



# Ford Motor Company Global Modern Slavery and Human Trafficking Transparency Statement for the Financial Year Ending on December 31, 2021

This statement is made pursuant to reporting requirements of applicable modern slavery and transparency acts<sup>1</sup> which require qualifying businesses to provide disclosures related to steps being taken to ensure that slavery and human trafficking are not taking place in our supply chains or any other part of our business.

This statement provides information required for these disclosures and provides guidance to other stakeholders of the Ford Motor Company, subsidiaries, and affiliates. Unless otherwise specified, reference to “Ford”, “we”, “us”, “Company” or “our” refer to Ford Motor Company, subsidiaries, and affiliates.<sup>2,3</sup>



As of December 31, 2021, we employ approximately 183,000 employees worldwide. The Company designs, manufactures, markets, and services a full line of Ford cars, trucks, sport utility vehicles (“SUVs”), electrified vehicles, and Lincoln luxury vehicles, provides financial services through Ford Motor Credit Company LLC (“Ford Credit”), and is pursuing leadership positions in electrification, mobility solutions, including self-driving services, and connected vehicle services.

For further details on Ford Motor Company’s business operations, see Ford’s [Integrated Sustainability and Financial Report](#).

## Ford Motor Company Overview

The supply chain in our industry is complex, with many tiers between material suppliers and manufacturers such as Ford. Our supply chain includes component suppliers as well as indirect suppliers of facilities, equipment, materials, and services.

Our products rely on the skills of thousands of employees and the support of our suppliers.

Everything we make – or that others make for us – needs to be produced in a manner that is consistent with local laws and our own commitment to protecting and respecting human rights and the environment, as

Operations	Production Suppliers	Indirect Suppliers
\$90 billion global production spend	1200+ Tier 1 supplier companies	13,500 supplier companies
48 Ford-owned assembly and powertrain manufacturing sites*	50+ countries	700+ commodities
	4,500+ supplier sites	
	100,000+ parts manufactured	
	500+ commodities sourced	

\* Does not include unconsolidated joint ventures

<sup>1</sup> Includes the Australia Modern Slavery Act, California Transparency in Supply Chains Act, and United Kingdom Modern Slavery Act.  
<sup>2</sup> Includes the Ford Motor Company of Australia Pty Ltd, Ford Technologies Limited, Ford Motor Company Limited, Ford Retail Limited, and Ford Credit Europe.  
<sup>3</sup> Ford Motor Company of Australia Pty Ltd does not own or control any other entities.



embodied in our [We Are Committed to Protecting Human Rights and the Environment](#) policy.

The breadth, depth and interconnectedness of Ford Motor Company's supply chain can make it challenging to effectively manage business and sustainability issues. Ford's new [Supplier Code of Conduct](#) reinforces supplier requirements and expectations that we have had since 2004. It requires that suppliers adopt and enforce policies in accordance with the law and in line with Ford's policies. It also requires that they cascade these requirements to their own supply chain. We are working with our suppliers in a variety of ways to achieve these requirements.

As a company, our Purpose is to build a better world where everyone is free to move and pursue their dreams. Respecting human rights, supporting equality, providing fair and equal wages, and creating a safe place to work - and ensuring our suppliers and their suppliers do the same - are some of the ways in which we can achieve our Purpose. Ford+, our global strategy for growth, combines foundational strengths and evolving new capabilities to create superior experiences for customers – and profitable growth for Ford – in electric vehicles, commercial vehicles and services, connected services and autonomy and mobility. As Ford takes leadership of the electric revolution, our goal is to do so in a way that creates net positive impacts on people and the environment. In this pursuit, Ford supports transparency from businesses regarding efforts to deter forced labor, slavery and human trafficking in our operations and supply chain. For a summary of our positive impact see “How We Create Sustainable Value” in our [Integrated Sustainability and Financial Report](#).

## Public Commitments to Human Rights

Ford is the first major U.S. automaker to sign the [Action Pledge for the United Nations' International Year for the Elimination of Child Labour](#). The pledge describes actions companies can take to eliminate child labor around the world in 2021. In signing the pledge, Ford commits to respect human rights by extending policies and due diligence processes outlined in the company's human rights policy that prohibit child labor to its suppliers and business partners. Ford also engages with the Responsible Business Alliance and other multi-stakeholder groups to encourage others across industries to adopt best practices to end child labor and address the root causes.

We are also signatories to the:

- [UN Women's Empowerment Principles](#)
- [UN Global Compact](#)
- [UN Sustainable Development Goals \(SDGs\)](#)
- [CEO Action for Diversity & Inclusion Pledge](#)

## Modern Slavery & Human Trafficking Policies

**Our commitment to protecting and respecting human rights is embodied in our [We Are Committed to Protecting Human Rights and the Environment](#) policy** (formerly Policy Letter 24), which addresses key workplace issues commonly associated with modern slavery, including but not limited to child labor, forced labor, human trafficking, and freedom of association and collective bargaining rights. This policy applies to all of Ford's global operations.

Our policy states that Ford prohibits forced or compulsory labor and must comply with ethical recruitment principles. These include prohibiting the use of misleading or fraudulent practices while offering employment, the use of recruitment fees, and the confiscating, destroying, concealing, and/or denying access to employee identity documents.



**Protecting rights to freedom of association and collective bargaining is also vital in preventing modern slavery and human trafficking in our workforce.** In alignment with our [We Are Committed to Protecting Human Rights and the Environment](#) policy and the OECD Guidelines for Multinational Enterprises, Ford works with approximately 44 different unions globally, representing approximately 72% of our global workforce. Substantially all the hourly employees in our global Automotive operations are represented by unions and covered by collective bargaining agreements.

In addition, Ford has a [Global Framework Agreement](#) (GFA) with IndustriALL Global Union that reiterates our commitments to our global labor community. The principles outlined in the GFA are based on highly respected labor standards supported by groups, institutions, and documents, such as the UN Universal Declaration of Human Rights and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.

We ensure ongoing compliance with the GFA principles through open dialogue with our union partners. Where compliance issues are identified, we collaborate on solutions to critical issues as they arise. Ford hosts an annual Global Information Sharing Forum (GISF), attended by union leaders, senior leaders at Ford, and union representatives. Topics at the 2021 meeting included an overview of our Sustainability aspirations, Sustainable Financing Framework, our new [Supplier Code of Conduct](#), responsible material sourcing, and carbon neutrality.

## Supplier Contracts & Policies

In addition to supporting human rights within our own operations, we are committed to working with suppliers who do the same. **Ford launched our new [Supplier Code of Conduct](#) this year.** This Supplier Code of Conduct ("Code") outlines both our requirements and our expectations 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.

This Code applies to Ford's supplier community. Our requirements and expectations reflect applicable laws, widely accepted international human rights frameworks and charters, and Ford's own internal policies and procedures. We require suppliers to follow all applicable Ford policies and comply with or exceed all applicable laws and regulations. Incorporated into our production **Global Terms and Conditions (GT&Cs)**, the Code requires that suppliers must enforce a similar code of practice and require their subcontractors do the same. We have begun measuring supplier compliance to the Code using the Sustainability Self-Assessment Questionnaire (SAQ) process outlined in the following section.

Ford's GT&Cs are further supplemented by our Social Responsibility and Anti-Corruption Supplier Guide. The Supplier Guide aligns with the [Supplier Code of Conduct](#) and expands on our expectations and suppliers' obligations on specific topics, including the prohibition of child labor, forced labor (including human trafficking and physical disciplinary abuse), and any infraction of the law. The Supplier Guide also outlines Ford's requirements regarding ethical recruitment, including the prohibition of recruitment fees, misleading or fraudulent practices while offering employment, and confiscating, destroying, concealing, and/or denying access to employee identity documents.



## Assessment of Risks, Due Diligence and Verification

**In 2022, we performed our third human rights saliency assessment to identify Ford Motor Company's salient issues.** Conducted in line with the UN Guiding Principles Reporting Framework (UNGPRF), the saliency assessment identified and updated the human rights issues at risk of the most severe negative impacts through our activities and business relationships. In conducting the assessment, we consulted with global external subject matter experts in human rights, environment, and labor relations. The assessment identified 10 salient human rights issues, including child labor, forced labor and ethical recruitment, human trafficking, and equal and fair wages (see graphic). These apply throughout our business and extend to our partners and supply chain.

### Ford 10 Salient Human Rights Issues in 2022

- Access to water and sanitation
- Air quality
- Child labor
- Climate change and Just Transition
- Equal and fair wages
- Forced labor and ethical recruitment
- Harassment and discrimination
- Human trafficking
- Occupational health, safety and wellbeing
- Product safety and quality

Ford's cross-functional Salient Human Rights Governance team manages and tracks our action plans to prevent, manage and remediate salient human rights issues. This process helps us track the effectiveness of our due diligence systems and performance and indicates opportunities to focus our efforts to address human rights issues, including those that affect how we source materials responsibly. We communicate our progress on our action plans to address our salient issues through our [Integrated Sustainability and Financial Report](#) and attached reports.

**We have conducted more than 70 human rights assessments in Ford's global facilities since 2004, evaluating how they align with our [We Are Committed to Protecting Human Rights and the Environment](#) policy.** In 2021, Ford continued using an established online third-party assessment tool from the [Responsible Business Alliance](#) (RBA) to assess human rights risks across our global manufacturing facilities in a consistent way. The RBA's online assessment tool has been developed by human rights experts and provides a company the opportunity to identify areas within their facility that may be at more risk for human rights issues. Ford plans to continue utilization of RBA's tool to best foster our processes to uphold human rights and to ensure all of Ford's global facilities are regularly assessed for human rights risk. For more information, see our [Integrated Sustainability and Financial Report](#) and attached reports.

**We conduct Sustainability Self-Assessment Questionnaires (SAQs) with our global suppliers.** The [SAQ](#) is based on the Automotive Industry [Guiding Principles](#) and [Practical Guidance](#) for sustainability which have been developed through a collaboration of global original equipment manufacturers (OEMs). A growing element in our due diligence efforts, the SAQ allows us to assess supplier sustainability and alignment with our [Supplier Code of Conduct](#). The SAQ also supports our efforts to identify social and environmental risks throughout our supply base.

There are four phases of the SAQ process: data collection, third-party data validation, data analysis and performance improvement. We continue to expand usage of the SAQ to all our tier 1 production suppliers, enabling us to assess policy alignment and measure progress over time. We are also working towards incorporating SAQ results into our sourcing processes. The SAQ is managed through our partnership with Drive Sustainability.



**We conduct an annual risk assessment of our Tier 1 supply base related to human trafficking and forced labor.** The assessment is based upon multiple factors, including geographic risk profile, commodity manufactured, supplier quality performance, SAQ results, and the nature of the business transaction. Ford performs this risk assessment with input from external resources and stakeholders, including IHS Markit and the US Department of State 2021 Trafficking In Persons Report. Our 2021 supplier risk assessment included data from suppliers representing approximately 89% of our global production spend. The risk assessment supports our audit selection processes and provides key insights to improve our human rights program. We identified 22 countries in the Americas, Asia, Europe, Middle East, and Africa with high risk.

**We use standard costing in our cost estimation systems to support supplier sourcing decisions.** Based on our suppliers' pricing, if their quotation falls below our internal estimation of their costs, we may investigate to understand the cause and ensure the supplier pricing and cost structure, including labor, are sustainable. Historically, we have chosen not to source suppliers based on unrealistically low pricing/costing.

## Supplier Audits & Effectiveness

**We regularly conduct social responsibility audits of at-risk Tier 1 supplier factories.** These audits evaluate supplier compliance with both local law and Ford's human rights expectations as communicated in our [Supplier Code of Conduct](#). These audits are performed through the independent [RBA Validated Assessment Program](#) (VAP v7.0). As in previous years, 100% of Ford's 2021 audits were externally validated and certified by the RBA. Ford's auditee list includes suppliers representing a broad range of commodity groupings from all regions of the world that were identified using our risk assessment process. Audits include worker interviews and can be either announced or unannounced.

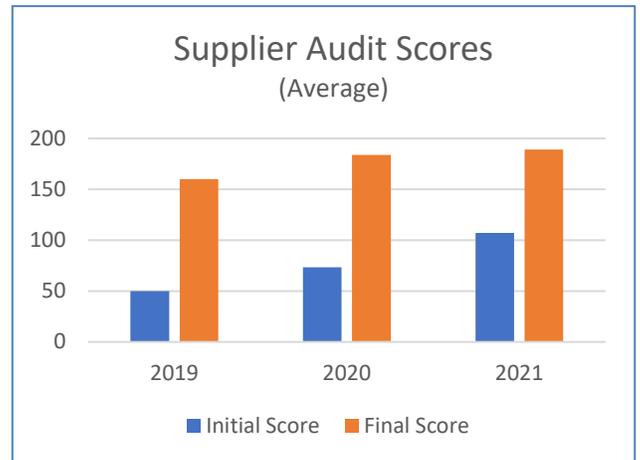
Per the RBA VAP, our audits of suppliers evaluate for 43 Conformance Requirements, including the following:

- All work must be voluntary
- Workers must not be under the age of 15, or under the supplier policy minimum age, or under the legal minimum age for employment, whichever of these is greatest
- Working hours do not exceed the maximum set by local law, and a workweek should not be more than 60 hours per week, including overtime, except in emergency or unusual situations
- Workers must be provided with understandable wage statements that include sufficient information to verify accurate compensation for work performed
- No harsh and inhumane treatment of workers
- No harassment of or discrimination against workers
- All workers have the right to form and join trade unions, to bargain collectively, and to engage in peaceful assembly
- All required permits, licenses and test reports for occupational safety are in place
- Potential for worker exposure to health and safety hazards is controlled
- Process to cascade VAP code conformance requirements to company's own suppliers and to monitor their compliance to the code



Audit results are used to identify and prioritize needed improvements at the facility level. Each supplier is expected to develop a Corrective Action Plan (CAP) detailing causes and provide planned remediation actions to address identified areas of concern and take measures to correct non-conformances. For more serious priority non-conformances, we review and monitor immediate containment plans and longer-term CAPs. Closure audits are scheduled to assess the results of CAPs, following a timeline based on the priority of non-conformances reported.

The average of scores for final closure audits has been increasing in recent years, indicating the level of effort and progress achieved. We are also seeing a trend of increasing initial audit scores, demonstrating an increase in supplier capacity in recent years. This process reinforces our combined commitment to improving working conditions.



Ford publicly reports the findings of our supplier audits in aggregate, including the nature of non-conformances and remedial actions, in our [Integrated Sustainability and Financial Report](#) and attached reports. We analyze audit results to gain insight on areas where further supplier training is required. The goal of our audit and training program is for continued supplier capacity building at our highest risk suppliers.

## Accountability & Grievance Channels

**We maintain internal/external accountability, holding all Ford employees and suppliers accountable to the standards on human trafficking set out in our [We Are Committed to Protecting Human Rights and the Environment](#) policy, Ford Code of Conduct, GT&Cs, Supplier Code of Conduct, and Supplier Guides.** Employees and suppliers have multiple avenues through which to report complaints or grievances, including those related to human rights and human trafficking. Some of these mechanisms allow for anonymous and confidential reporting, including telephone hotlines, a dedicated email inbox, and our SpeakUp website. External stakeholders may report by emailing [SpeakUp@ford.com](mailto:SpeakUp@ford.com). A cross-functional committee ensures that all reports are reviewed and addressed, and corrective or disciplinary action is taken where appropriate. Ford prohibits retaliation against anyone for making a good-faith complaint or for cooperating in a company investigation of such complaints.

Ford also directs its suppliers and other external stakeholders to the Responsible Minerals Initiative (RMI) [Minerals Grievance Platform](#) (MGP) to submit grievances related to mineral supply chains. The MGP is a public platform that screens and addresses grievances linked to smelters and refiners of numerous minerals. The MGP allows Ford to assess very high-risk smelters and refiners that have pending allegations and understand if risks identified with third-party validated smelters and refiners are properly resolved.



## Global Internal / External Training

We conduct human rights training to build capacity both within Ford and at our suppliers. Within the company, Ford salaried full time, part-time, and agency workers received Ford Code of Conduct training which had an overview of our policies, including our [We Are Committed to Protecting Human Rights and the Environment](#) policy. We also regularly conduct internal training on our new Supplier Code of Conduct and Supply Chain Sustainability program with our global purchasing staff. In 2021, 670 Purchasing staff globally received live online training on our Supply Chain Sustainability programs, including 235 employees from Ford's South Africa, India, Thailand, China, and Australia markets. We also developed and launched a new internal online training course, "Introduction to Supply Chain Sustainability," available to all our global employees. In our first year, 99 employees completed the online training course. Finally, we continued our annual "Driving a Better Tomorrow" presentation series, focusing in 2021 on the elimination of child labor. Representatives from Good Shepherd, Investor Advocates for Social Justice (IASJ), and the Oil and Mining Governance Center (OMGC) shared information about child labor risks and solutions in the supply chain. Presenters shared how the 864 global Purchasing employees in attendance can play a role in eliminating child labor.

Externally, we invite suppliers located in countries and regions where there may be elevated risk to attend training to increase awareness of Ford's requirements and legal obligations, including those related to forced labor and child labor. In 2021, in-person training continued to be restricted due to the global COVID-19 pandemic. In response, we invited suppliers located key regions to complete the RBA's Due Diligence on Recruitment fee training eLearning. We included suppliers in China, Indonesia, Japan, Malaysia, Philippines, Vietnam, and other regions to participate. Approximately 150 suppliers completed the course. We also partnered with RBA and Drive Sustainability to develop new e-learning training modules for suppliers which launched in 2021. These modules covered general sustainability topics including high level information regarding forced labor. In collaboration with Drive Sustainability, live Webinar sessions were offered to suppliers in India and Argentina regarding country level topics. Supplier engagement sessions were also held between our Supply Chain Sustainability team and our top 6 suppliers to exchange sustainability strategies and initiatives. These trainings and sessions are a key element of our due diligence process. For greater detail on these industry trainings, please visit the Drive Sustainability Capacity Building and RBA Training Resources websites.

In addition to industry trainings, Ford's Supply Chain Sustainability team delivered presentations to the following groups: The Copper Mark's supplier conference focusing on Chilean mines, Original Equipment Suppliers Association (OESA) CEO Council and Environmental Health, Safety & Sustainability (EHS&S) Council, and a Continuing Legal Education course on Forced Labor hosted by Case Western Reserve University.



## Key Performance Indicator (KPI) Reporting

Select key performance indicators reported for 2021 include the following:

- Working conditions initial assessments (supplier audits completed to date)
- % of supply base total
- Follow-up assessments completed to date (third-party and/or internal)
- Supplier audit findings - prevalence of non-conformances in 2021 initial audits conducted (% of audits in which findings appeared)
- Supplier audit findings - initial and closure audit average scores (2019-2021)
- Supplier training (forced labor including general sustainability training)
- Internal training
- Supplier engagement

For additional information, see Ford's [Integrated Sustainability and Financial Report](#) and attached reports, including audit data and KPIs for 2021.

## COVID-19 Impacts & Response

**We understand that maintaining the stability of our supply base and the health and safety of all workers in our value chain during the global COVID-19 crisis is critical to preventing the pressurized and coercive conditions that can lead to forced labor, unsafe working conditions, and other labor and human rights violations in our supply base.** Ford is responding to the crisis by continuing to support our employees, our communities, and our suppliers during this pandemic.

We rely on our comprehensive COVID-19 playbooks for our [manufacturing](#) and [non-manufacturing](#) operations to guide our response to the ongoing pandemic, and the protocols we developed in 2020, which were also shared with our suppliers, remain in place. Our goal is to keep all our people safe and help limit the spread of the virus in the communities in which we live and work. We continue to closely monitor and follow health and wellness guidance from experts around the world. We also strive to keep our employees educated about the virus, its symptoms, and preventative measures they can take. We diligently monitor our workplaces and when COVID infections in the workplace are reported, we apply the same emergency response protocols for all our people, regardless of their location. We have made vaccines available to our employees in the US, and in Australia employees were permitted to get vaccinated in working hours. In November 2021, Ford became the first US automaker to require vaccinations for salaried employees, and our Canadian employees and our Australian employees in Victoria, both hourly and salaried, were also required to disclose their vaccination status.

We continue to provide programs and services that help employees achieve good health and wellbeing and make informed choices. We promote mental, psychological, and emotional wellness among our employees in the US and Australia by offering them access to counselors and psychologists, webinars, and wellbeing promotions. The COVID-19 pandemic encouraged us to rethink how employees work, so we instituted policies and programs to give them flexibility to care for family. For example, in the US, we started a sabbatical program to give our employees the ability to take care of ailing family members.



We also worked to help people in our communities around the world manage the pandemic. We opened a community vaccine center in Craiova, Romania, vaccinating 13,000 of the community's most vulnerable residents. When COVID cases surged in India and Brazil, we provided \$200,000 in emergency funding to assist nongovernmental organizations delivering food, cleaning supplies and other essential items. In partnership with Ford South America, we distributed food, hygiene, and medical kits to more than 8,000 families in Argentina, Brazil, Chile, Colombia, Peru, and Venezuela. Starting in 2021, Ford Australia licensed (at no charge) its Geelong Research and Development Centre car parking area to Barwon Health, a state provider of vaccination services, to provide parking for health workers and patients attending the adjacent vaccination center.

Going back to March 2020, Ford launched global efforts to design and produce urgently needed medical equipment and supplies for health care workers, first responders and patients fighting COVID-19. As of the end of 2021, Ford teams produced more than 128,985,590 face masks, 22.5 million face shields, 1.6 million washable isolation gowns, 50,000 ventilators, 20,225 air filtration kits and, in partnership with 3M, 32,000 powered air-purifying respirators. In the United Kingdom, Ford made ventilator sub-assemblies for the National Health Service (NHS), and in Australia, Ford liaised with the government to supply 250,000 face shields amid a global shortage of personal protective equipment. These efforts, in addition to many more in our countries of operation, are collectively known as Project Apollo. Ford Motor Company Fund distributed 19.6 million pounds of food globally and raised over \$1.1M for COVID-19 related relief efforts through 47 community organizations in 20 countries and 14 U.S. states through its COVID-19 Donation Match program.

The automotive industry in North America restarted in May 2020 after shutting down for two months, leading to a cash-flow crisis among many suppliers. To provide much-needed cash flow and working capital during the unprecedented downturn, Ford expanded an [early-payment program](#) which was previously introduced to better help suppliers navigate business during the pandemic.

While the COVID-19 pandemic continues to affect our ability to complete all planned in-person supplier audits and trainings, we worked with our cross-industry partners to develop and launch alternate options, including online training programs (see "Global Internal / External Training") and remote supplier audits through the Responsible Business Alliance (RBA).

## Partnerships with External Organizations

**We are a member of the Responsible Business Alliance (RBA), a non-profit coalition of more than 140 companies from the electronic, retail, automobile, and toy industries.** Ford was the first automotive company to join the RBA, expanding the scope of what was then the Electronics Industry Citizenship Coalition (EICC). The alliance's aim is to promote high standards in human rights, safety and security, environmental protection, and business ethics. We are active members on multiple workgroups through RBA and its Responsible Labor Initiative (RLI) and Responsible Minerals Initiative (RMI). Ford's workgroup participation supports discussions around cross-industry audit protocol advancement, living wage, artisanal and small-scale mining, and definitions of recruitment fees. We are also a member of the RBA Board of Directors.

**We are a member of the Automotive Industry Action Group (AIAG), a non-profit organization of over 3,000 global automotive OEMs and suppliers.** Ford is an active member of the Corporate Responsibility Steering Committee and the AIAG Board of Directors. We also co-chair the AIAG's Supply Chain Sustainability Committee, which works to increase supplier capacity for managing human rights and working conditions in the sector.



**We are a member of Drive Sustainability (The Automotive Partnership: Drive Sustainability).** This partnership of 10 automotive OEMs has a commitment to move to the next level of sustainability and supply chain management in the automotive industry. Launched in 2017 and facilitated by CSR Europe, Drive Sustainability builds on the work of the European Automotive Working Group, of which Ford was an active participant. We participate in the working groups responsible for improving the SAQ program and for developing a globally aligned training program.

**We are a member of Initiative for Responsible Mining Assurance (IRMA), a non-profit organization of mining, purchasing, non-governmental organizations, labor, and community members.** IRMA has developed a comprehensive sustainability and human rights standard, offering third-party verification and certification for industrial-scale mines. Ford was the first North American auto company to join IRMA. Throughout 2021, Ford participated in the IRMA Buyers group to help develop tools for purchasers interested in encouraging mining companies to engage in IRMA. Ford also communicated our commitment to source mined materials from IRMA certified mines to key commodity suppliers.

**We are a partner of The Copper Mark, a non-profit industry-initiated organization to ensure responsible production of copper.** Ford joined The Copper Mark’s multi-stakeholder Advisory Council in 2021. Ford conducted outreach to key suppliers to engage in The Copper Mark’s mission to produce copper responsibly and be recognized by communities as making contributions to the UN’s Sustainable Development Goals (SDGs).

For more information on external organizations in which we participate, see Appendix A.

**For further guidance on our programs, please review our [Integrated Sustainability and Financial Report](#) and attached reports which are published yearly and provide further details on actions taken by Ford Motor Company.**

This Global Modern Slavery and Human Trafficking Transparency statement has been reviewed and approved by the Board of Directors on March 10, 2022.

Signed:

James D. Farley, Jr.  
President and Chief Executive Officer  
Ford Motor Company

Date: March 29, 2022



## Appendix A

Ford Partners and Memberships	What the Partner Does
<a href="#">Automotive Industry Action Group</a> (AIAG)	By being both proactive and collaborative, AIAG brings members together to develop innovative solutions to these and other common Corporate Responsibility challenges, both national and international. AIAG develops the active insights, trainings and tools members need to operate responsibly and profitably.
<a href="#">Drive Sustainability</a> (DS)	The Drive Sustainability partnership, facilitated by CSR Europe, shares the common goal of working together to improve the sustainability performance of automotive supply chains. Drive Sustainability considers that improvement and impact in the supply chain can be achieved by working with suppliers to build capacity and empowerment. Under this framework, the partnership organizes different activities like supplier training series, dialogue event or local networks.
<a href="#">Interfaith Center for Corporate Responsibility</a>	ICCR members represent faith-based organizations, socially responsible asset management companies, unions, foundations, and other responsible investors working alongside a global network of NGO and business partners. ICCR is committed to moving the current business focus away from achieving short-term returns and towards sustainable strategies that advance the common good.
<a href="#">Public-Private Alliance for Responsible Minerals Trade</a> (PPA)	The Public-Private Alliance for Responsible Minerals Trade (PPA) is a multi- sector initiative that supports projects in the Democratic Republic of the Congo (DRC) and the surrounding Great Lakes Region of Central Africa (GLR) to improve the due diligence and governance systems needed for ethical supply chains.
<a href="#">Responsible Business Alliance</a> (RBA)	A non-profit coalition of more than 140 companies from the electronic, retail, automobile, and toy industries. The alliance's aim is to promote high standards in human rights, safety and security, environmental protection, and business ethics.
<a href="#">Responsible Labor Initiative</a> (RLI)	Members, suppliers, recruitment partners and stakeholders use their collective influence and application of due diligence to drive the transformation of recruitment markets, reduce the risk of forced labor and provide remedy in global supply chains at all stages of recruitment and employment.
<a href="#">Responsible Mineral Initiative</a> (RMI)	RMI's flagship Responsible Minerals Assurance Process offers companies and their suppliers a third-party audit that determines which smelters and refiners have systems in place to source minerals responsibly in line with global standards. RMI also maintains the Conflict Minerals Reporting Template, a cross-industry tool for smelter disclosure. More than 380 organization from 10 industries participate in RMI today
<a href="#">UN Global Compact</a>	At the UN Global Compact, the UN aim to mobilize a global movement of sustainable companies and stakeholders to create the world we want. To make this happen, the UN Global Compact supports companies to: <ul style="list-style-type: none"> <li>• Do business responsibly by aligning their strategies and operations with Ten Principles on human rights, labor, environment and anti-corruption; and</li> <li>• Take strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.</li> </ul>
<a href="#">The Copper Mark</a>	The Copper Mark was created by the International Copper Associate (ICA) to ensure responsible production practices in the copper producing and mining supply chain. The Copper Mark uses RMI Risk Readiness Assessment to evaluate participants performance to The Joint Due Diligence Standard & The Copper Mark Criteria for Responsible Production using the Copper Mark Assurance Process allowing Ford, and other stakeholders to be informed about responsible copper production and strengthen the communities where the copper industry operates.
<a href="#">Initiative For Responsible Mining Assurance</a> (IRMA)	IRMA is a multi-stakeholder led organization, with a mission to protect people and the environment affected by mining. IRMA provides independent third-party verification and certification against a comprehensive standard for all large scale mined materials. Audit results are publicly available and provide transparency for purchasers interested in responsible sourcing of mined materials, and ensure a mine is implementing social and environment performance to reduce possible harm and is actively taking steps to improve ESG performance.



## Appendix B

### Index for Australia Modern Slavery Act

Criterion #	Requirement description	Location in Ford MSS
1	Identify Reporting entity	Page 1
2	Structure, operations & supply chain	<p>Page 1</p> <p><b>Additional information:</b> Ford Motor Company of Australia Pty Ltd (ACN 004 116 223) is a proprietary company with its registered office at Level 1, 600 Victoria Street, Richmond, Victoria 3121, and is wholly owned by Ford Motor Company. Known as Ford Australia, it has carried on the business of design and supply of motor vehicles, together with their marketing, sale, and service by way of a system of independent authorised dealers, since 1925 (Ford Australia has no subsidiaries). Motor vehicles marketed and sold by Ford Australia are sourced from Ford facilities around the world, including Thailand, Spain, Romania, Germany and the USA, and its design, marketing and supply activities are supported by an in-country workforce of approximately 2500.</p>
3	Risks of modern slavery practices in the operations and supply chains of the reporting entity, and any entities that the reporting entity owns or controls	Pages 4-5: Assessment of Risks, Due Diligence and Verification
4	Describe the actions taken by the reporting entity and any entity that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation processes	Pages 4-5: Assessment of Risks, Due Diligence and Verification
5	Describe how the reporting entity assesses the effectiveness of such actions	Pages 5-6: Supplier Audits & Effectiveness
6	Describe the process of consultation with entities that the reporting entity owns or controls	Page 1: 2nd paragraph
7	Include any other information that the reporting entity, or the entity giving the statement, considers relevant	Pages 8-10: KPI Reporting, COVID-19 Impacts & Response, Partnerships with External Organizations



## Appendix C

### Index for UK Modern Slavery Act

Requirement #	Requirement description	Location in Ford MSS
1	The organisation's structure, its business, and its supply chains	Page 1
2	Policies in relation to slavery and human trafficking	Pages 2-3: Modern Slavery & Human Trafficking Policies
3	Due diligence processes in relation to slavery and human trafficking in its business and supply chains	Pages 4-5: Assessment of Risks, Due Diligence and Verification
4	The parts of its business and supply chains where there is a risk of slavery and human trafficking taking place, and the steps it has taken to assess and manage that risk	Pages 4-5: Assessment of Risks, Due Diligence and Verification
5	Its effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains, measured against such performance indicators as it considers appropriate	Pages 5-6: Supplier Audits & Effectiveness
6	The training and capacity building about slavery and human trafficking available to its staff	Page 7: Global Internal/External Training