Sustainability and Financial Report 2022 > Human capital and diversity, equity and inclusion, page 55 for further information). Performance against personal objectives influences overall performance ratings, which determine individual payouts under our annual cash incentive plan.
44 Does the company have a publicly available company policy that explicitly condemns sexual harassment in the workplace?	Yes	See We are Committed to Protecting Human Rights and the Environment Policy
45 Are employees required to complete sexual-harassment training at least once a year?	No	Ford delivered mandatory anti-harassment training for all global employees in 2020. Sexual harassment training is mandatory for all new hires.

Section 4: Sexual Harassment Policies

46 For all sexual harassment allegations, does the company utilize an impartial third-party investigator, or have an internal independent investigation function, that reports directly to the board?	Yes	See Integrated Sustainability and Financial Report 2022 > Board's Role in Risk Management, pages 106-107
47 Does the company prohibit nondisclosure agreements (e.g. confidentiality provisions or silencing agreements) pertaining to claims of sexual harassment in settlement agreements, unless requested by the victim?	No	
48 Does the company require employees to take sexual harassment claims to private arbitration?	No	

Section 5: Pro-Women Brand

49 Does the company evaluate all advertising and marketing content for gender biases prior to publication?	Yes	Ford is a member of the Association of National Advertisers' #SeeHer initiative. We score our advertising using its Gender Equality Measure (GEM™) methodology and we leverage its insights into media planning with partners that create positive images of women and girls in their content as well. Ford ads perform 4 percentage points higher than industry average in GEM. We have incorporated these questions into all of our creative copy test research with our research partner Phoenix. Ford is also a founding partner of FREE THE WORK (FTW), an initiative to bring more diversity and inclusion to how we source production. FTW seeks increases in underrepresented creators, in both bidding and within key production roles, to better tell authentic stories.
50 Does the company assess gender balance in machine learning in order to prevent algorithms from perpetuating gender biases?	Yes	The Artificial Intelligence/Machine Learning team assesses gender balance in machine learning data and maintains prevention of algorithms from perpetuating gender biases.
51 Does the company have a Supplier Diversity program that includes women suppliers/vendors?	Yes	Ford Supplier Diversity & Inclusion
52 Does the company have a program designed to recruit women returning back to the workforce after taking a career break?	Yes	Ford's Re-Entry Program, partnering with SWE + iRelaunch, aims to help career re-launchers who exited the workforce or have been underemployed for two or more years.
53 Has the company allocated specific resources for both retaining and increasing the percentage of women clients or customers in any of its businesses?	Yes	Ford has dedicated resources for Focus audience marketing. Bespoke programs have been executed with key media partners, with the specific intention of improving opinion, consideration, purchase and loyalty with women. To ensure the best possible results, metrics and standards are set in collaboration with our Global Data Analytics team, whereby performance is monitored and optimized as necessary.
54a Does the company track the client or customer base by gender?	Yes	Ford collects gender-specific data for both product intenders (Brand Equity and Awareness Tracking (BEAT) study) and owners (New Vehicle Customer Study – (NVCS)) via proprietary research studies to understand share of market and comparisons year over year and against industry averages and best in class.
54b Does the company track customer satisfaction feedback by gender?	Yes	Ford collects gender-specific data for both product intenders (BEAT study) and owners (NVCS) via proprietary research studies to understand share of market and comparisons year over year and against industry averages and best in class.

*Includes salaried positions only.

Section 5: Pro-Women Brand – continued

Question	Answer (2020 Data)	Supplementary Information
54c Does the company measure the retention of women clients or customers in any of its businesses?	Yes	Ford collects gender-specific data for both product intenders (BEAT study) and owners (NVCS) via proprietary research studies to understand share of market and comparisons year over year and against industry averages and best in class.
55a Does the company offer and/or fund any lending, savings, or other financial products specifically for women-owned businesses – micro, small or other?	Yes	Ford extends accelerated payment terms to women's business enterprises (WBEs) to address cash flow constraints and utilizes its Supplier Risk Management Group to identify and support at-risk diverse suppliers with tools to assess financial health.
55b Where applicable, does the company track repayment rates by gender?	N/A	Under the Equal Credit Opportunity Act (ECOA), as a lender, we cannot treat applicants differently based on a prohibited basis – which includes on the basis of race, color, religion, national origin, sex, marital status or age.
Education		
56a Does the company conduct and/or sponsor any financial education programs targeting women in the community that are not employees or clients?	Yes	2020 programs: HERImpact (U.S.) SHE-MOVES (Nigeria, South Africa)
56b Does the company conduct and/or sponsor any health or insurance education programs targeting women in the community that are not employees or clients?	Yes	2020 programs: Warriors In Pink (U.S.) SHE-MOVES (Nigeria, South Africa)
56c Does the company conduct and/or sponsor any STEM education programs targeting women in the community that are not employees or clients?	Yes	Girls Engineering Academy STEMinista MCWT – Camp Infinity and Girls Get it Close Women of Color in STEM Conference (Ford sponsor, Recognition for Ford Employees)
Public Support for Women		
57 Has the company given monetary support during the fiscal year to any nonprofit organization(s) with a primary mission of advocating for gender equality in the workplace?	Yes	Inforum Michigan Michigan Council of Women in Technology Girls Who Code
58 Has the CEO or equivalent issued a signed CEO Statement of Support to the United Nations (UN) Women's Empowerment Principles?	Yes	UN Women's Empowerment Principles
77 Is the company a verified active participant to the United Nations (UN) Global Compact?	Yes	UN Global Compact: Ford Motor Company
78 Is the company EDGE certified, or in the process of certification, globally or in any markets?	No	

*Includes salaried positions only.



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