

UN Guiding Principles Reporting Framework Index

2021



Integrated Sustainability and Financial Report 2021

Ford Motor Company | sustainability.ford.com | shareholder.ford.com

Our Sustainability Aspirations

We are working to revolutionize mobility, fueled by new challenges and the desire to help build a better world for everyone.



Climate Change

Achieve carbon neutrality by 2050



Air

Attain zero emissions from our vehicles and facilities



Energy

Use 100 percent local, renewable electricity in all manufacturing by 2035



Waste

Reach true zero waste to landfill across our operations
Eliminate single-use plastics from our operations by 2030



Water

Make zero water withdrawals for manufacturing processes
Use freshwater only for human consumption



Materials

Utilize only recycled or renewable content in vehicle plastics



Safety

Work toward a future that is free from vehicle crashes and workplace injuries



Human Rights

Source only raw materials that are responsibly produced



Diversity, Equity and Inclusion

Create a truly diverse culture where everyone feels like they belong



Access

Drive human progress by providing mobility and accessibility for all

UN Guiding Principles Reporting Framework Index 2021

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

Question	Ford Response	For more information, please see:
Policy commitment		
A1 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 respecting human rights. In situations of non-compliance, we provide remedy as quickly as possible. In alignment with our commitment to the UN Guiding Principles on Business and Human Rights, our We Are Committed to Protecting Human Rights and the Environment Policy details our commitment to respecting the International Bill of Human Rights, the International Labour Organization (ILO) Core Labour Standards and Declaration on Fundamental Principles and Rights at Work, the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises and the UN Women's Empowerment Principles. Our Responsible Materials Sourcing Policy details our expectations for supplier compliance with conflict-free minerals sourcing. In February 2020, Ford became a signatory to the UN Women's Empowerment Principles. We are signatories to the UN Global Compact, the UN Sustainable Development Goals (SDGs) and the <u>CEO Action for Diversity & Inclusion Pledge</u> . You can read more about our commitment to human rights in our <u>Integrated Sustainability and Financial Report 2021</u> .	We Are Committed to Protecting Human Rights and the Environment Policy Diversity, Equity and Inclusion Respecting Human Rights Responsible Materials Sourcing Policy Conflict Minerals Report Our Sustainability Aspirations Progress Against Our Aspirations ESG Reporting Hub Supplier Code of Conduct
A1.1 How has the public commitment been developed?	<p>This commitment is embodied in our We Are Committed to Protecting Human Rights and the Environment Policy. This policy is based on internationally recognized labor standards. Ford originally adopted this policy in 2003 and then formally issued Policy Letter 24: Code of Human Rights, Basic Working Conditions and Corporate Responsibility in 2007. It was updated in 2012 to specifically communicate our encouragement of suppliers to adopt and enforce similar policies for their suppliers and subcontractors. In 2021, our We Are Committed to Protecting Human Rights and the Environment Policy was issued, replacing Policy Letter 24. In this policy, Ford commits to protecting and respecting both human rights and the environment over the entire life cycle of our products and services, including support of community programs, conducting due diligence and providing grievance mechanisms and remedy. Ford's CEO approves, and the Sustainability and Innovation Committee of the Board of Directors provides oversight of, this Policy. In addition, senior leadership and the Sustainability and Innovation Committee of the Board of Directors review Ford's Integrated Report, including our human rights commitments.</p> <p>Ford is also launching our first Supplier Code of Conduct. The Supplier Code of Conduct outlines our requirements for supplier relationships in areas related to human rights, the environment, responsible material sourcing, responsible and lawful business practices and the associated implementation of these principles.</p>	We Are Committed to Protecting Human Rights and the Environment Policy Respecting Human Rights Human Rights Within Ford Corporate Governance Sustainability Governance Supplier Code of Conduct

Part A: Governance of respect for human rights

Question	Ford Response	For more information, please see:
A1.2 <i>Whose human rights does the public commitment address?</i>	<p>Our We are Committed to Protecting Human Rights and the Environment Policy outlines the basic guiding principles that serve as the cornerstone of our relationships with our workforce and other stakeholders, including communities in the countries where we operate. We expect our business partners and suppliers to adopt and enforce similar policies and require our key suppliers to have aligned codes of conduct with our We Are Committed to Protecting Human Rights and the Environment Policy.</p> <p>Ford's Supplier Code of Conduct outlines our requirements for supplier relationships in areas related to human rights, the environment, responsible material sourcing, responsible and lawful business practices and the associated implementation of these principles.</p>	<p>We Are Committed to Protecting Human Rights and the Environment Policy</p> <p>Respecting Human Rights</p> <p>Human Rights Within Ford</p> <p>Human Rights Within Our Supply Chain</p> <p>Supplier Code of Conduct</p>
A1.3 <i>How is the public commitment disseminated?</i>	<p>Our We are Committed to Protecting Human Rights and the Environment Policy is publicly available on our company website, and is referenced in our Integrated Sustainability and Financial Report 2021, Global Modern Slavery and Human Trafficking Transparency Statement, supplier web guides and supplier Global Terms and Conditions (GT&Cs). It is available to our workforce in nine languages. This policy guides engagement with our workforce and other stakeholders in the countries and communities where we operate. Ford is also launching our first Supplier Code of Conduct, which integrates our expectations of suppliers into our updated Purchasing GT&Cs. These expectations include protecting human rights, protecting the environment, responsibly sourcing materials and maintaining responsible business relationships. Our Responsible Materials Sourcing Policy is also publicly available on our company website.</p>	<p>We Are Committed to Protecting Human Rights and the Environment Policy</p> <p>Responsible Materials Sourcing Policy</p> <p>Transparency and Trust</p> <p>Code of Conduct Handbook</p> <p>Supplier Code of Conduct</p> <p>Global Modern Slavery and Human Trafficking Transparency Statement</p>

Part A: Governance of respect for human rights

Question	Ford Response	For more information, please see:
Embedding Respect For Human Rights		
A2 How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	<p>Ford's commitment to human rights comes from the top of our organization – our CEO and the Board of Directors (Sustainability and Innovation Committee, Compensation Committee) frequently address human rights topics. Our CEO approves and has oversight for all corporate policies, including our We Are Committed to Protecting Human Rights and the Environment Policy. The Sustainability and Innovation Committee of the Board of Directors provides oversight of this policy. The Vice President, Chief Sustainability, Environment and Safety Officer is responsible for interpreting this policy and reviewing with, as appropriate, the Vice President Global Manufacturing and Labor Affairs, Vice President Global Commodity Purchasing, and the General Counsel.</p> <p>Executives and managers throughout the company have salient human rights issues included in their annual objectives, such as responsible sourcing of minerals, air quality, climate change, and health and safety. As part of the company's annual compensation process, performance assessment against objectives is one of the factors that determines individual compensation.</p> <p>We have robust policies and practices in place to ensure a safe and healthy working environment. We conduct annual human rights risk assessments on select Ford and joint venture facilities globally. We seek to neither cause nor contribute to adverse human rights impacts through our activities and will seek to address and remedy such impacts if and when they occur.</p> <p>In 2020, we conducted our second formal human rights saliency assessment. 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 negative impacts through the company's activities and business relationships. The 2020 assessment built on our findings from 2018 and more closely analyzed vulnerable populations across Ford's value chain. From the findings of this assessment, Ford has developed a Salient Human Rights Governance team to better address the top salient issues through action plans aligned with our policy (for more details on this team see question C3).</p> <p>Health and safety is a salient human rights issue for Ford. In response to the COVID-19 pandemic, we acted quickly to protect the safety, health and well-being of our workforce, first responders, patients and communities. Employees at Ford quickly rallied to develop 50,000 ventilators at several of our plants around the world to help treat patients. We have now pivoted production, throwing our efforts into producing 100 million medical-grade masks throughout 2021 for communities across the U.S. with limited access to personal protective equipment (PPE).</p> <p>In 2020 alone, our PPE designers and manufacturers produced 140 million face masks, 20 million face shields, 1.6 million washable isolation gowns, 50,000 ventilators and 32,000 powered air-purifying respirators in partnership with 3M.</p> <p>To keep our own people safe, we introduced the Ford@Home program to ramp up from around 1,000 employees working remotely to 120,000 virtual workers – all within a week. In readying the company for new challenges ahead, our number one priority is maintaining the health of our workforce.</p> <p>In our communities, the Ford Fund has invested millions and filled gaps where it can, directing resources toward hunger relief, shelter, health care and mobility, whether providing meals for seniors and kids or deploying vehicles to help food banks.</p> <p>Ford is also launching our first Supplier Code of Conduct. The Supplier Code of Conduct outlines our requirements for supplier relationships in areas related to human rights, the environment, responsible material sourcing, responsible and lawful business practices, and the associated implementation of these principles.</p> <p>Ford is leading and working within cross-industry organizations on increasing transparency and responsibility in raw material sourcing. We participate in several multi-stakeholder groups focused on both conflict minerals and other materials. These activities include: chair of the Automotive Industry Action Group (AIAG) Smelter Engagement Team and member of the Responsible Materials Work Group; lead of the Responsible Minerals Initiative (RMI) Global Gold Smelter Engagement Team and member of several workgroups; member of the Public-Private Alliance for Responsible Minerals Trade (PPA) Projects and Resources Work Group; member of the automotive original equipment manufacturer (OEM) and capacity building workgroups of the Global Platform for Sustainable Natural Rubber (GPSNR), and the first U.S. automaker to join the Initiative for Responsible Mining Assurance (IRMA). Additionally, to increase transparency and responsibility, we are implementing a new raw material sourcing strategy that expands our material due diligence program beyond conflict minerals.</p>	<p>Corporate Governance</p> <p>Sustainability Governance</p> <p>We Are Committed to Protecting Human Rights and the Environment Policy</p> <p>Respecting Human Rights</p> <p>Identifying Our Salient Human Rights Issues</p> <p>Transforming the Way We Work</p> <p>Responsible Sourcing of Raw Materials</p> <p>Ford Fund: COVID-19 Community Support in Numbers</p> <p>Supplier Code of Conduct</p>

Part A: Governance of respect for human rights

Question	Ford Response	For more information, please see:
A2.1 <i>How is day-to-day responsibility for human rights performance organized within the company, and why?</i>	<p>Responsibility for adhering to and upholding our We Are Committed to Protecting Human Rights and the Environment Policy 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 and the Office of the General Counsel, and within our Global Business Units. We train Purchasing employees on our We Are Committed to Protecting Human Rights and the Environment Policy and Supply Chain Sustainability program, focusing on identifying and reporting warning indicators for potential human rights violations.</p> <p>Throughout our operations, we are committed to respecting human rights. The Global Sustainability team is responsible for day-to-day human rights leadership within our operations, working cross-functionally with Global Manufacturing and Labor Affairs, Global Purchasing, Human Resources and the Office of the General Counsel. The Purchasing Supply Chain Sustainability team is responsible for day-to-day human rights, environmental and responsible materials sourcing oversight and capacity building with our supply chain.</p>	We Are Committed to Protecting Human Rights and the Environment Policy Respecting Human Rights Supplier Code of Conduct Corporate Governance Sustainability Governance Human Rights Within Our Supply Chain Responsible Sourcing of Raw Materials
A2.2 <i>What kinds of human rights issues are discussed by senior management and by the Board, and why?</i>	<p>Human rights issues are monitored throughout the year and brought to the attention of the Sustainability and Innovation Committee of the Board of Directors for review and oversight as they arise. We have a corporate meeting structure to improve how we operate the business today and prepare us for the future, framing how we think, inspect, decide and learn. This involves:</p> <ul style="list-style-type: none"> • Enterprise and Business Review: the senior leadership team holds monthly meetings for reviewing the status of the business, including the management of sustainability and other issues, including human rights • Business Review and Decide: this brings the senior leadership team together to review topics that need leadership's final decision and input before approving appropriate action plans • Additional governance forums: other forums, including the Strategy Forum, Product Matters Meeting and Executive People Forum, enable us to review key elements of our business, make long-term decisions and develop strategic inputs to the Board of Directors <p>So far in 2020/21, the Sustainability and Innovation Committee of the Board of Directors has reviewed Ford's Supply Chain Sustainability program, Global Modern Slavery and Human Trafficking Transparency Statement, the new We Are Committed to Protecting Human Rights and the Environment Policy and the Integrated Sustainability and Financial Report 2021. Other key topics are reviewed as and when they arise.</p>	Sustainability Governance Process: Sustainability and Innovation Committee Charter Global Modern Slavery and Human Trafficking Transparency Statement

Part A: Governance of respect for human rights

Question	Ford Response	For more information, please see:
A2.3 <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>	<p>Our Policy Letters and Directives set expectations for our employees and others working on our behalf (our workforce). These are contained in our Code of Conduct, available to employees in 14 languages. These expectations are reinforced in mandatory online training courses, which are periodically refreshed and reviewed to ensure the content remains relevant and appropriate. As an example, all of our global employees completed harassment and discrimination training by the end of 2020. Employee learning sessions were held on a diverse range of topics, including how to support transgender employees, understanding unconscious bias and race and gender equity, along with promoting mental health and well-being during the COVID-19 pandemic.</p> <p>As of 2020 year end, 4,811 Purchasing employees who are likely to be visiting our global supplier locations have been trained or retrained on human rights and working conditions. In 2020, Ford's Purchasing team held Driving Tomorrow Better sessions, focusing on how the team can support responsible sourcing and build trust in business relationships. We also ramped up internal responsible material sourcing training, conducting five training sessions across Purchasing; more than 400 participants attended, including executive Purchasing management and buyers from prioritized departments such as Electrical Powertrain and Chassis.</p> <p>We also 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 provide e-learning modules to our global suppliers in collaboration with AIAG and Drive Sustainability that include the following topics:</p> <ul style="list-style-type: none"> • Child labor/young workers • Wages and benefits • Working hours • Forced labor • Freedom of association • Health and safety • Harassment • Non-discrimination • Business ethics • Environmental responsibility <p>For in-person training, we focus our efforts on suppliers located in countries that pose the highest risk of substandard working conditions. In 2020, the industry was unable to conduct in-person supplier training due to COVID-19. To provide training to suppliers during this unprecedented year, Ford invited suppliers to complete the Responsible Business Alliance (RBA) Due Diligence on Recruitment Fees online training. Ford also partnered with the RBA and Drive Sustainability to develop new e-learning training modules which will be launched to suppliers in 2021. Ford plans to continue collaboration with industry organizations to develop e-learning training and invite suppliers based on risk assessment results.</p>	<p>Code of Conduct</p> <p>Transparency and Trust</p> <p>Empowering Our People</p> <p>Diversity, Equity and Inclusion</p> <p>Ethical Conduct</p> <p>Human Rights Within Ford</p> <p>Human Rights Within Our Supply Chain</p> <p>We Are Committed to Protecting Human Rights and the Environment Policy</p> <p>Supplier Code of Conduct</p> <p>Performance Data</p>

Part A: Governance of respect for human rights

Question	Ford Response	For more information, please see:
A2.4 <i>How does the company make clear in its business relationships the importance it places on respect for human rights?</i>	<p>We expect all our business partners throughout our supply chain to adopt and enforce similar policies to our We Are Committed to Protecting Human Rights and the Environment Policy in their own operations. We are in the process of rolling out our new Supplier Code of Conduct, which requires our suppliers to follow Ford policies, including those around human rights. The 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. We conduct human rights risk assessments aligned with our We Are Committed to Protecting Human Rights and the Environment Policy at our joint venture facilities.</p>	<p>We Are Committed to Protecting Human Rights and the Environment Policy Code of Conduct Handbook Supplier Code of Conduct Human Rights Within Our Supply Chain Protecting Human Rights in Our Manufacturing Facilities</p>
A2.5 <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. In recent years, we have bolstered our employee programs to address these issues more directly. Our We Are Committed to Protecting Human Rights and the Environment Policy requires that everything we make or that others make for us is consistent with local laws and our own commitment to respecting human rights.</p> <p>In 2020, Ford piloted a new, more quantitative approach utilizing an established online third-party assessment tool from the RBA to assess human rights risks across global manufacturing facilities in a consistent way. The RBA's online assessment tool has been developed by human rights experts and provides companies with the opportunity to identify areas within their facilities that may be at more risk for human rights issues. In 2021, we plan to continue utilizing this new process to assess human rights risk at approximately 75 percent of our global facilities.</p> <p>Through our human rights action plan process, in 2020 we identified a need to expeditiously implement a Supplier Code of Conduct, which we will incorporate into the Purchasing process in 2021.</p> <p>Ford issued mandatory anti-harassment training to all global employees in 2020. 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 anonymously using multiple mechanisms, including telephone hotlines, websites such as SpeakUp or email. We have a policy prohibiting retaliation against anyone who in good faith reports a violation.</p> <p>The enormous challenges of the COVID-19 pandemic underscore the importance of our commitment to put people first, and emphasize how businesses play a critical role in protecting human rights. We see how continual investment in our workforce over the long term, including in flexible working, technologies and our safety culture, provides a platform for continuity during crisis and empowers and safeguards our employees in normal times. For example, we were able to provide around 120,000 employees with the technology needed to continue their work from home, and implemented programs to support their physical and mental well-being. We will continue to evolve our response to the COVID-19 pandemic. You can read more about this in our Integrated Sustainability and Financial Report 2021 and on our website.</p> <p>For additional information, see our response to question C3.2.</p>	<p>We Are Committed to Protecting Human Rights and the Environment Policy Diversity, Equity and Inclusion Ethical Conduct Transparency and Trust Respecting Human Rights Identifying Our Salient Human Rights Issues Transforming the Way We Work Ford Fund: COVID-19 Community Support in Numbers Supplier Code of Conduct Protecting Human Rights in Our Manufacturing Facilities</p>

Part B: Defining the focus of reporting

Question	Ford Response	For more information, please see:														
Statement of salient issues																
B1 State the salient human rights issues associated with the company’s activities and business relationships during the reporting period.	We conducted a formal UN human rights saliency assessment in 2020. 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 negative impacts through the company's activities and business relationships. The 2020 assessment built on our findings from 2018, and more closely analyzed vulnerable populations across Ford's value chain.	Identifying Our Salient Human Rights Issues Human Rights Within Ford Human Rights Within Our Supply Chain Responsible Sourcing of Raw Materials We Are Committed to Protecting Human Rights and the Environment Policy ESG Reporting Hub														
	The assessment identified the 10 salient human rights issues which are most relevant to Ford, our supply chain and our business partners. These are listed below in alphabetical order.															
	<table><tr><th>Salient Issue</th><th>Definition</th></tr><tr><td>Access to water and sanitation</td><td>The human right to water entitles everyone to sufficient, safe, acceptable, physically accessible and affordable water for personal and domestic (household) use. “Sanitation” is defined as a system for the collection, transport, treatment, disposal or reuse of human excreta and associated hygiene. The human right to sanitation entitles everyone to sanitation services that are safe, socially and culturally acceptable, secure, hygienic, physically accessible and affordable, and that provide privacy and ensure dignity.</td></tr><tr><td>Air quality</td><td>Breathing clean air is a human right, and poor air quality can negatively impact human life. Air quality is improved by managing non-greenhouse gas (GHG) air emissions and conducting air quality measurements to improve environmental outputs around operations.</td></tr><tr><td>Child labor</td><td>Child labor relates to the prohibition of employment of individuals who are under the minimum working age of 15 or the legal limit in the working country (whichever is stricter). Young people admitted to work must have working conditions appropriate to their age and be protected against economic exploitation. Any work likely to harm their safety, health, physical, mental, moral or social development, or to interfere with their education will be restricted. Child labor also relates to inadequate systems and policies to prevent the use of underage workers, either directly or indirectly, through labor agencies and contractors.</td></tr><tr><td>Climate change</td><td>Climate change impacts include extreme weather events and natural disasters, rising sea levels, floods, heatwaves, drought, water scarcity and the spread of disease. We recognize that GHG emissions from vehicle use, direct and indirect operations and logistics contribute to climate change.</td></tr><tr><td>Data protection, privacy and security</td><td>Appropriate policies and measures to respect privacy and to protect and secure personal data against loss and unauthorized access or use, including confidential, proprietary and personal information. Compliance with privacy and security laws and regulatory requirements in addition to the contracted terms and conditions.</td></tr><tr><td>Forced labor and ethical recruitment</td><td>Forced or compulsory labor refers to all work or service by an individual in which they are coerced to work through the use of violence or intimidation, or by more subtle means such as accumulated debt, retention of identity papers or threats of denunciation to immigration authorities. Includes a commitment to ethical recruitment, as unethical recruitment often leads to forced labor. Covers all tiers of the supply chain and includes conflict minerals, which are linked with forced labor and systemic violence.</td></tr></table>		Salient Issue	Definition	Access to water and sanitation	The human right to water entitles everyone to sufficient, safe, acceptable, physically accessible and affordable water for personal and domestic (household) use. “Sanitation” is defined as a system for the collection, transport, treatment, disposal or reuse of human excreta and associated hygiene. The human right to sanitation entitles everyone to sanitation services that are safe, socially and culturally acceptable, secure, hygienic, physically accessible and affordable, and that provide privacy and ensure dignity.	Air quality	Breathing clean air is a human right, and poor air quality can negatively impact human life. Air quality is improved by managing non-greenhouse gas (GHG) air emissions and conducting air quality measurements to improve environmental outputs around operations.	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Part B: Defining the focus of reporting

Question **Ford Response** **For more information, please see:**

B1 State the salient human rights issues associated with the company's activities and business relationships during the reporting period.
(continued)

Salient Issue	Definition
Harassment and discrimination	"Harassment" means conduct of a harassing nature, whether in the workplace or off-site, which has the effect of interfering with someone's work performance or which creates an intimidating, hostile or offensive working environment. What is acceptable, amusing or inoffensive to some may be unwelcome, abusive or offensive to others. Ford does not tolerate harassment or discrimination of any kind, including, but not limited to, harassment or discrimination based on gender, gender identity, race, color, religion, age, national origin, sexual orientation, disability or veteran status. In addition, any forms of torture, cruel, inhumane or degrading treatment in the workplace are not tolerated.
Health, safety and security	Health, safety and security pertains to providing and maintaining for all personnel a safe and healthy work environment that meets or exceeds applicable legal standards for occupational safety and health across the value chain. Includes physical security, health and safety and mental health and well-being. Extends to the health and safety of communities.
Human trafficking	Human trafficking refers to the recruitment or transportation of people into a situation of exploitation through the use of violence, deception or coercion. These people are then forced to work against their will.
Product safety and quality	Products are designed not only to meet or exceed applicable laws and regulations, but also to advance the state of the art in safety whenever practicable.

Determination of salient issues

B2 Describe how the salient human rights issues were determined, including any input from stakeholders.

Our 10 salient human rights issues were prioritized from a list of 23 potential human rights issues relevant to Ford, based on the potential negative impact the issues could have on human rights. We determined these issues in partnership with a third-party consultancy. The assessment included:

- Desk-based research covering a review of Ford's relevant internal documentation, a review of cross-industry peers and best-practice reporting and a media scan to identify a long list of potential issues
- Interviews with internal representatives from across Ford's global business, including senior management, as well as external stakeholders, including suppliers, an investor representative, NGOs and industry experts, to review and prioritize the identified issues in terms of their potential to generate adverse impacts on populations through Ford's activities or business relationships, and to determine especially vulnerable populations
- An online survey distributed to a focused group of global employees to identify top salient issues, vulnerable populations, priority actions for Ford and emerging human rights issues
- Workshops with internal and external stakeholders to validate and confirm the assessment findings

Identifying Our Salient Human Rights Issues

Part B: Defining the focus of reporting

Question	Ford Response	For more information, please see:
Choice of focal geographies (if any)		
B3 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. Our 2020 saliency assessment identified potential higher-risk areas within Ford's operations and along our value chain where populations are particularly vulnerable. These include conflict-affected and high-risk areas within raw materials sourcing and supply chain parts manufacturing. Additionally, they include potential human rights risks associated with global locations and joint ventures including in China, India, Thailand, Russia and Mexico. Ford is developing action plans to address these vulnerabilities. For example, in 2021, we are expanding our human rights audits to 75% of our global manufacturing facilities including our joint venture facilities.</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. 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 2020.</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>	Respecting Human Rights Human Rights Within Ford Human Rights Within Our Supply Chain Responsible Sourcing of Raw Materials Supplier Code of Conduct
Additional severe impacts (if any)		
B4 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>The COVID-19 pandemic has profoundly affected the world. As well as the tragic loss of life, entire industries and many businesses have been jeopardized. For people all over the world, the impact on health, income, quality of life and way of life has been severe. Ford has instituted a multi-layered approach to COVID-19 to protect our employees, suppliers and communities. Some of our response initiatives include: implementing global standards on social distancing and health and safety protocols to protect our workforce, including mental health and well-being programs; providing tools and technologies for employees to work from home; and donating millions of masks to communities and organizations with limited access to PPE.</p>	Human Rights Within Ford Transforming the Way We Work Ford Fund: COVID-19 Community Support in Numbers Coronavirus webpage

Part C: Management of salient human rights issues

Question	Ford Response	For more information, please see:
Specific policies		
C1 Does the company have any specific policies that address its salient human rights issues and, if so, what are they?	We have instituted a number of company policies that address our salient human rights issues. This year we issued a new We Are Committed to Protecting Human Rights and the Environment Policy which addresses many of these issues. It replaces our Policy Letter 24. References to additional policies on topics including data protection, privacy and security, harassment and discrimination, worker health, safety and security, and product safety and quality can be found in Ford's Code of Conduct Handbook. Our new Supplier Code of Conduct outlines our requirements for supplier relationships in areas related to human rights, the environment, responsible material sourcing, responsible and lawful business practices and the associated implementation of these principles.	We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct ESG Reporting Hub
C1.1 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's customers expect more from the companies they support than they have in the past. 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 We Are Committed to Protecting Human Rights and the Environment Policy is important to Ford. We share this with our workforce in our corporate training and our Code of Conduct. Our suppliers are made aware of our policy through the Supplier Code of Conduct, supplier web guides and our GT&Cs.</p>	Code of Conduct Handbook Supplier Code of Conduct We Are Committed to Protecting Human Rights and the Environment Policy Human Rights Within Our Supply Chain Responsible Sourcing of Raw Materials
Stakeholder engagement		
C2 What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?	<p>During 2020, we engaged with stakeholders to better understand and respond to our most salient human rights issues. We have regular engagements with our employees and the communities in which we operate, especially in 2020 due to COVID-19. We held hundreds of employee listening sessions to understand the concerns of our people, and conducted a weekly employee poll on a range of topics, including COVID-19, return to the workplace and social unrest. To support our communities Ford Fund directed \$500,000 in emergency relief to Detroit-area nonprofits addressing hunger, housing, mobility and other urgent needs due to COVID-19 and contributed \$1.13 million to worldwide COVID-19 relief through our employee donation match program.</p> <p>We also engaged in industry collaborations with our stakeholders to combat human rights issues, including:</p> <ul style="list-style-type: none"> • NGOs • Investors, including fireside chats • Member-driven organizations such as Ceres, AIAG, the Automotive Cybersecurity Industry Consortium (ACIC), Auto Alliance and the RBA • IRMA, Copper Mark, GPSNR • Regulatory and government agencies • CEO Action for Diversity <p>We believe that sector-wide forums are also vital for providing a common voice and driving change within our industry. Additionally, as in recent years, a stakeholder team selected by Ceres provided recommendations for our Integrated Sustainability and Financial Report 2021. Representing a range of constituencies and expertise, including investors, academia, SMEs and suppliers, the Ceres Stakeholder Committee convened February 11, 2021. Ford's responses to their recommendations are summarized in the report.</p>	Human Rights Within Ford Identifying Our Salient Human Rights Issues Stakeholder Engagement Community Investment and Engagement

Part C: Management of salient human rights issues

Question	Ford Response	For more information, please see:												
C2.1 <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>	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. For additional information, see our responses to questions C2.2 and C6.	GRI Index Conflict Minerals Report												
C2.2 <i>During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?</i>	<p>We engage regularly with 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. See the chart below for examples of stakeholder engagement on our salient issues and see our Integrated Sustainability and Financial Report 2021 to learn more.</p> <table> <tr> <th>Salient Issue</th><th>Stakeholder Engagement</th><th>For more information, please see:</th></tr> <tr> <td>Access to water and sanitation</td><td> <p>Sustainability aspiration: Make zero water withdrawals for manufacturing processes and use freshwater only for human consumption.</p> <p>As a U.S. Department of Energy “Better Buildings Better Plants Challenge” Partner, we continue to implement a range of best practices in our new facilities, from advanced water treatment and waste reduction systems to energy-saving technologies, continuing to minimize impacts on the environment.</p> <p>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 2020 we shared best practice examples with more than 50 key Tier 1 suppliers through PACE and introduced <i>FastPACE</i>, a streamlined version of our Supply Chain Sustainability program, to reach Tier 2 suppliers in China, India, Thailand and South Africa.</p> </td><td> FastPACE Program Our Sustainability Aspirations </td></tr> <tr> <td>Air quality</td><td> <p>Sustainability aspiration: Attain zero emissions from our vehicles and facilities.</p> <p>We engage with governments and regulators on emissions compliance, especially as countries and states announce plans to ban internal combustion engine vehicles or implement 100 percent zero-emission vehicle sales targets to improve air quality.</p> </td><td> Addressing Non-CO₂ Emissions Cleaner City Air With Geofencing Technology Our Sustainability Aspirations </td></tr> <tr> <td>Child labor</td><td>In 2020, Ford participated in the RMI Artisanal/Small Mining (ASM) Workgroup. The ASM Workgroup consists of member research, analysis and engagement on ASM-related risks, including child labor. The ASM Workgroup prioritized the adoption and support of an ASM Standard, specifically focusing on cobalt and the endorsement of a cobalt-related Standard in Year 1.</td><td>Conflict Minerals Report</td></tr> </table>	Salient Issue	Stakeholder Engagement	For more information, please see:	Access to water and sanitation	<p>Sustainability aspiration: Make zero water withdrawals for manufacturing processes and use freshwater only for human consumption.</p> <p>As a U.S. Department of Energy “Better Buildings Better Plants Challenge” Partner, we continue to implement a range of best practices in our new facilities, from advanced water treatment and waste reduction systems to energy-saving technologies, continuing to minimize impacts on the environment.</p> <p>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 2020 we shared best practice examples with more than 50 key Tier 1 suppliers through PACE and introduced <i>FastPACE</i>, a streamlined version of our Supply Chain Sustainability program, to reach Tier 2 suppliers in China, India, Thailand and South Africa.</p>	FastPACE Program Our Sustainability Aspirations	Air quality	<p>Sustainability aspiration: Attain zero emissions from our vehicles and facilities.</p> <p>We engage with governments and regulators on emissions compliance, especially as countries and states announce plans to ban internal combustion engine vehicles or implement 100 percent zero-emission vehicle sales targets to improve air quality.</p>	Addressing Non-CO₂ Emissions Cleaner City Air With Geofencing Technology Our Sustainability Aspirations	Child labor	In 2020, Ford participated in the RMI Artisanal/Small Mining (ASM) Workgroup. The ASM Workgroup consists of member research, analysis and engagement on ASM-related risks, including child labor. The ASM Workgroup prioritized the adoption and support of an ASM Standard, specifically focusing on cobalt and the endorsement of a cobalt-related Standard in Year 1.	Conflict Minerals Report	Progress Against Our Aspirations Prioritizing Key Issues Stakeholder Engagement Responsible Sourcing of Raw Materials Transparency and Trust ESG Reporting Hub
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Part C: Management of salient human rights issues

Question	Ford Response			For more information, please see:
C2.2 During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why? (continued)	Salient Issue	Stakeholder Engagement	For more information, please see:	Progress Against Our Aspirations
	Climate change	<p>Sustainability aspiration: Achieve carbon neutrality by 2050.</p> <p>In 2020, Ford finalized its Voluntary Framework Agreement with California regarding future GHG requirements, creating a single national compliance plan instead of a two-strand scenario.</p> <p>To drive collaboration and progress toward our new carbon neutrality goal, we have joined the CEO Climate Dialogue and the Climate Leadership Council, and signed up to the New Deal for Europe initiative to devise a comprehensive Sustainable Europe 2030 strategy. We signed the “Business Ambition for 1.5°C Commitment Letter” and worked with the Science Based Targets initiative (SBTi) on approval of our emissions targets.</p> <p>As a founder of the AIAG’s Environmental Sustainability Advisory Group and member of its Greenhouse Gas Work Group, in 2020 we continued to work with other OEMs to develop supplier training programs covering GHG emissions, Scope 3 emissions and water management, with guidance on calculations and strategy development.</p>	Climate Change Scenario Report Climate Change: Toward Carbon Neutrality Minimizing Our Supply Chain Impacts Our Sustainability Aspirations	Prioritizing Key Issues Stakeholder Engagement Responsible Sourcing of Raw Materials Transparency and Trust ESG Reporting Hub
	Data protection, privacy and security	<p>We are actively engaged with ACIC and the Department of Homeland Security on pre-competitive research.</p> <p>We are a founding member of the Information Sharing and Analysis Center (Auto-ISAC), and we have formally adopted the Auto Alliance Privacy Principles.</p> <p>We are co-chairing development of the upcoming global standard, ISO 21434 Road vehicles – Cybersecurity engineering.</p> <p>We work with OEMs and national authorities at the UN Economic Commission for Europe to develop the global Cybersecurity Regulation ECE 155, which was adopted in June 2020.</p> <p>We engage with regulators in Europe to understand the impact of the new global cybersecurity requirements, which will apply to all vehicle models from July 2024.</p>	Driver Assist Technologies	
	Forced labor and ethical recruitment	<p>In 2020, Ford participated in the Responsible Labor Initiative (RLI) Definition of Fees sub-team to propose amendments to the January 2021 revision of the RBA “Definition of Fees” document related to the ethical recruitment of workers.</p> <p>We also work directly with our suppliers on ethical recruitment. During 2020, through our partnership with the RBA, we piloted e-learning training for our supply base that focused on recruitment fees.</p>	Human Rights Within Ford Responsible Sourcing of Raw Materials Global Modern Slavery and Human Trafficking Transparency Statement	

Part C: Management of salient human rights issues

Question	Ford Response			For more information, please see:
C2.2 During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why? (continued)	Salient Issue	Stakeholder Engagement	For more information, please see:	Progress Against Our Aspirations
	Harassment and discrimination	<p>Sustainability aspiration: Create a truly diverse culture where everyone feels like they belong.</p> <p>We created a Culture Operating System that proactively measures the transformation of Ford to enhance a culture of mutual respect and acceptance, and help eliminate harassment and discrimination. This system is being implemented globally and driving a shared culture that is aligned with our Truths.</p> <p>In the U.S., we embarked on a diversity, equity and inclusion (DEI) employee audit, the most comprehensive assessment of DEI we have ever undertaken.</p>	Human Rights Within Ford Diversity, Equity and Inclusion Ethical Conduct Our Sustainability Aspirations	Prioritizing Key Issues Stakeholder Engagement Responsible Sourcing of Raw Materials Transparency and Trust ESG Reporting Hub
	Health, safety and security	<p>Sustainability aspiration: Work toward a future that is free from vehicle crashes and workplace injuries.</p> <p>Throughout 2020, Ford proactively evolved our response to COVID-19 to keep our employees and communities safe. We also conducted weekly employee polls on a range of relevant topics – including COVID-19, return to the workplace and social unrest – to gain insights into how employees needed to be supported.</p> <p>In addition to the employee initiatives highlighted in this document, Ford worked with dealerships to avoid direct customer contact, and to sanitize and clean vehicles before and after services, repairs, test drives and sales.</p> <p>In the Philippines, we run a Total Well-being Program for employees, in partnership with MindNation, the premier mental health care provider in Southeast Asia. We are able to promote mental, psychological and emotional wellness among Ford employees in the country by offering them access to coaches and psychologists, webinars and wellness promotions.</p>	Human Rights Within Ford Transforming the Way We Work Ford Fund: COVID-19 Community Support in Numbers Customer Experience Our Sustainability Aspirations	
	Human trafficking	Our Purchasing training, Driving A Better Tomorrow, focused on how the team can support responsible sourcing, including identifying human trafficking.	Global Modern Slavery and Human Trafficking Transparency Statement	
	Product safety and quality	<p>Sustainability aspiration: Work toward a future that is free from vehicle crashes and workplace injuries.</p> <p>We work with a number of companies, organizations and academic and research institutions, including General Motors and Fiat Chrysler through the U.S. Council for Automotive Research (USCAR), other manufacturers through the Auto Alliance, the European Automobile Manufacturers Association (ACEA), the Society of Automotive Engineers (SAE) and the International Organization for Standardization (ISO) to enhance the safety of vehicles. We work with our technology partner, Argo AI, and other groups to develop our self-driving business. We also provide information and educational programs to consumers to promote safe driving practices.</p>	Driver Assist Technologies Community Investment and Engagement Safety and Quality Self-Driving Vehicles Our Sustainability Aspirations	

Part C: Management of salient human rights issues

Question	Ford Response	For more information, please see:
C2.3 <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>	In 2020, we engaged with a wide range of stakeholders, including internal representatives across Ford's business and 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.	Identifying Our Salient Human Rights Issues GRI Index
Assessing impacts		
C3 How does the company identify any changes in the nature of each salient human rights issue over time?	<p>Our 2018 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. In 2020 we undertook a second saliency assessment to ensure our focus areas and action plans respond to our areas of greatest impact. The 2020 assessment built on our findings from 2018 and more closely analyzed vulnerable populations. We also discuss our salient issues and how they evolve with stakeholder groups. For example, in the past year we engaged with Ceres, RBA, Copper Mark, AIAG, and the Global Information Sharing Forum (GISF) to keep engaged with emerging human rights issues. We also joined IRMA to ensure our salient human rights are evolving with the changing sourcing landscape.</p> <p>In 2020, our Salient Human Rights Governance team, with oversight from our director of Global Sustainability, continued to manage and track our action plans to prevent, manage and remediate salient human rights issues. This process will help us track the effectiveness of our due diligence systems and performance, and indicate opportunities to further improve our efforts to address human rights, including those that affect how we source materials responsibly. We rely on our internal and external subject matter experts to assess specific human rights impacts and take appropriate action. For example, this process identified a need to expeditiously implement a Supplier Code of Conduct, which we will incorporate into the Purchasing process in 2021. We are regularly exploring improvement opportunities to our due diligence process.</p> <p>In addition, the review of our action plans highlighted an opportunity for Ford to more frequently assess our human rights risks at our global manufacturing facilities. As an outcome, we plan to expand our human rights risk assessments to over 75 percent of our global manufacturing facilities in 2021.</p> <p>Every two years we undertake a top-level review process of our salient issues to assess if any new issues have emerged during the reporting year. These issues are reviewed by our Vice President, Chief Sustainability, Environment, and Safety Officer and are regularly reviewed by our Salient Human Rights Governance team (including representatives from Labor Affairs, Human Resources, the Environmental Quality Office, the Automotive Safety the Office, the Office of the General Counsel and Data Analytics) to assess changes and actions to address salient issues. During years when we do not conduct a saliency assessment, we conduct a thorough materiality assessment.</p>	Identifying Our Salient Human Rights Issues Supplier Code of Conduct Protecting Human Rights in Our Manufacturing Facilities

Part C: Management of salient human rights issues

Question	Ford Response	For more information, please see:												
C3.1 <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>	<p>Notably, in 2021, we introduced a safety aspiration to work toward a future that is free from vehicle crashes and workplace injuries. In 2020, we had zero fatalities in our facilities. This marks two consecutive years without an unfortunate fatal incident.</p> <p>The number of salaried harassment complaints and corresponding investigations in North America declined over 30 percent in 2020 versus 2019 (from 136 in 2019 to 91 in 2020), following a 20 percent decline from 2018 to 2019.</p> <p>We have an incredibly complex supply chain, with approximately 1,200 Tier 1 suppliers providing vehicle parts comprised of 1,000 different materials. During the reporting period, we continued to work on increasing transparency within our supply chain and identifying materials of concern such as tin, tantalum, tungsten, gold, cobalt, mica and rubber.</p> <p>Our own supplier audit results uncovered non-conformances around three key human rights areas: labor, health and safety and management systems.</p> <p>Frequent Supplier Non-Conformances in 2020</p> <table> <tr> <th></th><th>Supplier Non-Conformances</th><th>Remedial Action</th></tr> <tr> <td>Labor</td><td>The most frequent labor issues involved working hours and consecutive days of work. Due to COVID-19, many suppliers had difficulty meeting the RBA labor requirements of at least 75 percent of workforce in attendance during the audit (high absenteeism) and working hours (overtime requirements to maintain production). Corrective actions often involved installing electronic timekeeping equipment, or training on systems to manage working hours. Our audits did not reveal any instances of child, forced or involuntary labor, although several suppliers' policies and procedures lacked the required robustness to ensure compliance.</td><td>We continue to expand training and capacity building to equip suppliers with the knowledge, skills and processes to protect employees' rights. In 2020, we conducted specific training on recruitment fees and the warning signs of forced labor with suppliers through e-learning modules. Where fees were charged to employees, we are working with the suppliers to develop corrective action plans, which include repaying fees and establishing systems to prevent reoccurrence. Suppliers were also required to undertake training on recognizing and preventing forced labor.</td></tr> <tr> <td>Health and Safety</td><td>The most frequent health and safety issue was inadequate emergency preparedness – specifically the lack of adequate and effective fire drills and fire-detection equipment. We require suppliers with such deficiencies to take additional fire safety training and demonstrate compliance in future audits. Another common issue was lack of a risk assessment for pregnant or nursing mothers in the workplace.</td><td>Most non-conformances are resolved at the time of discovery or soon after through immediate containment actions, training and minor facility improvements. Occasionally, suppliers need to put additional controls in place to ensure adequate training and regular certification of first aid equipment. Regarding risk assessments related to pregnant or nursing mothers, we work with suppliers to develop action plans, including the development of a process to identify risks specific to this population.</td></tr> <tr> <td>Management Systems</td><td>The most frequent management system issue was the lack of a process to communicate the RBA Code of Conduct and to monitor adherence to the code, particularly in regard to labor agents or contract suppliers.</td><td>In addition to receiving training on the RBA Code of Conduct, suppliers are encouraged to develop plans to integrate communication into their supplier processes.</td></tr> </table> <p>In addition to these findings, we are considering how COVID-19 raises the risk profile of non-conformances related to salient issues like health, safety and security (including mental health) and harassment and discrimination.</p>		Supplier Non-Conformances	Remedial Action	Labor	The most frequent labor issues involved working hours and consecutive days of work. Due to COVID-19, many suppliers had difficulty meeting the RBA labor requirements of at least 75 percent of workforce in attendance during the audit (high absenteeism) and working hours (overtime requirements to maintain production). Corrective actions often involved installing electronic timekeeping equipment, or training on systems to manage working hours. Our audits did not reveal any instances of child, forced or involuntary labor, although several suppliers' policies and procedures lacked the required robustness to ensure compliance.	We continue to expand training and capacity building to equip suppliers with the knowledge, skills and processes to protect employees' rights. In 2020, we conducted specific training on recruitment fees and the warning signs of forced labor with suppliers through e-learning modules. 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Part C: Management of salient human rights issues

Question	Ford Response	For more information, please see:
C3.2 During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?	<p>Health, safety and security – COVID-19 has had profound and far-reaching impacts on Ford and our communities. Public health crises like pandemics bring salient issues into sharper focus and exacerbate their effects on employees and vulnerable populations.</p> <p>Some of our response initiatives include: implementing global standards on social distancing and health and safety protocols to protect our workforce; providing tools and technologies for employees to work from home; and providing programs to support physical, mental and emotional health and well-being.</p> <p>Our Ford Resource and Engagement Centers (FRECs) played a significant role in COVID-19 relief efforts. Our two Detroit centers worked with Gleaners Food Bank to convert all food pantry services into drive-thru collections. This amended service has allowed those in need to access supplies while upholding social distancing rules from the safety of their cars.</p> <p>Meanwhile, the FREC in Bangkok worked with eight NGO partners to redirect resources to meet immediate needs. One thousand care packages were distributed each week, providing the city's most vulnerable residents with food, personal supplies and safety equipment.</p> <p>Supplier audit results highlighted non-conformances in labor, health and safety, and management systems 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. For additional information, see our response to question C3.1.</p>	<p>Transforming the Way We Work</p> <p>Ford Fund: COVID-19 Community Support in Numbers</p> <p>Human Rights Within Our Supply Chain</p>

Part C: Management of salient human rights issues

Question	Ford Response	For more information, please see:				
Integrating findings and taking action						
C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?	<p>2020 was the second time 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 each issue. Based on our findings and reviews of our action plans, we have revised them to address each of our salient issues, and continue to work toward these.</p> <table><tr><th>Salient Issue</th><th>Our Actions</th></tr><tr><td>Access to water and sanitation</td><td><p>We manage water sources efficiently and sustainably, especially in water-stressed areas, and ensure our water-extraction policies and practices do not negatively impact access to water for other users.</p><p>Our sustainability aspirations are to use freshwater for human consumption only, plus zero water withdrawals for manufacturing processes – to be achieved by installing non-water-based technologies and relying on alternative sources such as other companies’ treated wastewater. Our 2025 Global Manufacturing Water Strategy targets a 15 percent reduction in absolute freshwater use, building on our 75 percent reduction since 2000.</p><p>PACE has continued throughout 2020 without requiring any major modifications due to COVID-19.</p></td></tr></table>	Salient Issue	Our Actions	Access to water and sanitation	<p>We manage water sources efficiently and sustainably, especially in water-stressed areas, and ensure our water-extraction policies and practices do not negatively impact access to water for other users.</p> <p>Our sustainability aspirations are to use freshwater for human consumption only, plus zero water withdrawals for manufacturing processes – to be achieved by installing non-water-based technologies and relying on alternative sources such as other companies’ treated wastewater. Our 2025 Global Manufacturing Water Strategy targets a 15 percent reduction in absolute freshwater use, building on our 75 percent reduction since 2000.</p> <p>PACE has continued throughout 2020 without requiring any major modifications due to COVID-19.</p>	<p>Identifying Our Salient Human Rights Issues</p> <p>ESG Reporting Hub</p> <p>Supplier Code of Conduct</p> <p>Our Sustainability Aspirations</p> <p>Progress Against Our Aspirations</p>
Salient Issue	Our Actions					
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		<p>For more information, please see:</p> <p>Water Use</p> <p>CDP Water Response</p> <p>Minimizing Our Supply Chain Impacts</p>				

Part C: Management of salient human rights issues

Question	Ford Response	For more information, please see:	
C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions? (continued)	Salient Issue	Our Actions	For more information, please see:
	Air quality	<p>Through our research, and vehicle development and operations, we are working to reduce emissions of non-CO₂ pollutants, in accordance with increasingly stringent standards around the world (see the Climate Change section in this table for more information). We acknowledge internal combustion engines emit pollutants that can affect air quality. We are compliant with or surpass all global criteria emission standards. At the same time, we continue to develop our alternative fuels portfolio. Looking ahead, we will move toward lower-vehicle-emission standards and shift from internal combustion engine vehicles (ICEVs) to electric vehicles (EVs). The all-electric Mustang Mach-E was launched in North America and Europe in late 2020 and comes to China in 2021. By 2025, 25 percent of Ford nameplates globally will offer a battery electric vehicle (BEV) option. We also aim to reduce Scope 3 GHG emissions from use of sold products by 50 percent per vehicle kilometer by 2035 from a 2019 base year.</p> <p>We aspire to achieve zero air emissions from our vehicles and facilities (guided by our Carbon Reduction Strategy for manufacturing).</p> <p>We also address non-GHG emissions. For example, in the Greater China region, we are making every effort to reduce Volatile Organic Compounds (VOCs) emissions during the vehicle painting process, using a combination of approaches including abatement, color blocking and improved purge recovery. Since 2015, we have reduced our VOC emissions density by 33 percent (10.7 g/m²), which is equivalent to an annual reduction of more than 570 metric tons of absolute VOC emissions.</p> <p>The new Bronco program at the Michigan Assembly Plant included the addition of new paint spraying robots, requiring exhaust from the uncontrolled paint zone to be abated.</p> <p>As part of the abatement work, the Paint Engineering team integrated an energy reduction project to convert the abated automation zones to recirculation zones, reducing the amount of exhaust air requiring abatement by 90 percent. The modified abatement system was designed to destroy more than 95 percent of the VOCs.</p>	<p>Identifying Our Salient Human Rights Issues</p> <p>ESG Reporting Hub</p> <p>Supplier Code of Conduct</p> <p>Our Sustainability Aspirations</p> <p>Progress Against Our Aspirations</p> <p>Climate Change: Toward Carbon Neutrality</p> <p>Reducing Our Vehicle CO₂ Footprint</p> <p>Alternative Fuels and Powertrains</p> <p>Taking a Life Cycle Approach</p>

Part C: Management of salient human rights issues

Question	Ford Response		For more information, please see:	
C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions? (continued)	Salient Issue	Our Actions	For more information, please see:	Identifying Our Salient Human Rights Issues
	Child labor	<p>We do not tolerate child labor (the employment of individuals under the minimum working age of 15 or the legal limit in the working country, whichever is stricter) in our manufacturing operations or in our supply chain. Ford verifies that all employees meet the minimum working age in any region where it operates, and in no instance employs individuals below the age of 15. Ford verifies age using government-issued identification or other mechanisms that are consistent with local legal requirements.</p> <p>We are implementing a process to assess human rights risk at approximately 75 percent of our global manufacturing facilities in 2021. This process utilizes the RBA online assessment tool that was developed by human rights experts to help identify areas within facilities that may be at more risk for human rights issues.</p> <p>We safeguard against the threat of child labor by auditing suppliers and maintaining compliance with all legislative initiatives, acts and regulations designed to increase transparency and promote due diligence. We verify that our key suppliers have codes of conduct aligned with our We Are Committed to Protecting Human Rights and the Environment Policy. In addition, Ford continues to expand usage of the Self-Assessment Questionnaire (SAQ) with all suppliers, and we are developing a process to integrate sustainability assessments into our sourcing processes. For the third consecutive year, we significantly increased our supplier outreach, issuing more than 1,200 supplier SAQs to our Tier 1 suppliers.</p>	<p>Respecting Human Rights</p> <p>Minimizing Our Supply Chain Impacts</p> <p>Global Modern Slavery and Human Trafficking Transparency Statement</p>	<p>ESG Reporting Hub</p> <p>Supplier Code of Conduct</p> <p>Our Sustainability Aspirations</p> <p>Progress Against Our Aspirations</p>

Part C: Management of salient human rights issues

Question	Ford Response		For more information, please see:				
C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions? (continued)	<table><tr><th>Salient Issue</th><th>Our Actions</th></tr><tr><td>Climate change</td><td><p>We aspire to achieve carbon neutrality by 2050. We are focusing on three main areas globally that account for about 95 percent of Ford’s carbon emissions: vehicle use, suppliers and our factories. The SBTi has approved our 2035 interim emissions targets on the path toward carbon neutrality by 2050.</p><p>In 2020, we reduced our absolute emissions by 15.1 percent, or 0.53 million metric tons – the equivalent of more than 112,000 passenger vehicles being driven for a year. We are scaling up the number of electrified models, investing \$22 billion by 2025, and offering electrified versions of our most popular nameplates, including our new all-electric Mustang Mach-E launched in late 2020, our E-Transit coming in 2021 and an all-electric F-150 due in mid-2022. By 2030, Ford’s passenger vehicle range in Europe will be completely all-electric while two-thirds of commercial vehicle sales are expected to be all-electric or plug-in hybrid.</p><p>In Europe, we created with other manufacturers the IONITY consortium, which is leading the way in creating a high power DC charging network along Europe’s highways. EV customers in North America have access to the continent’s <u>largest EV public charging network</u>, more than any other automotive manufacturer.</p><p>We will use 100 percent locally sourced renewable electricity for all manufacturing plants globally by 2035. In Europe, Ford is already using 100 percent green electricity to power all Ford facilities in the U.K., the Craiova plant in Romania, and all facilities in Cologne, Germany, including the vehicle assembly and engine plants, as well as the Research and Innovation Center in Aachen. We expect that Europe will be among the first global regions to become carbon neutral.</p><p>We also aspire to only use renewable and recycled plastic materials with lower life cycle impacts that provide equivalent quality, appearance and performance to existing materials. We have announced a near-term ambition of 20 percent recycled and renewable plastics in our vehicles by 2025. We utilize ISO 14021 in accounting for our recycled and renewable content and track our progress using the highest-volume variant of our nameplates. We were the first automotive company to launch soy-based foam in 2007 and since then, we have introduced new composites using castor oil, kenaf, wheat straw, rice hulls, coconut and tree fibers into our vehicles.</p></td></tr></table>	Salient Issue	Our Actions	Climate change	<p>We aspire to achieve carbon neutrality by 2050. We are focusing on three main areas globally that account for about 95 percent of Ford’s carbon emissions: vehicle use, suppliers and our factories. The SBTi has approved our 2035 interim emissions targets on the path toward carbon neutrality by 2050.</p> <p>In 2020, we reduced our absolute emissions by 15.1 percent, or 0.53 million metric tons – the equivalent of more than 112,000 passenger vehicles being driven for a year. 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We were the first automotive company to launch soy-based foam in 2007 and since then, we have introduced new composites using castor oil, kenaf, wheat straw, rice hulls, coconut and tree fibers into our vehicles.</p>	<p>For more information, please see:</p> <p>Climate Change: Toward Carbon Neutrality</p> <p>Supporting Charging Infrastructure</p> <p>Taking a Life Cycle Approach</p> <p>Alternative Fuels and Powertrains</p> <p>Respecting Human Rights</p> <p>Minimizing Our Supply Chain Impacts</p> <p>Climate Change Scenario Report</p> <p>Moving Toward a Circular Economy</p> <p>TCFD Index</p> <p>CDP Climate Change Response</p> <p>CDP Water Response</p>	<p>Identifying Our Salient Human Rights Issues</p> <p>ESG Reporting Hub</p> <p>Supplier Code of Conduct</p> <p>Our Sustainability Aspirations</p> <p>Progress Against Our Aspirations</p>
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Part C: Management of salient human rights issues

Question	Ford Response			For more information, please see:
C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions? (continued)	Salient Issue	Our Actions	For more information, please see:	Identifying Our Salient Human Rights Issues
	Data protection, privacy and security	<p>We have systems and policies in place across the company to consider approaches to data protection, privacy and security. Details of Ford's US Privacy Policy are available on our corporate website. Ford's report "A Matter of Trust" provides detail on our priorities for self-driving vehicle development and addresses cybersecurity.</p> <p>We are members of ACIC and Auto-ISAC and have formally adopted the Automotive Consumer Privacy Protection Principles.</p> <p>We are actively engaged with ACIC and the Department of Homeland Security on pre-competitive research. We also engage with regulators and help develop standards related to vehicle cybersecurity, including co-chairing work on the upcoming ISO 21434 standard.</p>	Global Data Insight and Analytics Driver Assist Technologies US Privacy Policy A Matter of Trust	ESG Reporting Hub Supplier Code of Conduct Our Sustainability Aspirations Progress Against Our Aspirations
	Forced labor and ethical recruitment	<p>We safeguard against these threats by maintaining compliance with all legislative initiatives, acts and regulations designed to increase transparency and promote due diligence. Within our operations, we pay our workers regularly, in full and on time, and all workers receive a pay slip with their wages explaining any legitimate deductions. We do not require workers to pay work-related fees, and we pay all costs and charges involved in the recruitment process.</p> <p>We are implementing a process to assess human rights risk at approximately 75 percent of our global manufacturing facilities in 2021. This process utilizes the RBA online assessment tool that was developed by human rights experts to help identify areas within facilities that may be at more risk for human rights issues.</p> <p>Supply chain initiatives include auditing limited high-risk Tier 1 sites with corrective action plans and monitoring through completion. We also use a supplier SAQ to better understand suppliers' policies.</p> <p>We verify that our key suppliers have codes of conduct aligned with our We Are Committed to Protecting Human Rights and the Environment Policy. In addition, Ford continues to expand usage of the SAQ with all suppliers, and we are developing a process to integrate sustainability assessments into our sourcing processes. For the third consecutive year, we significantly increased our supplier outreach, issuing more than 1,200 supplier SAQs to our Tier 1 suppliers.</p>	Respecting Human Rights Human Rights Within Our Supply Chain Global Modern Slavery and Human Trafficking Transparency Statement	

Part C: Management of salient human rights issues

Question	Ford Response		For more information, please see:
C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions? (continued)	Salient Issue	Our Actions	For more information, please see:
	Harassment and discrimination	<p>We do not tolerate harassment or discrimination of any kind, including, but not limited to, harassment or discrimination based on gender, gender identity, race, color, religion, age, national origin, sexual orientation, disability or veteran status. There is an established governance system to review harassment and discrimination findings at all levels of the organization, including the Board of Directors. Actions and priorities are influenced by the findings, including examples such as mandatory anti-harassment training, location-specific culture surveys, establishment of a Culture Operating System, focus groups with Employee Resource Groups such as Ford-employees African-Ancestry Network for insights on social tensions, expansion of learning resources through Degreed and many others. We are focused on advancing pay for women and creating a supportive work environment where women can thrive. For the third year in a row, Ford was included in the Bloomberg Gender-Equality Index (GEI) in 2020.</p> <p>For more than two decades, Ford's Employee Resource Groups (ERGs) have provided support, outreach, mentoring and development to all employees. ERGs are sponsored by our senior leaders and are open to all our employees. Our ERGs host a range of professional, educational and cultural events as well as supporting our diversity-related efforts in recruitment and community outreach.</p> <p>In the wake of social and racial injustice following the murder of George Floyd in May 2020, we spent time listening deeply to our employees to better understand their experiences inside and outside of Ford. As a result, we embarked on a DEI employee audit, the most comprehensive assessment of DEI we have ever undertaken. Ford's commitment to creating a culture of belonging is viewed as a strategic imperative to the company's future success. To that end, every corporate officer has a DEI objective: Actively cultivate a culture of belonging by focusing on specific actions and behaviors leading to enhanced diversity, equity and inclusion.</p> <p>One of the actions resulting from the DEI audit was creating a new Racial Equity Director to focus on identifying and removing barriers and systemic inequities throughout the employee journey and improving the employee experience.</p>	<p><u>Diversity, Equity and Inclusion</u></p> <p><u>Ethical Conduct</u></p> <p><u>Respecting Human Rights</u></p> <p><u>Human Rights within Ford</u></p> <p><u>Empowering Our People</u></p> <p><u>Corporate Governance</u></p> <p><u>Sustainability Governance</u></p> <p><u>Transforming the Way We Work</u></p> <p><u>A Focus on Racial Equity</u></p> <p><u>Bloomberg Gender-Equality Index</u></p> <p><u>Supplier Code of Conduct</u></p>
			<p><u>Identifying Our Salient Human Rights Issues</u></p> <p><u>ESG Reporting Hub</u></p> <p><u>Supplier Code of Conduct</u></p> <p><u>Our Sustainability Aspirations</u></p> <p><u>Progress Against Our Aspirations</u></p>

Part C: Management of salient human rights issues

Question	Ford Response		For more information, please see:
C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions? (continued)	Salient Issue	Our Actions	For more information, please see:
	Health, safety and security	<p>In 2021 we introduced a safety aspiration to work toward a future that is free from vehicle crashes and workplace injuries. We maintain a robust safety culture to reduce workplace injuries. We hold regular talks and events on key safety issues, including reporting all injuries, hazards and near-misses, so we can take action to prevent reoccurrences. We also participate in multi-industry groups, within and outside the automotive sector, to share safety best practices and collaborate to address common issues.</p> <p>The COVID-19 pandemic is an unprecedented threat to public health. Some of our response initiatives include: implementing global standards on social distancing and health and safety protocols to protect our workforce; providing tools and technologies for employees to work from home; and providing programs to support physical, mental and emotional health and well-being. In spite of the COVID-19 restrictions imposed on us around the world, we have continued to conduct mandatory training and emergency drills, albeit with new protocols for social distancing and face masks in place, and have run a number of campaigns, initiatives and promotions to promote occupational health and safety.</p> <p>We published Return to Work playbooks for both manufacturing and salaried employees in May 2020, in accordance with CDC guidelines. Actions include a self-certify health survey, temperature scans and requesting the use of PPE. Our playbooks have been shared publicly so others may replicate and benefit from these practices.</p> <p>In the Philippines, we ran a women’s empowerment webinar to support physical and mental well-being. It raised awareness around COVID-19 and breast cancer, and 200 sanitation kits were donated to participants.</p> <p>Throughout 2020 and 2021, the Ford Empowering Diverse Abilities (FEDA) group proactively led company efforts on adapting new work environments brought about by the pandemic for those who need accommodations or have access requirements that may not be typical. The group also hosted multiple listening sessions for employees to promote awareness and allyship for the disabled community and promoted free mental health resources offered by Ford. Other COVID-19-related efforts from the group include working to develop a transparent face mask to facilitate lip-reading and communication while adhering to safety protocols.</p> <p>We have been working with our key aluminum suppliers to conduct due diligence on an issue about mining concerns of bauxite. In addition, we raised the issues with RMI and IRMA to better understand actions the industry can take to address mining concerns.</p>	<p>Respecting Human Rights</p> <p>Human Rights Within Ford</p> <p>Empowering Our People</p> <p>Transforming the Way We Work</p> <p>Ford Fund: COVID-19 Community Support in Numbers</p> <p>Responsible Sourcing of Raw Materials</p>
			<p>Identifying Our Salient Human Rights Issues</p> <p>ESG Reporting Hub</p> <p>Supplier Code of Conduct</p> <p>Our Sustainability Aspirations</p> <p>Progress Against Our Aspirations</p>

Part C: Management of salient human rights issues

Question	Ford Response		For more information, please see:	
C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions? (continued)	Salient Issue	Our Actions	For more information, please see:	
	Human trafficking	<p>We safeguard against human trafficking by maintaining compliance with all legislative initiatives, acts and regulations designed to increase transparency and promote due diligence. We are implementing a process to assess human rights risk at approximately 75 percent of our global manufacturing facilities in 2021. This process utilizes the RBA online assessment tool that was developed by human rights experts to help identify areas within facilities that may be at more risk for human rights issues.</p> <p>Supply chain initiatives include auditing limited high-risk Tier 1 sites with corrective action plans and monitoring through completion. We also use a supplier SAQ to better understand suppliers' policies.</p> <p>For the third consecutive year, we significantly increased our supplier outreach, issuing more than 1,200 supplier SAQs to our Tier 1 suppliers.</p> <p>We verify that our key suppliers have codes of conduct aligned with our We Are Committed to Protecting Human Rights and the Environment Policy. In addition, Ford continues to expand usage of the SAQ with all suppliers, and we are developing a process to integrate sustainability assessments into our sourcing processes.</p>	<p>Respecting Human Rights</p> <p>Global Modern Slavery and Human Trafficking Transparency Statement</p>	
	Product safety and quality	<p>In 2021, we introduced a safety aspiration to work toward a future that is free from vehicle crashes and workplace injuries. The safety and quality of our vehicles will always be Ford's priority. Our systems help ensure that our vehicles meet or exceed performance and quality standards. We play a leading role in vehicle safety and driver assist innovation and are working to develop new technologies. Our Ford and Lincoln Co-Pilot360™ technologies use a combination of radar, sonar and cameras to sense and interpret the environment, helping customers around the world to drive safely and confidently, alerting them to potential collisions, protecting pedestrians and cyclists and making routine tasks easier.</p>	<p>Driver Assist Technologies</p>	
C4.1 How are those parts of the company whose decisions and actions can affect the management of salient issues involved in finding and implementing solutions?	<p>To identify our salient human rights issues, we engaged with individuals across many parts of our organization, including People Matters, Personnel Relations, Health and Safety, Marketing and Sales, Data Privacy, Global Labor Strategy, Product Safety, Supply Chain Sustainability, Government Affairs, the Environmental Quality Office, Sustainability and the 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.</p>		<p>Identifying Our Salient Human Rights Issues</p> <p>Prioritizing Key Issues</p> <p>Responsible Sourcing of Raw Materials</p>	

Part C: Management of salient human rights issues

Question	Ford Response	For more information, please see:
C4.2 <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>	We review our salient human rights issues within our cross-functional team (described in question C4.1) to work together to resolve problems and find optimal solutions that respect human rights, using our We Are Committed to Protecting Human Rights and the Environment Policy as a guide. Our 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. Ford is also launching our first Supplier Code of Conduct. 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.	Responsible Sourcing of Raw Materials Human Rights Within Our Supply Chain We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct
C4.3 <i>During the reporting period, what action has the company taken to prevent or mitigate potential impacts related to each salient issue?</i>	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 human rights, working conditions and business ethics. Read more about our action plans in our response to question C4.	Respecting Human Rights
Tracking performance		
C5 How does the company know if its efforts to address each salient human rights issue are effective in practice?	<p>We have conducted more than 55 human rights assessments since 2004, evaluating how our global facilities, including joint ventures, align with our Policy Letter 24 and our new We Are Committed to Protecting Human Rights and the Environment Policy. In 2020, Ford piloted a new, more quantitative approach utilizing an established online third-party assessment tool from the RBA to assess human rights risks across global facilities in a consistent way. The RBA's online assessment tool has been developed by human rights experts and provides companies with the opportunity to identify areas within their facilities that may be at more risk for human rights issues. In 2021, we plan to continue utilizing this new process to assess human rights risk at approximately 75 percent of our global facilities.</p> <p>For identified supplier 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. Read more about supplier non-conformances in our response to question C3.1.</p>	Human Rights Within Our Supply Chain Responsible Sourcing of Raw Materials Minimizing Our Supply Chain Impacts We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct
C5.1 <i>What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?</i>	<p>See responses to questions C2.2, C3.2 and C4.</p> <p>Additionally, in 2020, through the RBA and cross-industry collaboration, we conducted 17 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>	Progress Against Our Aspirations Climate Change Scenario Report We Are Committed to Protecting Human Rights and the Environment Policy Supplier Code of Conduct Minimizing Our Supply Chain Impacts Human Rights Within Our Supply Chain

Part C: Management of salient human rights issues

Question	Ford Response	For more information, please see:
Remediation		
C6 How does the company enable effective remedy if people are harmed by its actions or decisions in relation to the salient human rights issues?	<p>Human rights issues are monitored throughout the year and brought to the attention of the Sustainability and Innovation Committee of the Board of Directors 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, People Matters, or the Office of the General Counsel using telephone hotlines, through websites such as SpeakUp, or by email. External stakeholders may report by emailing SpeakUp@ford.com. All reports are reviewed and addressed, and corrective or disciplinary action is taken where appropriate. A cross-functional committee oversees this process.</p> <p>As part of Ford's U.S. collective bargaining agreement with the United Auto Workers, covered U.S. hourly workers have access to a comprehensive grievance procedure. This procedure allows covered employees to bring workplace concerns, including concerns about harassment and discrimination, to Ford's attention through the filing of a grievance by their union. Once filed, the grievance proceeds through a multi-stage process, which may culminate in a hearing and decision by a neutral arbitrator who has the power to grant the employee remedies such as reinstatement or back pay.</p> <p>For more information about our response to identified non-conformances, see our response to question C5. For more information about remedying or discontinuing engagement with suppliers, see our responses to questions C3.1, C2.4, C4.2 and C5.1.</p>	<p>Transparency and Trust</p> <p>Respecting Human Rights</p> <p>Human Rights Within Ford</p> <p>Human Rights Within Our Supply Chain</p> <p>Conflict Minerals Report</p> <p>We Are Committed to Protecting Human Rights and the Environment Policy</p> <p>Supplier Code of Conduct</p>
C6.1 Through what means can the company receive complaints or concerns related to each salient issue?	<p>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, websites such as SpeakUp or email. For additional information, see our response to question C6.</p>	<p>Respecting Human Rights</p> <p>Transparency and Trust</p>
C6.2 How does the company know if people feel able and empowered to raise complaints or concerns?	<p>Our We Are Committed to Protecting Human Rights and the Environment Policy prohibits retaliation against anyone who in good faith reports a violation. Through this policy we do not:</p> <ul style="list-style-type: none"> • Bring retaliatory suits against persons or organizations who have brought or tried to bring a case against us involving credible allegation of adverse human rights impacts, or against the lawyers representing them (including retaliatory civil litigation, including for defamation, filing criminal complaints or any similar actions against claimants or their lawyers) • Engage in violent acts or threats to the livelihoods, careers or reputation of claimants or their lawyers <p>In our International Framework Agreement Ford acknowledges the rights of its employees to raise concerns. Any worker who, acting individually or jointly with other workers, considers that they have grounds for concern has the right to raise such concern without suffering any prejudice whatsoever as a result, and to have such concern examined pursuant to an appropriate procedure.</p> <p>We communicate this regularly to our workforce through different communication channels.</p> <p>Our new Supplier Code of Conduct provides information on how suppliers can report suspected wrongdoing and concerns via email at SpeakUp@ford.com. We are also directing suppliers to the RMI Minerals Grievance Platform to submit grievances related to the mineral supply chain.</p>	<p>We Are Committed to Protecting Human Rights and the Environment Policy</p> <p>Responsible Sourcing of Raw Materials</p> <p>Supplier Code of Conduct</p>
C6.3 How does the company process complaints and assess the effectiveness of outcomes?	<p>All reports are reviewed and addressed, and corrective or disciplinary action is taken where appropriate. A cross-functional committee oversees this process. For additional information, see our response to question C6.</p>	<p>Transparency and Trust</p>

Part C: Management of salient human rights issues

Question	Ford Response	For more information, please see:
C6.4 During the reporting period, what were the trends and patterns in complaints or concerns regarding each salient issue, and what lessons has the company learned?	<p>We have seen a positive impact being made at Ford with efforts to train and heighten employee awareness of expected behaviors and responsibilities around harassment. In addition, the COVID-19-induced transition to a remote workforce and facility closures, with a corresponding absence of in-person contact, has had the effect of reducing the number of harassment allegations.</p> <p>In North America:</p> <ul style="list-style-type: none"> • The number of substantiated salaried harassment complaints declined over 30 percent in 2020 versus 2019 (from 136 in 2019 to 91 in 2020), following a 20 percent decline from 2018 to 2019 <p>In the rest of the world:</p> <ul style="list-style-type: none"> • The number of substantiated salaried harassment investigations remains relatively low, with only South America trending higher as compared to 2019 <p>For our suppliers, we use the RBA Validated Audit Protocol to assess labor, health and safety, management systems, ethics and environmental issues. In 2020, COVID-19 restrictions impacted our ability to conduct on-site supplier audits. Due to country and region-level shutdowns and site-level safety measures, we had limited access to conduct audits at our planned supplier sites. To provide greater flexibility with scheduling, we worked with RBA to develop a remote supplier audit process, including external validation and certification by RBA. We utilized the remote audit process for a portion of our 2020 audits, contributing to the completion of over 70 percent of our planned initial audits for the year. The remaining 30 percent of initial supplier audits are scheduled for completion in early 2021. All suppliers with priority non-conformances are offered RBA e-learning modules to support capability building. We help them develop corrective action plans and regularly monitor their progress.</p>	Performance Data Human Rights Within Our Supply Chain
C6.5 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?	<p>Harassment and discrimination – In 2020, mandatory anti-harassment training was delivered globally to all salaried employees. Manufacturing facilities continue to be a focus for enhancing a culture of mutual respect and acceptance. There is a significant investment from the leadership team to monitor and respond to harassment reporting and related metrics, particularly in the U.S., where claims are most prevalent.</p> <p>Health and safety – During the COVID-19 pandemic, we faced the challenge of how to continue site remediation activities and certification audits while in-person restrictions were in place. We quickly moved to harness a range of digital tools and technologies, enabling us to inspect and develop sites, as well as carry out ISO 14001 audits of manufacturing plants.</p>	Diversity, Equity and Inclusion Ethical Conduct Sustainable Operations



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