



Global Reporting Initiative (GRI) Index

2023



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It takes big dreams and bold action to be a leader in sustainability. Our sustainability efforts drive our business today, and our aspirations chart a path forward on the road to better.





GRI Index 2023

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
GRI 2: General Disclosures 2021		
The organization and its reporting practices		
2-1	Organizational details <ul style="list-style-type: none">Legal nameNature of ownership and legal formLocation of headquartersCountries of operation	<ul style="list-style-type: none">Ford Motor CompanyForm 10-K > Item 5. Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities, page 33Information available at Contact usInformation available at Worldwide Locations
2-2	Entities included in the organization's sustainability reporting	<ul style="list-style-type: none">Integrated Sustainability and Financial Report 2023 > Reporting Scope and Boundaries, page 99Form 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 reportingReporting period for financial reportingPublication date of the reportContact point for questions about the report	<ul style="list-style-type: none">Calendar year 2022, annuallyCalendar year 2022April 3, 2023sustaina@ford.com
2-4	Restatements of information	<ul style="list-style-type: none">Integrated Sustainability and Financial Report 2023 > Performance Data, pages 100-111
2-5	External assurance <ul style="list-style-type: none">Policy and practice for seeking external assuranceExternal assurance of sustainability reporting	<ul style="list-style-type: none">Integrated Sustainability and Financial Report 2023 > Data Assurance, page 99
Activities and workers		
2-6	Activities, value chain and other business relationships <ul style="list-style-type: none">SectorsValue chainOther relevant business relationshipsSignificant changes compared to the previous reporting period	<ul style="list-style-type: none">AutomotiveIntegrated Sustainability and Financial Report 2023 > How We Create Sustainable Value, page 20Integrated Sustainability and Financial Report 2023 > Our Stakeholders, page 21For more information, please see GRI Appendix > Stakeholder Engagement, page 15No significant changes reported
2-7	Employees <ul style="list-style-type: none">Total number of employees and breakdown by gender and regionTotal number of permanent, temporary, non-guaranteed hours, full-time and part-time employees, and breakdowns by gender and regionMethodologies and assumptions used to compile dataContext information necessary to understand the data reportedSignificant fluctuations during and between reporting periods	<ul style="list-style-type: none">172,762 (hourly and salaried) total workforce. Breakdown by region available at Integrated Sustainability and Financial Report 2023 > Performance Data, Workforce Profile, page 105. 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 availableData 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 2023 > Human Capital and Diversity, Equity and Inclusion, pages 61-69Not applicable – no significant fluctuations recorded
2-8	Workers who are not employees <ul style="list-style-type: none">Total number of workers who are not employees and whose work is controlled by the organizationMethodologies and assumptions used to compile the dataSignificant fluctuations during reporting periods	<ul style="list-style-type: none">Information unavailable – this data is not readily available and is not tracked today.



GRI Standard	GRI Disclosure	Location and Notes
Governance		
2-9	Governance structure and composition <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 2023 > Accountable and Inclusive Governance, pages 95-98• Integrated Sustainability and Financial Report 2023 > Sustainability Governance, page 97• Integrated Sustainability and Financial Report 2023 > Board of Directors Composition, page 95• Proxy Statement 2023
2-10	Nomination and selection of the highest governance body <ul style="list-style-type: none">• Nomination and selection process• Criteria	<ul style="list-style-type: none">• Proxy Statement 2023
2-11	Chair of the highest governance body	<ul style="list-style-type: none">• Proxy Statement 2023• Integrated Sustainability and Financial Report 2023 > Board Role and Responsibilities, page 96
2-12	Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none">• Integrated Sustainability and Financial Report 2023 > Sustainability Governance, page 97
2-13	Delegation of responsibility for managing impacts <ul style="list-style-type: none">• Responsible delegates• Reporting process	<ul style="list-style-type: none">• Integrated Sustainability and Financial Report 2023 > Management Processes, pages 97-98• Integrated Sustainability and Financial Report 2023 > Board's Role in Risk Management, page 97
2-14	Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none">• Integrated Sustainability and Financial Report 2023 > Management Processes, page 97• 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	Conflicts of interest <ul style="list-style-type: none">• Processes for the highest governance body• Disclosure to stakeholders	<ul style="list-style-type: none">• Information available at Code of Business Conduct and Ethics for Members of the Board of Directors• Proxy Statement 2023
2-16	Communication of critical concerns <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 Code of Business Conduct and Ethics for Members of the Board of Directors• Governance & Policies• Total number and nature of critical concerns communicated are considered confidential.
2-17	Collective knowledge of the highest governance body <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">• Information available at Charter of the Sustainability and Innovation Committee of the Board of Directors• Proxy Statement 2023• The Sustainability, Innovation and Policy Committee will monitor and review trends in Sustainability, Safety, Innovation, and Policy.
2-18	Evaluation of the performance of the highest governance body <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	Remuneration policies <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 2023• 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, every corporate officer has an individual DEI performance objective. Performance against personal objectives influences overall performance ratings, which determine individual payouts under our Annual Incentive Compensation Plan (AICP).
2-20	Process to determine remuneration <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 2023
2-21	Annual total compensation ratio <ul style="list-style-type: none">• Ratio of annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees• Ratio of the percentage increase in total compensation for the organization's highest paid individual 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">• Proxy Statement 2023• This information is considered confidential.• Proxy Statement 2023



GRI Standard	GRI Disclosure	Location and Notes
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	<ul style="list-style-type: none">Integrated Sustainability and Financial Report 2023 > Letter From Bill Ford and Jim Farley, page 4
2-23	Policy commitments <ul style="list-style-type: none">Policy commitments for responsible business conductPolicy commitment to respect human rights	<ul style="list-style-type: none">Integrated Sustainability and Financial Report 2023 > Our Sustainability Strategy: On The Road to Better, page 12; Transparency, Business Ethics and Integrity, page 92Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7
2-24	Embedding policy commitments	<ul style="list-style-type: none">Integrated Sustainability and Financial Report 2023 > Management Processes, page 97Information available at Charter of the Sustainability and Innovation Committee of the Board of Directors
2-25	Processes to remediate negative impacts	<ul style="list-style-type: none">Integrated Sustainability and Financial Report 2023 > Reporting Violations, page 92Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7
2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none">Integrated Sustainability and Financial Report 2023 > Reporting Violations, page 92
2-27	Compliance with laws and regulations	<ul style="list-style-type: none">Form 10-K > Item 3. Legal Proceedings, pages 29-31In 2022, Ford facilities globally received five new notices of violations in the United States and one new potential notices of violation in Argentina 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 2023 > Trade Associations and Memberships Focusing on U.S. Policy Issues, page 94Information available at 2022 U.S. Political Engagement Report
Stakeholder engagement		
2-29	Approach to stakeholder engagement	<ul style="list-style-type: none">Integrated Sustainability and Financial Report 2023 > Our Stakeholders, page 21. For more information, please see GRI Appendix > Stakeholder Engagement, page 15
2-30	Collective bargaining agreements <ul style="list-style-type: none">Percentage of total employees covered by collective bargaining agreementsDetermination of working conditions for employees not covered by collective bargaining agreements	<ul style="list-style-type: none">69% of our global workforce is covered by collective bargaining agreements.Not applicable
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	<ul style="list-style-type: none">Integrated Sustainability and Financial Report 2023 > Our Material Topics, page 11; Appendix 1; Material Topics, page 112
3-2	List of material topics <ul style="list-style-type: none">List of material topicsChanges compared to the previous reporting period	<ul style="list-style-type: none">Integrated Sustainability and Financial Report 2023 > Our Material Topics, page 11; Appendix 1; Material Topics, page 112
3-3	Management of material topics	<ul style="list-style-type: none">The management of each of our material topics is included in 3-3 of the topic disclosures within this GRI Index.
Material Topics		
GRI 200 Economic: Standard Series		
GRI 201: Economic Performance 2016		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Financial Highlights, page 8; How We Create Sustainable Value, page 20; Management Processes, page 97 Form 10-K > Ford Motor Company and Subsidiaries Financial Statements, pages 106–108
201-1	Direct economic value generated and distributed	Form 10-K > Ford Motor Company and Subsidiaries Financial Statements Note 19: Debt and Commitments, pages 106–108
201-2	Financial implications and other risks and opportunities due to climate change	Climate Change Report 2023 > Climate-Related Risks and Opportunities, page 14 Form 10-K > Item 1.A Risk Factors, pages 16-26
201-3	Defined benefit plan obligations and other retirement plans	Form 10-K > Ford Motor Company and Subsidiaries, Notes to the Financial Statements. Note 17 Retirement Benefits pages 145-153
201-4	Financial assistance received from government	We receive grants, tax incentives and low- or no-interest loans from many countries and subdivisions of countries. 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. Form 10-K > Government Incentives, page 120; Financial Risks, page 23; Accounting Standards issued but not yet adopted, page 92, Ford Motor Company and Subsidiaries Financial Statements, pages 106-108
GRI 202: Market Presence 2016		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Management Processes, page 97
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 Standard	GRI Disclosure	Location and Notes
GRI 203: Indirect Economic Impacts 2016		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Socioeconomic Contribution and Community Engagement, pages 85-87; Management Processes, page 97
203-1	Infrastructure investments and services supported	Integrated Sustainability and Financial Report 2023 > How We Create Sustainable Value, page 20; Supplier Diversity and Inclusion, page 68; Human Rights and Supply Chain Management, pages 74-79; Socioeconomic Contribution and Community Engagement, pages 85-87
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.
203-2	Significant indirect economic impacts	Integrated Sustainability and Financial Report 2023 > How We Create Sustainable Value, page 20; Electric Vehicles, Batteries and Charging Infrastructure, pages 24-29; Connected Vehicles, Mobility Solutions and AI, pages 31-33; Socioeconomic Contribution and Community Engagement, pages 85-87 United Nations Sustainable Development Goals Index
GRI 204: Procurement Practices 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Supplier Code of Conduct, page 13 Integrated Sustainability and Financial Report 2023 > Human Rights and Supply Chain Management, page 74; Management Processes, page 97 Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7
204-1	Proportion of spending on local suppliers	This information is considered confidential. Integrated Sustainability and Financial Report 2023 > Supplier Diversity and Inclusion, pages 68
GRI 205: Anti-corruption 2016		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Anti-Bribery and Anti-Corruption, page 92; Management Processes, page 97 Ford Code of Conduct > Anti-Bribery and Anti-Corruption Supplier Code of Conduct, page 10, 13
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 2023 > Compliance training, page 92 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		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > How We Create Sustainable Value, page 20; Transparency, Ethics and Integrity, page 92; Sustainability Governance, pages 97 Ford Code of Conduct
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Form 10-K > Legal Proceedings, pages 29-30
GRI 207: Tax 2019		
3-3	Management of material topics	Form 10-K > Note 7: Income Taxes, pages 126-129 Charter of the Finance Committee of the Board of Directors, page 3
207-1	Approach to Tax	Form 10-K > Note 7: Income Taxes, pages 126-129 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	Form 10-K > Note 7: Income Taxes, pages 126-129. Country-level details are not reported for confidentiality reasons.
GRI 300 Environmental Standards Series		
GRI 301: Materials 2016		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Circular Economy and End-of-Life, pages 51-53; Waste Management, page 57; Management Processes, page 97
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, EU and Turkey, and 10% by 2025 in China.
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, EU and Turkey, and 10% by 2025 in China. Integrated Sustainability and Financial Report 2023 > Remanufacturing Supports Sustainability Goals, page 53



GRI Standard	GRI Disclosure	Location and Notes
GRI 302: Energy 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment Integrated Sustainability and Financial Report 2023 > Management Processes, page 97 Climate Change Report 2023 > Transforming our Own Operations, page 26
302-1	Energy consumption within the organization	Integrated Sustainability and Financial Report 2023 > Energy Consumption and Renewable Energy, pages 49-50 Integrated Sustainability and Financial Report 2023 > Performance Data > Operational Energy use and CO₂ Emissions, page 102 Climate Change Report 2023 > Transforming our Own Operations, page 26 CDP Climate Change Response (items C8.2a, C8.2c, C8.2d, C8.2e, C8.2g)
302-2	Energy consumption outside of the organization	Based on preliminary data, we estimate 4.27 Exajoules (EJ) will be consumed by Ford vehicles sold in 2022 over a 150,000 mile lifetime. METHODOLOGY: Scope 3 “use of sold products” (vehicles) is Ford's largest source of energy use and CO ₂ emissions (~80%, ref. CDP2022). The on-road well-to-wheels energy metric calculation is consistent with the GHG Protocol methodology used in calculating CO ₂ 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 U.S., EU-27, U.K., Switzerland, China, Canada, Mexico, Australia, Brazil, South Korea, and Saudi Arabia, representing ~88% of vehicles sold. The tank-to-wheels (TTW) energy consumed during vehicle operation is calculated from regional government regulatory reporting data. For internal combustion engine (ICE) vehicles, fleet average gCO ₂ /km is divided by the fuel property g CO ₂ /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 CO ₂ 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.
302-3	Energy intensity	Integrated Sustainability and Financial Report 2023 > Performance Data > Operational Energy use and CO₂ Emissions, page 102 Climate Change Report 2023 > Transforming our Own Operations, page 26
302-4	Reduction of energy consumption	Integrated Sustainability and Financial Report 2023 > Performance Data > Operational Energy use and CO₂ Emissions, page 102
302-5	Reductions in energy requirements of products and services	Climate Change Report 2023 > Innovating our Products, pages 20-24
GRI 303: Water and Effluents 2018		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment Integrated Sustainability and Financial Report 2023 > Water Use and Stewardship, page 55; Management Processes, page 97 Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7
303-1	Interactions with water as a shared source	Integrated Sustainability and Financial Report 2023 > Water Use and Stewardship, page 55 CDP Water Security Response
303-2	Management of water discharge-related impacts	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.
303-3	Water withdrawal	CDP Water Security Response (items W1.2b)
303-4	Water discharge	CDP Water Security Response (items W1.2b)
303-5	Water consumption	CDP Water Security Response (items W1.2 and W1.2b) 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 2021, 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.
GRI 304: Biodiversity 2016		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Biodiversity and Ecosystem Health, page 58; Management Processes, page 97
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	Integrated Sustainability and Financial Report 2023 > Biodiversity and Ecosystem Health, page 58
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 Standard	GRI Disclosure	Location and Notes
GRI 305: Emissions 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment Climate Change Report 2023 > Our Strategic Response, page 18 Integrated Sustainability and Financial Report 2023 > Management Processes, page 97
305-1	Direct (Scope 1) GHG emissions	Integrated Sustainability and Financial Report 2023 > Performance Data > Operational Energy use and CO₂ Emissions, page 102 CDP Climate Change Response > C5, emissions methodology. C6.1, scope 1 emissions. Verification data is not yet available for Ford's 2022 global facility GHG emissions. Ford's 2022 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/UK Emissions Trading Scheme (EU-ETS/UK-ETS) are third-party verified. All EU-ETS/UK-ETS verification statements are provided to Ford, by facility, from Lucideon for U.K. facilities, LRQA España, S.L.U. for Spain and TÜV Rheinland Energy GmbH for Germany. European facilities are verified against the EU-ETS/UK-ETS rules and guidelines. Find out more about EU-ETS/UK-ETS in our CDP Climate Change Response , section 11.
305-2	Energy indirect (Scope 2) GHG emissions	Integrated Sustainability and Financial Report 2023 > Performance Data > Operational Energy use and CO₂ Emissions, page 102 CDP Climate Change Response > C5, emissions methodology. C6.3, scope 2 emissions. Verification data is not yet available for Ford's 2022 global facility GHG emissions. Ford's 2022 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/UK Emissions Trading Scheme (EU-ETS/UK-ETS) are third-party verified. All EU-ETS/UK-ETS verification statements are provided to Ford, by facility, from Lucideon for U.K. facilities, LRQA España, S.L.U. for Spain and TÜV Rheinland Energy GmbH for Germany. European facilities are verified against the EU-ETS/UK-ETS rules and guidelines. Find out more about EU-ETS/UK-ETS in our CDP Climate Change Response , section 11.
305-3	Other indirect (Scope 3) GHG emissions	Integrated Sustainability and Financial Report 2023 > Performance Data > Operational Energy use and CO₂ Emissions, page 102 CDP Climate Change Response (item C6.5)
305-4	GHG emissions intensity	Integrated Sustainability and Financial Report 2023 > Performance Data > Operational Energy use and CO₂ Emissions, page 102 CDP Climate Change Response (items C5, C6, C6.10, C7 and C-TO7.8)
305-5	Reduction of GHG emissions	Integrated Sustainability and Financial Report 2023 > Performance Data > Emissions (VOC and Other), page 102
305-6	Emissions of ozone-depleting substances (ODS)	Integrated Sustainability and Financial Report 2023 > Performance Data > Emissions (VOC and Other), page 102
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Integrated Sustainability and Financial Report 2023 > Performance Data > Non-CO₂ Tailpipe Emissions, page 102
GRI 306:Waste 2020		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment Integrated Sustainability and Financial Report 2023 > Waste Management, page 57; Management Processes, page 97
306-1	Waste generation and significant waste- related impacts	Integrated Sustainability and Financial Report 2023 > Waste Management, page 57 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 2023 > Waste Management, page 57 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	Integrated Sustainability and Financial Report 2023 > Performance Data > Waste, page 103
306-4	Waste diverted from disposal	Integrated Sustainability and Financial Report 2023 > Performance Data > Waste, page 103
306-5	Waste directed to disposal	Integrated Sustainability and Financial Report 2023 > Performance Data > Waste, page 103
GRI 308: Supplier Environmental Assessment 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment Policy, pages 3-4 Integrated Sustainability and Financial Report 2023 > Responsible Sourcing of Raw Materials, page 77; Management Processes, page 97 Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7 Supplier Code of Conduct
308-1	New suppliers that were screened using environmental criteria	Integrated Sustainability and Financial Report 2023 > Performance Data > Supply Chain Management, pages 108-109
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 2022. For more information, please see Ford's CDP Water Security 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		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Human Capital and Diversity, Equity and Inclusion, page 61 Human Rights Report 2022 > Our Approach to Human Rights, pages 9-23 Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7
401-1	New employee hires and employee turnover	Integrated Sustainability and Financial Report 2023 > Performance Data > Diversity, page 105 Integrated Sustainability and Financial Report 2023 > Performance Data > Employee Engagement, page 107 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, 2022 who are eligible for eight weeks of new parent days: 29,230 (women: 8,151; men: 21,061). 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		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment Ford Code of Conduct Supplier Code of Conduct Integrated Sustainability and Financial Report 2023 > Human Capital and Diversity, Equity and Inclusion, page 61; Management Processes, page 97 Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7
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 403: Occupational Health and Safety 2018		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment Ford Code of Conduct Supplier Code of Conduct Integrated Sustainability and Financial Report 2023 > Employee Health, Safety and Wellbeing, pages 70-73; Management Processes, page 97 Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7, Occupational Health, Safety and Wellbeing, page 22
403-1	Occupational health and safety management system	Integrated Sustainability and Financial Report 2023 > Employee Health, Safety and Wellbeing, pages 70-73 Human Rights Progress Report 2023 > Occupational Health, Safety and Wellbeing, page 22
403-2	Hazard identification, risk assessment and incident investigation	Our Safety Operating System (SOS) ensures the work environment within our facilities is safe for our employees and meets or exceeds all regulatory and Company requirements. The SOS operates in conjunction with the Safe Observation Index, which ensures our employees are working safely, and Pre-Task Analysis ,which identifies work hazards and mitigation techniques. We continue to utilize the Global Event Reporting Tool (GERT), which enables us to quickly notify locations of a significant event, provides a forum for Ford to communicate and provide guidance on Corrective Actions. These corrective actions require facilities to make changes, improvements, and implement controls to prevent re-occurrence of these significant incidents Safety performance is managed by Senior Leadership through Plant Operation Reviews (POR), Manufacturing Safety Councils (MSC), and Safety Process Review Board meetings (SPRB). 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. Integrated Sustainability and Financial Report 2023 > Employee Health, Safety and Wellbeing, pages 70-73



GRI Standard	GRI Disclosure	Location and Notes
403-3	Occupational health services	<p>Human-centered design can transform the auto industry's approach to manufacturing. We have leveraged past learnings and conducted new research to formulate the following five key priorities to address the occupational demands specific to manufacturing - Health Equity, Learning and Growth, Engagement and Choice, Culture and Understanding and Environmental Impact.</p> <p>Ford ensures that our programs, policies and employment practices recognize the diverse needs of all our employees.</p> <p>The identification and elimination of hazards and the minimization of risks are managed through the OSHA.</p> <p>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.</p> <p>Integrated Sustainability and Financial Report 2023 > Employee Health, Safety and Wellbeing, pages 70-73</p>
403-4	Worker participation, consultation, and communication on occupational health and safety	<p>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.</p> <p>Integrated Sustainability and Financial Report 2023 > Employee Health, Safety and Wellbeing, pages 70-73</p> <p>Ford Code of Conduct</p>
403-5	Worker training on occupational health and safety	<p>All Ford team members are expected to participate in all required safety training, understand and follow our policies, processes, and requirements; wear or use all required personal protective equipment; never take shortcuts or avoid required safety practices; and speak up immediately if they see unsafe behavior or hazardous conditions</p> <p>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.</p> <p>Integrated Sustainability and Financial Report 2023 > Employee Health, Safety and Wellbeing, pages 70-73</p>
403-6	Promotion of worker health	<p>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.</p> <p>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.</p> <p>Integrated Sustainability and Financial Report 2023 > Employee Health, Safety and Wellbeing, pages 70-73</p>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>Our Safety Operating System (SOS) ensures the work environment within our facilities is safe for our employees and meets or exceeds all regulatory and Company requirements. The SOS operates in conjunction with the Safe Observation Index, which ensures our employees are working safely, and Pre-Task Analysis ,which identifies work hazards and mitigation techniques.</p> <p>We continue to utilize the Global Event Reporting Tool (GERT), which enables us to quickly notify locations of a significant event, provides a forum for Ford to communicate and provide guidance on Corrective Actions. These corrective actions require facilities to make changes, improvements, and implement controls to prevent re-occurrence of these significant incidents</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Integrated Sustainability and Financial Report 2023 > Employee Health, Safety and Wellbeing, pages 70-73</p>
403-8	Workers covered by an occupational health and safety management system	<p>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.</p> <p>Internally, we have a structure of health and safety standards that align requirements established from OSHA, other applicable global regulations and applicable industry standards.</p> <p>The structure of the Safety Operating System (SOS) is based on these requirements.</p> <p>The scope of the SOS is Ford's majority-owned facilities. Joint ventures are encouraged to adopt Ford standards.</p> <p>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.</p>
403-9	Work-related injuries	<p>Integrated Sustainability and Financial Report 2023 > Our Safety Record, page 71</p> <p>Integrated Sustainability and Financial Report 2023 > Performance Data > Employee Health and Safety, page 106</p> <p>Data for occupational global injury breakdown is omitted as this information is considered confidential.</p>
403-10	Work-related ill health	<p>Integrated Sustainability and Financial Report 2023 > Wellbeing, page 72</p> <p>Integrated Sustainability and Financial Report 2023 > Performance Data > Employee Health and Safety, page 106</p> <p>Data for work-related ill health breakdown is omitted as this information is considered confidential.</p>



GRI Standard	GRI Disclosure	Location and Notes
GRI 404: Training and Education 2016		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Attracting and Keeping Talent, page 62 ; Learning Strategies, page 63 ; Management Processes, page 97 Human Rights Progress Report 2023 > Just Transition > page 12
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 2023 > Attracting and Keeping Talent, page 62 Human Rights Progress Report > Just Transition, page 12 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		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment Ford Code of Conduct Supplier Code of Conduct Integrated Sustainability and Financial Report 2023 > Human Capital and Diversity, Equity and Inclusion, pages 61-69 ; Management Processes, page 97
405-1	Diversity of governance bodies and employees	Integrated Sustainability and Financial Report 2023 > 2022 Gender and Race/Ethnicity Metrics, page 64 Integrated Sustainability and Financial Report 2023 > Performance Data > Workforce Profile, page 105
405-2	Ratio of basic salary and remuneration of women to men	Integrated Sustainability and Financial Report 2023 > Human Capital and Diversity, Equity and Inclusion, pages 61-69 Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7, Fair & Equal Wages > page 20 We do not currently report ratio by region or employee category. For more information, please see Ford's Bloomberg Gender-Equality Index Survey
GRI 406: Non-discrimination 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment Ford Code of Conduct Supplier Code of Conduct Integrated Sustainability and Financial Report 2023 > Management Processes, page 97 Human Rights Progress Report 2023, Our Approach and Strategy, pages 6-7, Harassment and Discrimination, page 21
406-1	Incidents of discrimination and corrective actions taken	Integrated Sustainability and Financial Report 2023 > Performance Data > Confirmed Harassment Allegations, page 107 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		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment Ford Code of Conduct Supplier Code of Conduct Integrated Sustainability and Financial Report 2023 > Employee Health, Safety and Wellbeing, pages 70-73 ; Management Processes, page 97 Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	In 2022, Freedom of association non-conformances accounted for 6% of labor non-conformances. Integrated Sustainability and Financial Report 2023 > Performance Data > Supply Chain Management, pages 108-109 Human Rights Report 2022 > Our Commitment to Human Rights, page 8 Human Rights Progress Report 2023 > Fair and Equal Wages, page 20
GRI 408: Child Labor 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment Ford Code of Conduct Supplier Code of Conduct Integrated Sustainability and Financial Report 2023 > Management processes, page 97 Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7; Child Labor, page 18



GRI Standard	GRI Disclosure	Location and Notes
408-1	Operations and suppliers at significant risk for incidents of child labor	In 2022, Child Labor non-conformances accounted for 0% of labor non-conformances. Integrated Sustainability and Financial Report 2023 > Performance Data > Supply Chain Management, pages 108-109 2022 Human Rights Report > Our Commitment to Human Rights, page 8 Human Rights Progress Report 2023 > EV Battery Raw Materials and Processing, pages 10-11; Child Labor, page 18
GRI 409: Forced or Compulsory Labor 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment Ford Code of Conduct Supplier Code of Conduct Integrated Sustainability and Financial Report 2023 > Management processes, page 97 Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7; Forced Labor & Ethical Recruitment, page 20
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	In 2022, Forced Labor non-conformances accounted for 0% of labor non-conformances. Integrated Sustainability and Financial Report 2023 > Performance Data > Supply Chain Management, pages 108-109 Human Rights Progress Report 2023 > Forced Labor and Ethical Recruitment, page 20
GRI 413: Local Communities 2016		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Socioeconomic Contribution and Community Engagement , pages 85-87; Management Processes, page 106 Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7; Just Transition > page 12
413-1	Operations with local community engagement, impact assessments, and development programs	Integrated Sustainability and Financial Report 2023 > Socioeconomic Contribution and Community Engagement , pages 85-87 Human Rights Progress Report 2023 > Salient Issues Update, page 15 Ford Fund Annual Report
413-2	Operations with significant actual and potential negative impacts on local communities	Form 10-K > Item 3. Legal Proceedings, pages 29-30
GRI 414: Supplier Social Assessment 2016		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Human Rights and Supply Chain Management, page 74; Management Processes, page 97 Human Rights Progress Report 2023 > Supply Chain Due Diligence, pages 8-9
414-1	New suppliers that were screened using social criteria	As we work to extend compliance with legislation, we are broadening our scope to include all 4,500 Tier 1 supplier sites to ensure compliance with the Supplier Code. Using the industry standard Drive Sustainability Self Assessment Questionnaire (SAQ), we analyze our suppliers' policies to ensure they are aligned with ours. Armed with this information, our sourcing decisions now include results from the SAQ and suppliers' willingness to work with us on compliance through our sourcing process Integrated Sustainability and Financial Report 2023 > Human Rights and Supply Chain Management, page 74 Human Rights Progress Report 2023 > Supply Chain Due Diligence, pages 8-9
414-2	Negative social impacts in the supply chain and actions taken	Human Rights Progress Report 2023 > Supply Chain Due Diligence, pages 8-9 In the period covered by the report, no suppliers were terminated for negative impacts.
GRI 415: Public Policy 2016		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Government Regulations, Policy and Engagement, page 94, Management Processes, page 97
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 2022 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. 2022 U.S. Political Engagement Report
GRI 416: Customer Health and Safety 2016		
3-3	Management of material topics	Ford Code of Conduct Integrated Sustainability and Financial Report 2023 > Product Safety and Quality, pages 80-84, Management Processes, page 97 Human Rights Progress Report 2023 > Our Approach and Strategy, pages 6-7, Product Safety and Quality, page 23
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. Integrated Sustainability and Financial Report 2023 > Product Safety and Quality, pages 80-84
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	72 safety recalls in the US; 114 safety recalls globally Integrated Sustainability and Financial Report 2023 > Performance Data > Vehicle Safety, page 111



GRI Standard	GRI Disclosure	Location and Notes
GRI 417: Marketing and Labeling 2016		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Customer Engagement, Marketing and Satisfaction, pages 34-38; Management Processes, page 97
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. Integrated Sustainability and Financial Report 2023 > Customer Engagement, Marketing and Satisfaction, Responsible Marketing, pages 34-38
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		
3-3	Management of material topics	Ford Code of Conduct Integrated Sustainability and Financial Report 2023 > Data Protection, Privacy and Cyber Security, page 93; Management Processes, page 97
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	This information is considered confidential.
Connected Vehicles, Digital Services and Artificial Intelligence		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Connected Vehicles, Mobility Solutions and AI, pages 31-33; Management Processes, page 97
Electric Vehicles, Batteries and Charging Infrastructure		
3-3	Management of material topics	Integrated Sustainability and Financial Report 2023 > Electric Vehicles, Batteries and Charging Infrastructure, pages 24-29; Management Processes, page 97



GRI Appendix

Material Issue Definitions

Material Issue	Definition
Products and Services	
Accessible and Affordable Mobility Solutions	Providing accessible and affordable transportation and charging solutions, prioritizing traditionally underserved communities and other scenarios that can hinder EV ownership.
Connected Vehicles, Digital Services and Artificial Intelligence	Accelerating innovation in Ford's connected vehicle and mobility businesses and embracing technology, data and software in new ways, all whilst considering and further understanding the ethical challenges associated with advancing this market.
Customer Experience and Responsible Marketing	Maintaining customer satisfaction and loyalty through the quality of Ford's customer service and experience, from interactions with dealers and vehicle purchase through vehicle ownership, maintenance, and updates. Committing to responsible and ethical advertisements, communications and sales strategies.
Electric Vehicles, Batteries and Charging Infrastructure	Investing to reduce fuel consumption and GHG emissions from Ford vehicles by producing electrified versions of popular nameplates and innovating to develop more efficient EV and battery technologies with improved lifecycles. Partnering and investing to provide accessible charging networks to support the shift to electrification.
Environment	
Air Quality	Minimizing local emissions of non-greenhouse gas air pollutants through Ford's direct operations or through the use of our products, that impact air quality, atmospheric conditions and/or human health.
Circular Economy and End-of-Life	Directing innovation towards 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.
Climate Change and Carbon Neutrality	Assessing and responding to the impact of global climate-related risks and pursuing carbon neutrality through reducing CO ₂ emissions from upstream and downstream activities, including Ford's direct and indirect operations and logistics, and use of lower carbon fuels. Researching and developing alternative powertrains and fuel options across all Ford vehicles providing customers with efficient, low-carbon alternatives.
Energy Consumption and Renewable Energy	Optimizing energy use through increasing access to affordable, reliable and sustainable energy – including renewable sources – for Ford's business and customers.
Environmental Management	Minimizing environmental impacts through Ford's direct operations, including minimizing operational waste and targeting zero waste to landfill, ensuring efficient water use, management, treatment and discharge, and developing solutions to preserve biodiversity and restore ecosystems.
People	
Employee Health, Safety and Wellbeing	Nurturing a fair, just and inclusive workplace culture that promotes diversity in all its forms, and promotes collaboration, individual development and communication to grow employee contentment, accomplishment, satisfaction, and motivation. Ensuring the physical safety and mental health and wellness of employees.
Human Capital Management and Diversity, Equity and Inclusion	Supporting the transition to a low-carbon future through promoting job creation, job retention, technical and career readiness, and training and development. This includes promoting diversity in all its forms, supporting the active integration and fair treatment of all employees, and upholding the legal rights and fundamental principles that regulate labor relations between workers and employers.
Human Rights and Supply Chain Management	We are committed to respecting human rights everywhere we operate and throughout our entire value chain. At all times respecting human rights and good labor relations throughout our own operations and the supply chain through setting policies and practices. Ensuring supply continuity of materials, capacity building and improved performance, including greater social and environmental performance. Our goal is to only source materials that have been responsible sourced.
Socioeconomic Contribution and Community Engagement	Addressing societal challenges at a local level and strengthening local communities through targeted investment, positive engagement and partnering for sustainable development.
Product Safety and Quality	Maintaining or improving the quality of Ford's products, including safety, performance issues, recalls and third-party ratings. Designing and manufacturing vehicles that 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	
Corporate Governance and Risk Management	Ensuring transparent and accountable corporate governance practices through promoting the fair and effective functioning of the Board, its committees and the Company. Complying with government regulations, policies and expectations on a range of issues including climate change, taxation and environmental standards. Ford's processes and practices aimed at optimizing its financial, social and environmental value in the long term.
Data Protection, Privacy and Cyber Security	Responsibility of Ford to use employee and customer data, and artificial intelligence tools, responsibly. Data science and analytics enables a better understanding of consumer behavior and should be harnessed to help maintain user privacy and improve digital and physical asset security.
Transparency, Business Ethics and Integrity	Ensuring appropriate structures are in place to combat corruption, bribery and conflicts of interest, and manage corporate risk while embedding ethical business practices. Integrity is promoted throughout operations, empowering employees to take responsibility for their own actions. This is accompanied by regular, transparent reporting.



Our stakeholders

	Who they are	Why they are important	How we engage
Communities	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. Ford Fund co-creates and invests in partnerships and programs across three impact areas: essential services, education for the future of work, and entrepreneurship. 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.	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.	<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• Employee Resource Groups (ERGs)• Government relations - supporting policy that benefits our communities
Customers	Our relationship with our customers is at the core of our company. 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. Together with our dealers, we are creating a better purchase and ownership experience for our customers to help build life-long trust and satisfaction. Interacting face-to-face, on the phone, or virtually, we value our customers. And through our customer experience measurement platform and market research, we listen and respond to customer feedback, increasing our understanding of their needs, concerns and preferences.	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.	<ul style="list-style-type: none">• Customer experience measurement platform• Market research• Loyalty and membership rewards programs• Dealer interactions• Ford service Pickup & Delivery and Mobile Service experiences• FordPass app• Ford.com website• Ford Owners magazine
Dealers	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.	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.	<ul style="list-style-type: none">• Intranet communications• Brand sales and service representatives• Brand Dealer Councils• Dealer roundtables• Ford Guest Experience dealer training• President's Circle• Salute to Dealers• Advertising and public service announcements• Dealer Attitude Survey
Employees	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 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 company-wide diversity, equity and inclusion (DEI) audits. The initiatives organized by our 12 Employee Resource Groups are also important catalysts for fostering a culture of inclusion.	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.	<ul style="list-style-type: none">• Intranet site• Monthly Town Halls with executive leadership• 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• Listening sessions• Employee surveys• Employee Resource Groups (ERGs)• Test drive and vehicle reveal events• Social Action Council
Investors, Analysts and Shareholders	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.	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.	<ul style="list-style-type: none">• Investment community forums• Quarterly earnings communications• Annual shareholders' meeting• Integrated Sustainability and Financial Report and executive summary• Investor website• 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	Thousands of businesses, large and small, provide Ford with the materials, technologies and services that we need to produce market-leading, cost-effective vehicles. 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.	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.	<ul style="list-style-type: none">• Supplier Code of Conduct• Global Terms and Conditions• Top Supplier meetings• Ford Partnership for A Cleaner Environment (PACE)• Manufacture 2030• Supplier quality roundtables• Supplier training• Supplier Diversity Development Networking• External supplier organizations and partnerships• Third-party assurers including the Initiative for Responsible Mining (IRMA), Responsible Minerals Initiative (RMI) and Responsible Business Alliance (RBA)• Drive Sustainability Self Assessment Questionnaires (SAQs)• RBA Worker Voice Platform
Government and NGOs	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	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.	<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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