

Company:	Ford
Sector:	Automotive Manufacturing
Report Year:	2013
Headquarters:	Dearborn, Michigan
Standard Application:	GRI G3 A
Format:	Matrix (interactive) with expanded listing

## Materiality Matrix

You have selected:  
**High Impact, High Concern**

**14** material issues have been identified as having a high current or potential impact on Ford and a high concern to stakeholders.

Issues at this level set the agenda for our sustainability strategy and our printed report.  
[→ Our reporting priorities](#)

Select a level of the m

### Sustainability vision and management

<span>∨</span> <b>Sustainability vision, governance and management</b>	
Definition/description	Includes governance structures, goals and indicators, business case, stakeholder engagement, reporting
Comments	Continued to increase in importance to stakeholders since last analysis. Added the sub-issue of linking management performance assessments and compensation to sustainability issues.
Trend (from previous analysis)	↗ Increased in importance to stakeholders
More information	<a href="#">→ Our Strategy</a> <a href="#">→ Sustainability Governance</a> <a href="#">→ Sustainability Management</a> <a href="#">→ Stakeholder Engagement</a>


### Public policy


<span>∨</span> <b>GHG/fuel economy regulation</b>	
Definition/description	Regulation of vehicle emissions globally, state-by-state regulation in U.S.; increasing stringency and inconsistency of regulation; challenges posed by lack of U.S. federal climate legislation
Comments	Some decrease in concern for stakeholders on this issue, likely due to passage of new national Corporate Average Fuel Economy (CAFE) requirements in the U.S., new EU requirements in Europe and lack of progress on national GHG regulations in the U.S. However, both stakeholder concern and impact on Ford remained high enough to maintain this issue as an "upper right, most material" issue.
Trend (from previous analysis)	↔ Already at the highest level
More information	<a href="#">→ Climate Change Policy and Partnerships</a> <a href="#">→ Ford's Greenhouse Gas Emissions</a> <a href="#">→ Public Policy Positions</a>


### Governance

<span>∨</span> <b>Human rights strategy</b>	
Definition/description	Includes Ford's policies and practices related to human rights
Comments	In previous analyses, an issue of top concern for stakeholders. It fell to mid-concern in the last analysis but returned to high concern in this analysis.
Trend (from previous analysis)	↗ Increased in importance to stakeholders
More information	<a href="#">→ Human Rights in the Supply Chain: Ford's Approach</a>


## Climate Change

<a href="#"> <span>▼</span> Low-carbon strategy                 </a>	
Definition/description	Ford's strategy to reduce carbon emissions from products and operations; goals and targets; use of renewable energy and offsets
Comments	Strongly related to other material issues; of high interest to government and investors and increased in interest to communities since the last analysis.
Trend (from previous analysis)	 Already at the highest level
More information	<ul style="list-style-type: none"> <li><a href="#">→ Climate Change</a></li> <li><a href="#">→ Sustainable Technologies and Alternative Fuels Plan</a></li> <li><a href="#">→ Electrification: A Closer Look</a></li> <li><a href="#">→ Operational Energy and Greenhouse Gas Emissions</a></li> </ul>

<a href="#"> <span>▼</span> Vehicle GHG emissions                 </a>	
Definition/description	Ford's product actions to meet its carbon dioxide (CO <sub>2</sub> ) target
Comments	Increasingly driven by regulatory requirements as well as Ford's voluntary product CO <sub>2</sub> goal.
Trend (from previous analysis)	 Already at the highest level
More information	<ul style="list-style-type: none"> <li><a href="#">→ Climate Change</a></li> <li><a href="#">→ Sustainable Technologies and Alternative Fuels Plan</a></li> <li><a href="#">→ Electrification: A Closer Look</a></li> <li><a href="#">→ Vehicle Fuel Efficiency and CO<sub>2</sub> Emissions Progress and Performance</a></li> </ul>

<a href="#"> <span>▼</span> Electrification strategy                 </a>	
Definition/description	Ford's strategy to deliver electric vehicles to the marketplace and work with partners to address infrastructure and utility interface issues
Comments	Reflects the challenges of transitioning from traditionally fueled vehicles to plug-in vehicles and modest consumer uptake of electric vehicles.
Trend (from previous analysis)	 Already at the highest level
More information	<ul style="list-style-type: none"> <li><a href="#">→ Sustainable Technologies and Alternative Fuels Plan</a></li> <li><a href="#">→ Electrification: A Closer Look</a></li> </ul>

## Water

<a href="#"> <span>▼</span> Water strategy – local community impacts                 </a>	
Definition/description	Includes growing recognition of water as a key sustainability issue, including water scarcity and risks, need for water risk assessments, and understanding of linkages between water and carbon
Comments	Reorganized for this analysis to disaggregate the impacts of water issues on communities, Ford operations, and Ford product decisions. Added issue of human right to water.
Trend (from previous analysis)	 Already at the highest level
More information	<ul style="list-style-type: none"> <li><a href="#">→ Water Impacts, Risks and Opportunities</a></li> <li><a href="#">→ Operating in Water-Scarce Regions</a></li> <li><a href="#">→ Water: Overview</a></li> </ul>

<a href="#"> <span>▼</span> Water strategy – water impacts of products                 </a>	
Definition/description	A new issue incorporating the water impacts of different powertrain, fuel and other vehicle technology decisions
Comments	Impacts largely occur at raw materials phase of Ford value chain (e.g., materials for batteries) and use phase (e.g., upstream impacts of fuel production).
Trend (from previous analysis)	New
More information	<ul style="list-style-type: none"> <li><a href="#">→ Water Impacts, Risks and Opportunities</a></li> <li><a href="#">→ Operating in Water-Scarce Regions</a></li> <li><a href="#">→ Water: Overview</a></li> <li><a href="#">→ Progress in Reducing Water Use</a></li> <li><a href="#">→ Water Consumption in the Vehicle Lifecycle</a></li> </ul>

### Water strategy – water impacts of operations

<p>▼</p>	
Definition/description	Includes impacts on water sources, water management, cost of water and discharges to water
Comments	Particular concern in areas of water scarcity; issue gaining a higher public profile.
Trend (from previous analysis)	↗ Increased in importance to stakeholders
More information	<ul style="list-style-type: none"> <li>→ <a href="#">Water Impacts, Risks and Opportunities</a></li> <li>→ <a href="#">Operating in Water-Scarce Regions</a></li> <li>→ <a href="#">Water: Overview</a></li> <li>→ <a href="#">Progress in Reducing Water Use</a></li> <li>→ <a href="#">Water Consumption in the Vehicle Lifecycle</a></li> </ul>

## Operations

<p>▼ <b>Environmental management</b></p>	
Definition/description	High-level environmental operational concerns, including environmental management, environmental compliance
Comments	Continues to have highest importance to Ford, reflecting continued management focus on achieving environmental targets. Increased in importance to external stakeholders since last analysis.
Trend (from previous analysis)	↗ Increased in importance to stakeholders
More information	<ul style="list-style-type: none"> <li>→ <a href="#">Greening Our Operations</a></li> <li>→ <a href="#">Environmental Management</a></li> </ul>

## Supply chain sustainability

<p>▼ <b>Human Rights in the Supply Chain: Ford's Approach</b></p>	
Definition/description	Issues covered by Ford's working conditions code; need for industry cooperation
Comments	Increased in importance to investors since last analysis, remains of high interest to communities, suppliers and NGOs.
Trend (from previous analysis)	➡ Already at the highest level
More information	<ul style="list-style-type: none"> <li>→ <a href="#">Human Rights in the Supply Chain: Ford's Approach</a></li> <li>→ <a href="#">Sustainable Raw Materials</a></li> </ul>

<p>▼ <b>Supplier relationships</b></p>	
Definition/description	Includes importance of Ford's financial viability to suppliers and vice versa, and importance of strong relationships as well as the established policies and performance commitments
Trend (from previous analysis)	➡ Already at the highest level
More information	<ul style="list-style-type: none"> <li>→ <a href="#">Creating a Sustainable Supply Chain: Ford's Approach</a></li> <li>→ <a href="#">Building Strong Supplier Relationships</a></li> </ul>

<p>▼ <b>Sustainable raw materials</b></p>	
Definition/description	Includes issues around conflict minerals, rare earth metals and other strategic materials, and overall impacts of raw material extraction on the environment, communities, geopolitics and Ford's costs
Trend (from previous analysis)	➡ Already at the highest level
More information	<ul style="list-style-type: none"> <li>→ <a href="#">Sustainable Raw Materials</a></li> </ul>

<p>▼ <b>Supply chain environmental sustainability</b></p>	
Definition/description	Includes the need to address carbon and water issues in supply chain relationships
Trend (from previous analysis)	➡ Already at the highest level
More information	<ul style="list-style-type: none"> <li>→ <a href="#">Supply Chain Environmental Management</a></li> </ul>