



**Joe W. Laymon**  
Group Vice President  
Corporate Human Resources

**Ford Motor Company**  
One American Road  
Dearborn, MI 48126-2798 USA

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Matt Foreman  
National Gay and Lesbian Task Force  
1325 Massachusetts Avenue N.W.  
Washington, D.C. 20005

Joe Solmonese  
Human Rights Campaign  
1640 Rhode Island Avenue N.W.  
Washington, D.C. 20006

Neil Giuliano  
Gay and Lesbian Alliance Against Defamation  
248 West 35<sup>th</sup> Street  
8<sup>th</sup> Floor  
New York, New York 10001

Craig Bowman  
National Youth Advocacy Coalition  
1638 R Street N.W., Suite 300  
Washington, D.C. 20009

Jody Huckaby  
Parents, Families and Friends of  
Lesbians and Gays  
1726 M Street N.W.  
Suite 400  
Washington, D.C. 20036

Alexander Robinson  
National Black Justice Coalition  
1725 I Street, N.W.  
Suite 300  
Washington, DC 20006

Jeff Montgomery  
Triangle Foundation  
19641 West Seven Mile Road  
Detroit, Michigan 48219-2721

Dear Friends:

Thank you again for taking the time to speak with us on Monday. In my view, it was the start of a valuable and healthy dialogue, and I was pleased to be there on behalf of Bill Ford, Chairman and CEO of Ford Motor Company.

My intention was to be direct and forthright. You deserve no less. I appreciate your candor in return. I'd like to take this opportunity to review the information we shared face-to-face and to tell you how our thinking has evolved.

You asked us specifically to reaffirm our principles of nondiscrimination and inclusiveness. We agreed, without any reservations, and issued a statement immediately after the meeting in which Bill Ford did so personally. We pointed out that Ford Motor Company and its brands



value diversity among all of our constituents and pride ourselves on strong and clear values – respect for our customers, communities, employees, suppliers and dealers; acceptance of our differences; inclusion of different people with different perspectives; and integrity. That commitment is unchanged and we believe it is reflected in our policies, practices and marketing.

You asked us to comment on reports that we had placed creative restrictions on the way our brands could speak to gay and lesbian audiences. We expect our brands to create advertising that supports their brand image and is appropriate and effective in connecting with the intended audience. That is unchanged. But we do not have to deal with this topic in the abstract. The best answer to your question will be in the ads themselves. I would ask you to judge our intent by what you see.

You asked directly whether Ford Motor Company will continue to support nonprofit groups and events in the GLBT community. While we will still support certain events, I know you understand that the business situation will limit the extent of our support in all communities in 2006. We will continue all of our workplace policies and practices in support of Ford GLOBE members and supporters. That is unchanged.

You asked directly for us to have Jaguar and Land Rover reverse its plans and advertise in gay and lesbian targeted publications in 2006. As we said, Jaguar and Land Rover made a business decision about their media plans and it would be inconsistent with the way we manage our business to direct them to do otherwise. However, it is clear there is a misperception about our intent. As a result, we have decided to run corporate ads in these targeted publications that will include not only Jaguar/Land Rover but all eight of Ford's vehicle brands. As we have said, the content will be appropriate and effective in connecting with the intended audience. It is my hope that this will remove any ambiguity about Ford's desire to advertise to all important audiences and put this particular issue behind us.

Finally, you expressed your strong objections to our having even met with one of your harshest critics. We meet every day with people and organizations on many issues, and, as a business, do not wish be drawn into those that detract from our effectiveness in the marketplace. That said, we expect to be measured not by the meetings we conduct but by our conduct itself. Our record on tolerance and inclusion speaks for itself and I am proud to be judged on that record at any time.

In closing, thank you again for your candor and professionalism. We listened and learned, and hope that you continue to understand the values and commitments of Ford Motor Company. I look forward to hearing from you at any time.

Sincerely,



Joe Laymon

