



**UN GUIDING PRINCIPLES  
REPORTING FRAMEWORK  
INDEX 2018/19**

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# UN GUIDING PRINCIPLES REPORTING FRAMEWORK INDEX 2018/19

The UN Guiding Principles Reporting Framework is a comprehensive guide for companies to report on human rights issues in line with their responsibility to respect human rights. This responsibility is outlined in the UN Guiding Principles on Business and Human Rights, the global standard in this field.

## PART A: GOVERNANCE OF RESPECT FOR HUMAN RIGHTS

Human rights topic	Question	Ford commentary	Links to responses
Policy commitment	<b>A1</b> What does the company say publicly about its commitment to respect human rights?	Ford is committed to respecting human rights everywhere we operate, and throughout our entire supply chain. We aim to ensure that everything we make – or that others make for us – is consistent with local law and our own commitment to protecting human rights. You can read more about our commitment to human rights in our Policy Letter 24 and in our 2018/19 Sustainability Report.	<ul style="list-style-type: none"> <li><a href="#">▶ Policy Letter 24</a></li> <li><a href="#">▶ Respecting Human Rights</a></li> </ul>
	<b>A1.1</b> How has the public commitment been developed?	This commitment is embodied in our Policy Letter 24: The Ford Code of Human Rights, Basic Working Conditions and Corporate Responsibility. This code is based on internationally recognized labor standards. Ford adopted this code in 2003 and then formally issued it as Policy Letter 24 in 2007. It was updated in 2012 when it was revised to specifically communicate our encouragement of suppliers to adopt and enforce similar policies for their suppliers and subcontractors. Senior Leadership and the Sustainability and Innovation Board Committee review Ford’s Sustainability Report with our human rights commitments. You can read more about this in our 2018/19 Sustainability Report.	<ul style="list-style-type: none"> <li><a href="#">▶ Policy Letter 24</a></li> <li><a href="#">▶ Respecting Human Rights</a></li> <li><a href="#">▶ Our Human Rights Principles</a></li> </ul>
	<b>A1.2</b> Whose human rights does the public commitment address?	Our Policy Letter 24 outlines the basic guiding principles that serve as the cornerstone of our relationships with our employees and other stakeholders, including communities, in the countries where we operate.	<ul style="list-style-type: none"> <li><a href="#">▶ Policy Letter 24</a></li> <li><a href="#">▶ Respecting Human Rights</a></li> </ul>
	<b>A1.3</b> How is the public commitment disseminated?	Our Policy Letter 24 is publicly available on our company website, referenced in our supplier web guides and in the Global Terms and Conditions (GT&Cs).	<ul style="list-style-type: none"> <li><a href="#">▶ Policy Letter 24</a></li> </ul>
Embedding respect for human rights	<b>A2</b> How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	<p>Our products rely on the skills of thousands of our own employees, and many more in our supply chain. Ford is committed to respecting human rights everywhere we operate, and throughout our entire supply chain. The company will seek to neither cause nor contribute to adverse human rights impacts through our activities and will seek to address such impacts if and when they occur.</p> <p>Throughout our operations, robust policies and practices are in place to ensure a safe working environment. We conduct annual Policy Letter 24 Assessments on select Ford and Joint Venture facilities globally. We are committed to ensuring that the materials which go into our vehicles have been sourced responsibly. Ford is working on multiple initiatives to increase transparency and responsibility in raw material sourcing because we recognize the importance of raw materials in the automotive supply chain. Ford participates in studies, workgroups and both industry and cross-industry collaborative discussions to identify key ethical, environmental and labor issues impacting the raw material supply chain. For example, this past year we joined an IBM-led project to digitally map cobalt throughout our supply chain. In the future, we expect the project to extend into other materials including tin, tungsten, tantalum and gold. You can read more about this in our 2018/19 Sustainability Report.</p>	<ul style="list-style-type: none"> <li><a href="#">▶ Policy Letter 24</a></li> <li><a href="#">▶ Our Human Rights Principles</a></li> <li><a href="#">▶ Building Capacity in Our Supply Chain</a></li> <li><a href="#">▶ Responsible Sourcing of Raw Materials</a></li> </ul>

**PART A: GOVERNANCE OF RESPECT FOR HUMAN RIGHTS**

Human rights topic	Question	Ford commentary	Links to responses
<a href="#">Embedding respect for human rights continued</a>	<b>A2.1</b> <i>How is day-to-day responsibility for human rights performance organized within the company, and why?</i>	Responsibility for adhering and upholding Policy Letter 24 lies with each of our employees, contractors and suppliers. We have human rights managers in many parts of our organization, including Human Resources, Personnel Relations, Purchasing, Sales, Safety, Global Labor Strategy, Sustainability, Office of the General Counsel and within our Global Business Units.	<a href="#">Policy Letter 24</a> <a href="#">Respecting Human Rights at Ford</a>
	<b>A2.2</b> <i>What kinds of human rights issues are discussed by senior management and by the Board, and why?</i>	Human rights issues are monitored throughout the year and brought to the attention of our Sustainability and Innovation Board of Directors Committee as they arise. We have three internal processes which ensure that any new internal or external developments are discussed and actioned in a timely manner. These include: <ul style="list-style-type: none"> <li>- Business Plan Review (BPR): the senior leadership team holds weekly meetings to review the management of sustainability and other issues, including human rights</li> <li>- Special Attention Review (SAR): this brings the senior leadership team together to review specific significant matters in more detail and develop appropriate action plans</li> <li>- Additional governance forums: other forums, including the Strategic Programming Meeting, Product Matters Meeting, Quality and Productivity Meeting and Executive Personnel Committee, enable us to review key elements of our business, make long-term decisions and develop strategic inputs to the Board of Directors</li> </ul> So far in 2018/19, the Board of Directors has reviewed Ford’s Supply Chain sustainability strategy, including the impact this will have on human rights related to the sourcing of conflict minerals. Other key topics are reviewed as and when they arise.	<a href="#">Building Capacity in Our Supply Chain</a> <a href="#">Transparency and Trust</a>
	<b>A2.3</b> <i>How are employees and contract workers made aware of the ways in which respect for human rights should inform their decisions and actions?</i>	In 2018, we trained approximately 100,000 people globally on human rights issues covering bribery, anti-harassment and anti-discrimination (in addition to other ethics and compliance topics). This represents virtually all of our workforce excluding our manufacturing labor. We also trained U.S. managers on wage and work hour laws. In 2018, we provided more detailed training on human rights and working conditions to over 700 employees who are likely to be visiting our international and supplier locations. In addition, our publicly available mobile app for smartphones can be used by people inside and outside our company and provides just-in-time compliance and ethics information for our increasingly global and mobile workforce. This includes anti-corruption and anti-bribery guidance, as well as information on mutual respect, non-discrimination and warning signs for human trafficking. <p>We work with our suppliers to enable them to responsibly manage human rights through training and working sessions. Due to the size and complexity of our business, we focus our efforts on suppliers located in countries that pose the highest risk of substandard working conditions. In 2018 supplier representatives from 127 direct and indirect supplier sites in four countries (China, Hungary, Mexico and Thailand) attended training sessions covering human rights, working conditions, business ethics and the environment.</p>	<a href="#">Policy Letter 24</a>
	<b>A2.4</b> <i>How does the company make clear in its business relationships the importance it places on respect for human rights?</i>	We encourage all our business partners throughout our supply chain to adopt and enforce similar policies to our Policy Letter 24 in their own operations. Our Global Terms and Conditions (GT&Cs) forbid the use of forced labor, child labor and physically abusive disciplinary practices. Our Supplier Web Guide is issued to all our business partners and suppliers and requires that they comply with standards set out in the guide. This includes respect for human rights, and expressly prohibits forced labor (including human trafficking), physical disciplinary abuse, child labor and any infraction of the law. We have the right to immediately suspend or discontinue engagement with suppliers where we identify a reasonable risk that they are sourcing from, or linked to, any party committing serious abuses. We will work with suppliers, as appropriate, to mitigate risk through the adoption of a risk management plan.	

**PART A: GOVERNANCE OF RESPECT FOR HUMAN RIGHTS**

Human rights topic	Question	Ford commentary	Links to responses
<a href="#">Embedding respect for human rights continued</a>	<b>A2.5</b> <i>What lessons has the company learned during the reporting period about achieving respect for human rights, and what has changed as a result?</i>	<p>Ford has a strong focus on reinforcing our policies to ensure that the work environment of all our manufacturing facilities is free of harassment and discrimination. For example, in 2018 over 6,000 hourly and salaried employees were re-trained in Chicago on appropriate workplace behaviors. We have also updated our new employee orientation program in Chicago to reinforce the principles of a harassment-free work environment, and we have made strong progress implementing our overall strategy to enhance the manufacturing culture. Our training also extends to the plant launch teams, and includes additional leadership training for line supervisors and managers. We plan to launch a manufacturing culture survey in 2019 so that we can gauge the progress we are making, and identify any areas requiring additional focus.</p> <p>Throughout all of our facilities, we continue to encourage employees to report any incidents of harassment, discrimination or retaliation, and in all cases we investigate promptly and take appropriate action. Incidents can be reported using telephone hotlines, websites such as <i>SpeakUp</i> or email.</p>	<ul style="list-style-type: none"> <li><a href="#">Diversity, Inclusion and Equality</a></li> <li><a href="#">Reporting Violations</a></li> </ul>

**PART B: DEFINING THE FOCUS OF REPORTING**

Human rights topic	Question	Ford commentary	Links to responses										
<a href="#">Statement of salient issues</a>	<b>BI</b> <b>State the salient human rights issues associated with the company's activities and business relationships during the reporting period.</b>	<p>We conducted a formal UN human rights saliency assessment in 2018. Conducted in line with the UN Guiding Principles Reporting Framework, the assessment served to identify Ford's most salient human rights issues – those at risk of the most severe negative impact through the company's activities and business relationships.</p> <p>The assessment identified the nine salient human rights issues which are most relevant to Ford, listed below in ranked order:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Salient Issue</th> <th style="text-align: left;">Our Approach</th> </tr> </thead> <tbody> <tr> <td><b>Vehicle safety and quality</b></td> <td>We design our vehicles to meet or exceed applicable laws and regulations and to advance safety whenever practicable.</td> </tr> <tr> <td><b>Harassment and discrimination</b></td> <td>We do not tolerate any form of harassment and discrimination, whether based on gender, gender identity, race, color, religion, age, national origin, sexual orientation, disability or veteran status. We are focused on advancing pay for women and creating a supportive work environment where women can thrive, including the provision of breastfeeding rooms and changing areas.</td> </tr> <tr> <td><b>Responsible sourcing of raw materials</b></td> <td>We conduct due diligence to understand where our raw materials come from and to avoid knowingly contributing to human rights abuses such as child labor, bribery and corruption. Our responsible sourcing includes compliance with local laws, reporting requirements (especially around conflict minerals), customer terms and conditions and respect for indigenous populations, including water and land rights.</td> </tr> <tr> <td><b>Health and safety</b></td> <td>We strive to provide and maintain a safe and healthy work environment that meets or exceeds applicable legal standards for occupational health and safety.</td> </tr> </tbody> </table>	Salient Issue	Our Approach	<b>Vehicle safety and quality</b>	We design our vehicles to meet or exceed applicable laws and regulations and to advance safety whenever practicable.	<b>Harassment and discrimination</b>	We do not tolerate any form of harassment and discrimination, whether based on gender, gender identity, race, color, religion, age, national origin, sexual orientation, disability or veteran status. We are focused on advancing pay for women and creating a supportive work environment where women can thrive, including the provision of breastfeeding rooms and changing areas.	<b>Responsible sourcing of raw materials</b>	We conduct due diligence to understand where our raw materials come from and to avoid knowingly contributing to human rights abuses such as child labor, bribery and corruption. Our responsible sourcing includes compliance with local laws, reporting requirements (especially around conflict minerals), customer terms and conditions and respect for indigenous populations, including water and land rights.	<b>Health and safety</b>	We strive to provide and maintain a safe and healthy work environment that meets or exceeds applicable legal standards for occupational health and safety.	<ul style="list-style-type: none"> <li><a href="#">Identifying Our Salient Human Rights Issues</a></li> </ul>
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<p><b>Determination of salient issues</b></p>	<p><b>B2</b> Describe how the salient human rights issues were determined, including any input from stakeholders.</p>	<p>Our nine human rights issues were prioritized from a “long list” of 19 potential human rights issues relevant to Ford, based on the most severe, potential negative impact the issues could have on human rights. We determined this in partnership with a third-party consultancy. The assessment included:</p> <ul style="list-style-type: none"> <li>- Desk-based research covering a review of Ford’s relevant internal documentation, peer review and media scan, and identifying a long list of potential issues</li> <li>- Interviews with internal representatives from across Ford’s business, including Ford’s senior management, as well as external stakeholders, including suppliers, investor representatives, NGOs and industry experts, to review and rate the identified issues in terms of their severity and likelihood for negative impact on rights holders through Ford’s activities or business relationships</li> <li>- A workshop to validate and confirm the assessment findings with internal and external stakeholders</li> </ul>	<p><a href="#">Identifying Our Salient Human Rights Issues</a></p>												

**PART B: DEFINING THE FOCUS OF REPORTING**

Human rights topic	Question	Ford commentary	Links to responses
Choice of focal geographies (if any)	<b>B3</b> If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.	<p>For Ford’s own corporate facilities and locations, we take a global approach to reviewing and managing our salient human rights issues.</p> <p>Due to the size and reach of our global supply base, we focus our efforts on suppliers located in countries that pose the highest risk for substandard working conditions.</p> <p>To determine those priority locations, we conduct an annual risk analysis, incorporating internal and external data, and input from external stakeholders. The internal data includes information such as the commodities being purchased and the supplier’s location, annual spend, and training and audit history within Ford’s Supply Chain Sustainability program. As a result of this analysis, our list of 22 high-priority countries remained unchanged in 2019.</p> <p>In addition, our Purchasing Supplier Technical Assistance (STA) representatives are trained to identify and report potential warning indicators for human rights violations in any supplier location around the world. As a result, when individual circumstances arise, we routinely work with suppliers outside these locations to ensure that our expectations continue to be met.</p>	<p><a href="#">▶ Building Capacity in Our Supply Chain</a></p>
Additional severe impacts (if any)	<b>B4</b> Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside of the salient human rights issues, and explain how they have been addressed.	<p>We have not identified any severe impacts that fall outside of our identified human rights issues. However, in March 2019 we engaged with CERES, a sustainability nonprofit organization, on salient human rights issues and sustainability. In that meeting, we discussed the changing nature of work and its impact on worker livelihoods as society moves toward more sustainable production.</p>	<p><a href="#">▶ Stakeholder Review of Our Report</a></p>

**PART C: MANAGEMENT OF SALIENT HUMAN RIGHTS ISSUES**

Human rights topic	Question	Ford commentary	Links to responses
Specific policies	<b>C1</b> Does the company have any specific policies that address its salient human rights issues and, if so, what are they?	<p>Our Policy Letter 24 addresses our salient human rights issues.</p>	<p><a href="#">▶ Policy Letter 24</a></p>
	<b>C1.1</b> How does the company make clear the relevance and significance of such policies to those who need to implement them?	<p>The values of a company are critical to its success. Today, expectations are higher and processes are more transparent. Now, more than ever, companies must not just proclaim the highest standards, they must live up to them every day. In our Code of Conduct Handbook, Bill Ford, Executive Chairman, urges all personnel to learn and follow our standards to help the company earn greater trust and respect.</p> <p>Our Policy Letter 24 is important to Ford. We share this with our colleagues in our corporate training and our employee code of conduct. Our suppliers are made aware of our policy through supplier web guides and our Global Terms and Conditions (GT&amp;Cs).</p>	<p><a href="#">▶ Code of Conduct Handbook</a></p> <p><a href="#">▶ Policy Letter 24</a></p>

**PART C: MANAGEMENT OF SALIENT HUMAN RIGHTS ISSUES**

Human rights topic	Question	Ford commentary	Links to responses
Stakeholder engagement	<p><b>C2</b> <b>What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?</b></p>	<p>During FY18–19, we engaged with stakeholders to better understand and respond to our most salient human rights issues. This included industry collaborations with all our stakeholders, including NGOs and investors, and member-driven organizations such as SustainAbility, Responsible Business Alliance (RBA) and the World Business Council for Sustainable Development, to combat human rights violations. We believe that sectorwide forums are also vital for providing a common voice and driving change within our industry. You can read more about this in our Sustainability Report.</p>	<ul style="list-style-type: none"> <li><a href="#">▶ Collaborative Action on Human Rights</a></li> <li><a href="#">▶ Identifying Our Salient Human Rights Issues</a></li> </ul>
	<p><b>C2.1</b> <i>How does the company identify which stakeholders to engage with in relation to each salient issue, and when and how to do so?</i></p>	<p>We engage with a large number of stakeholders, both formally and informally. See our GRI Index for the channels by which we engage with key stakeholder groups.</p>	<ul style="list-style-type: none"> <li><a href="#">▶ GRI Index</a></li> </ul>
	<p><b>C2.2</b> <i>During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?</i></p>	<p>During FY18–19, we engaged directly with those stakeholders affected by allegations of sexual harassment at our Chicago plant; this included employees and management.</p> <p>In an effort to enhance transparency and improve human rights impacts, we joined an IBM-led project to digitally map cobalt throughout our supply chain. We engaged with our suppliers located in countries that pose the highest risk for substandard working conditions through a supplier training program which included an emphasis on human rights, in partnership with the Automotive Industry Action Group (AIAG). The training included an e-learning module and face-to-face in-country workshops. We collaborate with suppliers to build environmental capacity, particularly regarding sustainable water use and management, through our Partnership for A Cleaner Environment (PACE) program. In addition to the full PACE program, we are launching a new streamlined version, FastPACE, in the Asia-Pacific region.</p> <p>We announced a new global Carbon Reduction Strategy for manufacturing, with a significant focus on renewable energy initiatives, low-emission sources and energy efficiency. In February 2019, we announced the largest renewable energy procurement in our history through a collaboration with DTE Energy.</p> <p>We engage regularly with other stakeholder groups on an ad hoc basis, including NGOs and investors, answering any questions they might have on our approach to managing human rights at Ford and along our supply chain.</p>	<ul style="list-style-type: none"> <li><a href="#">▶ Our Human Rights Principles</a></li> <li><a href="#">▶ Building Capacity in Our Supply Chain</a></li> <li><a href="#">▶ Responsible Sourcing of Raw Materials</a></li> <li><a href="#">▶ Water Use</a></li> <li><a href="#">▶ Energy and Emissions</a></li> <li><a href="#">▶ Identifying Our Salient Human Rights Issues</a></li> </ul>
	<p><b>C2.3</b> <i>During the reporting period, how have the views of stakeholders influenced the company's understanding of each salient issue and/or its approach to addressing it?</i></p>	<p>In FY17–18, we engaged with a wide range of stakeholders, including internal representatives across Ford's business as well as external stakeholders, including suppliers, investor representatives, NGOs and industry experts, in order to identify our most salient human rights issues. We continue engagement with these stakeholders on an annual basis to strengthen our understanding of these issues and our impacts. See our Sustainability Report to learn more about our stakeholder collaborations.</p>	<ul style="list-style-type: none"> <li><a href="#">▶ Identifying Our Salient Human Rights Issues</a></li> <li><a href="#">▶ GRI Index</a></li> </ul>

**PART C: MANAGEMENT OF SALIENT HUMAN RIGHTS ISSUES**

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Assessing impacts	<b>C3</b> <b>How does the company identify any changes in the nature of each salient human rights issue over time?</b>	Our FY17-18 reporting year was the first year that we underwent a formal process of identifying the human rights issues which are most salient to Ford, through a process of assessing the risk and likelihood of the issues. Annually we undertake a top-level review process of our salient issues to assess if any new issues have emerged during the reporting year, and every two years we conduct a detailed thorough assessment in conjunction with our materiality assessment.	<a href="#">▶ Identifying Our Salient Human Rights Issues</a>
	<b>C3.1</b> <i>During the reporting period, were there any notable trends or patterns in impacts related to a salient issue and, if so, what were they?</i>	We have an incredibly complex supply chain, with approximately 1,200 Tier 1 suppliers providing vehicles parts comprised of 1,000 different materials. During the reporting period, we continued to work on increasing transparency within our supply chain and identify materials of concern such as tin, tantalum, tungsten, gold, cobalt, mica and rubber. Supplier audit results uncovered non-conformances around three key human rights areas: working hours, health and safety, and discriminatory practices. You can read more about this and how we are working with our suppliers to address these issues in our Sustainability Report.	<a href="#">▶ Minimizing Our Supply Chain Impact</a> <a href="#">▶ Responsible Sourcing of Raw Materials</a> <a href="#">▶ Auditing Our Suppliers</a> <a href="#">▶ Taking Corrective Action</a> <a href="#">▶ Supplier Diversity</a>
	<b>C3.2</b> <i>During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?</i>	Supplier audit results highlighted non-conformances in labor and health and safety areas. When severe issues were identified, we worked with the supplier to immediately mitigate the risk and develop corrective action plans to address the issues according to an established timeline. More details of these can be read in our Sustainability Report.	<a href="#">▶ Auditing Our Suppliers</a>
Integrating findings and taking action	<b>C4</b> <b>How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?</b>	FY17-18 was the first year that we underwent a formal process of identifying the human rights issues which are most salient to Ford, through a process of assessing the risk and likelihood of the issues. We have put together action plans for addressing each of our salient issues and continue to work toward these.	<a href="#">▶ Identifying Our Salient Human Rights Issues</a>
	<b>C4.1</b> <i>How are those parts of the company whose decisions and actions can affect the management of salient issues involved in finding and implementing solutions?</i>	To identify our salient human rights issues, we engaged with individuals across many parts of our organization, including Human Resources, Personnel Relations, Purchasing and Sales, Safety, Global Labor Strategy, Sustainability, Office of the General Counsel and within our Global Business Units. We have quarterly meetings to review and discuss Ford's salient human rights issues.	<a href="#">▶ Identifying Our Salient Human Rights Issues</a> <a href="#">▶ Prioritizing Key Issues</a>



**PART C: MANAGEMENT OF SALIENT HUMAN RIGHTS ISSUES**

Human rights topic	Question	Ford commentary	Links to responses
<p><b>Integrating findings and taking action continued</b></p>	<p><b>C4.2</b> <i>When tensions arise between the prevention or mitigation of impacts related to a salient issue and other business objectives, how are these tensions addressed?</i></p>	<p>Our Global Terms and Conditions (GT&amp;Cs) forbid the use of forced labor, child labor and physically abusive disciplinary practices. Our Supplier Web Guide is issued to all our business partners and suppliers, and requires that they comply with standards set out in the guide. This includes respect to human rights, and expressly prohibits forced labor (including human trafficking), physical disciplinary abuse, child labor and any infraction of the law. We have the right to immediately suspend or discontinue engagement with suppliers where we identify a reasonable risk that they are sourcing from, or linked to, any party committing serious abuses. We will work with suppliers, as appropriate, to mitigate risk through the adoption of a risk management plan.</p>	<p><a href="#">▶ Building Capacity in Our Supply Chain</a></p>
	<p><b>C4.3</b> <i>During the reporting period, what action has the company taken to prevent or mitigate potential impacts related to each salient issue?</i></p>	<p>Ford is committed to respecting human rights everywhere we operate and throughout our entire supply chain. We aim to ensure that everything we make – or that others make for us – is consistent with local law and our own commitment to protecting human rights. To mitigate and prevent potential impacts, we conduct training for our own employees and our suppliers on working human rights, working conditions and business ethics. You can read more about this in our Sustainability Report.</p>	<p><a href="#">▶ Respecting Human Rights</a></p>
<p><b>Tracking performance</b></p>	<p><b>C5</b> <b>How does the company know if its efforts to address each salient human rights issue are effective in practice?</b></p>	<p>In 2018, we conducted 30 supplier audits using the Validated Audit Protocol (VAP) methodology, 100 percent of which were externally validated and certified by the RBA. The audits covered a broad range of commodity groupings from all regions of the world and were identified according to our risk assessment process. For identified non-conformances, we expect all of our suppliers to develop a corrective action plan detailing root causes, planned remediation actions and timings for resolution. Such plans are regularly reviewed with in-region supply chain sustainability personnel to ensure compliance aligned with Ford's expectations. We also review the overall status of supplier compliance with our commodity purchasing teams.</p>	<p><a href="#">▶ Auditing Our Suppliers</a>  <a href="#">▶ Understanding Our Suppliers' Impact</a>  <a href="#">▶ Taking Corrective Action</a></p>
	<p><b>C5.1</b> <i>What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?</i></p>	<p>In 2018, through the RBA and cross-industry collaboration, we conducted 30 new audits across a range of suppliers. Through direct engagement, those suppliers improved their scores by more than 50 points between initial and closure audits, reinforcing our combined commitment to improving working conditions.</p>	<p><a href="#">▶ Understanding Our Suppliers' Impact</a>  <a href="#">▶ Collaborating With Industry Partners</a></p>
<p><b>Remediation</b></p>	<p><b>C6</b> <b>How does the company enable effective remedy if people are harmed by its actions or decisions in relation to a salient human rights issue?</b></p>	<p>Human rights issues are monitored throughout the year and brought to the attention of our Sustainability and Innovation Board of Directors Committee as they arise.</p> <p>At the company level, our compliance program encourages and facilitates the reporting of known or potential violations of the law or of our Policy Letters and Directives. Individuals can report such violations anonymously to the General Auditors' Office, Human Resources or the Office of the General Counsel, using telephone hotlines, the website or email. All allegations are reviewed by a cross-functional committee, which also oversees the investigations and implements corrective or disciplinary actions.</p> <p>For identified non-conformances, we expect all of our suppliers to develop a corrective action plan detailing root causes, planned remediation actions and timings for resolution. Such plans are regularly reviewed with in-region supply chain sustainability personnel to ensure compliance with Ford's expectations.</p> <p>We have the right to immediately suspend or discontinue engagement with suppliers where we identify a reasonable risk that they are sourcing from, or linked to, any party committing serious human rights abuses. We will work with suppliers, as appropriate, to mitigate risk through the adoption of a risk management plan.</p>	<p><a href="#">▶ Auditing Our Suppliers</a>  <a href="#">▶ Taking Corrective Action</a>  <a href="#">▶ Respecting Human Rights</a>  <a href="#">▶ Reporting Violations</a></p>

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Human rights topic	Question	Ford commentary	Links to responses
<b>Remediation continued</b>	<b>C6.1</b> <i>Through what means can the company receive complaints or concerns related to each salient issue?</i>	Our compliance program encourages and facilitates the reporting of known or potential violations of the law or of our Policy Letters and Directives. Individuals can report such violations anonymously to the General Auditors' Office, Human Resources or the Office of the General Counsel, using telephone hotlines, the website or email.	<ul style="list-style-type: none"> <li><a href="#">▶ Respecting Human Rights</a></li> <li><a href="#">▶ Reporting Violations</a></li> <li><a href="#">▶ Diversity, Inclusion and Equality</a></li> </ul>
	<b>C6.2</b> <i>How does the company know if people feel able and empowered to raise complaints or concerns?</i>	This is something we will investigate further in future years.	
	<b>C6.3</b> <i>How does the company process complaints and assess the effectiveness of outcomes?</i>	All allegations are reviewed by a cross-functional committee, which also oversees the investigations and implements corrective or disciplinary actions.	<ul style="list-style-type: none"> <li><a href="#">▶ Reporting Violations</a></li> </ul>
	<b>C6.4</b> <i>During the reporting period, what were the trends and patterns in complaints or concerns and their outcomes regarding each salient issue, and what lessons has the company learned?</i>	<p>In 2018, Ford established a global tool called <i>SpeakUp</i>, as an additional tool for all employees to use to report concerns or incidents of any kind without fear of retaliation. According to Jim Hackett, Chief Executive Officer: "I know that most of you will go your entire career here at Ford without ever having to report anything, and that's okay, that's a great thing! But if you do see or experience something that doesn't seem right, I want you to feel comfortable knowing that we have people who are here to help, and there's no intimidation or reprisals for speaking up."</p> <p>While the company did see an increase in contacts during the height of the #METOO news coverage, the number has leveled off in recent months, as the company continues to thoroughly respond to any incident brought to our attention.</p>	<ul style="list-style-type: none"> <li><a href="#">▶ Diversity, Inclusion and Equality</a></li> </ul>
	<b>C6.5</b> <i>During the reporting period, did the company provide or enable remedy for any actual impacts related to a salient issue and, if so, what are typical or significant examples?</i>	We continue to partner with the Equal Employment Opportunity Commission (EEOC) at our Chicago area plants to execute the conciliation agreement reached with them in 2017. As part of the agreement, we are actively working with a panel of three independent monitors, none of whom work for Ford, to address the concerns raised in Chicago. Current and former employees were also provided the opportunity to submit claims for review by the independent monitor panel and to receive awards if the panel deemed them appropriate. Payments to those choosing to accept them are anticipated in the second quarter of this year. In general, Chicago is making good progress in all aspects of the agreement.	<ul style="list-style-type: none"> <li><a href="#">▶ Diversity, Inclusion and Equality</a></li> </ul>



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