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**Prepared Remarks to Ford Motor Company Executive Leadership Team  
Presentation of the 2010 World's Most Ethical Companies Award  
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I would like to start with a few words about the Ethisphere Institute. The Ethisphere Institute was founded with the intent of researching corporate ethics best practices, measuring corporations' ethical behavior, and looking for correlations that might support the notion that ethical business is more profitable.

The credo of the Institute is "Good. Smart. Business. Profit" and it is in this simple phrase that we embody that if a company is "good" to its employees, communities, customers, shareholders and other stakeholders, that will be profitable for the company. And we will know that a behavior that delivers profits becomes self-sustaining and repeated. It is our mission to support that.

To that end, we have recognized dozens of companies around the world for superior ethical practices within their industry. We believe that every industry has a leader who stands head and shoulders above the others—setting a pace that competitors must strive to keep up with, let alone follow. We have seen companies that have been recognized by Ethisphere use that recognition in broad communications to their employees, customers, regulators and others. This, in turn, reinforces the underlying desired behavior—the goal of our Institute—and is in the public's interest.

We are here to discuss that recognition. But before going any further, I would like to share with you a few words:

*In recent months, the reputations of some of the largest and best-known American companies have been tarnished by exposure of illegal, unethical or questionable acts by members of management. We can be sure, as a result, that all companies will be watched more closely and held to a higher standard... Public confidence in the leadership of all major institutions, public and private, is now at a low ebb.*

Sounds like I am reading from today's paper, right? Or perhaps an issue of the Wall Street Journal or New York Times from back in May? Some of you in the room might recognize that is from a cover letter written by Henry Ford II to Ford's management on May 1, 1976.

Mr. Ford goes on to outline some of the expected behavioral practices and some controls—a number of which are still best practices in corporate ethical behavior today—including his strident encouragement that:

*Any misconduct that could cause legal, governmental, or public relations problems for the Company should be reported to me, relying, as far as possible, on normal channels...morale and efficiency can be destroyed if conscience is not accompanied by realism, and that rules are not interpreted with common sense.*

# ETHISPHERE

This brings us back to us here today. Each year, the Ethisphere Institute examines thousands of companies from around the globe across 35 industries. This includes measuring the companies on eight criteria, including innovation for public good, corporate citizenship, corporate governance, compliance and ethics communication and controls, sustainability and human rights, and tone and leadership. This includes examining both public and private records, as well as talking to external stakeholders such as suppliers, customers, regulators and NGOs.

Once again, in doing this we are looking for industry leadership versus peers. Or to put it quite colloquially, companies that “get it.”

Ford “gets it.” Ford scored extremely well on virtually all of our measurement criteria, clearly outpacing competitors. Particular areas of strength include:

- A track record of innovation for public good as demonstrated by Ford’s industry-leading fuel efficiency and safety initiatives;
- A high level of transparency and public accessibility into governance, citizenship and other corporate issues;
- Effective communications in 14 languages to employees around the globe on ethics and responsibility issues; and
- Strong and active support of human rights, diversity and the UN Global Compact.

Furthermore, there is no greater opportunity to prove real intent than in time of crisis. As we all know, similar to 1976, our country and world has been suffering from a global economic shock. The auto industry, without question, has been near the epicenter of this crisis. However, just as in 1976, we see that Ford is not shirking its ethical commitments and emphasizes on being a responsible corporate citizen. Instead, Ford remains morally strong and thoroughly communicates that to employees and the public.

That embodies what our Institute stands for, and it is our great pleasure to present the Ford Motor Company with this trophy for its outstanding ethical performance and winner as being recognized as one of the Ethisphere Institute’s 2010 World’s Most Ethical Companies.

Congratulations.