

May 29, 2024

Supply Chains Act - Report

Introduction :

This report is made on behalf of Campbell Ford Sales Ltd ("Company") and describes the actions taken by the Company during the financial year ending December 31, 2023 to assess, prevent and reduce the risk that forced labour or child labour is used at any step in its operations and supply chains pursuant to the requirements of section 11 of the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* ("Act"). This Report constitutes the first report prepared by the Company under the Act.

Structure, Activities and Supply Chains

The Company is a corporation based in Ottawa, Ontario.

The Company specializes in the retail sale of motor vehicles and parts as well as comprehensive vehicle servicing and repairs at its singular location of 1500 Carling Avenue.

As a dealer of new and used vehicles and their parts, our supply chain is primarily based on the supply chain of automotive manufacturers. Specifically, as an authorized Ford dealer, the majority of the Company's procurement spend is with Ford. A copy of Ford's statement is attached to this submission.

We also purchase small quantities of goods and services from other, mostly local, third party suppliers.

Assessment of Forced Labour and Child Labour Risks

The Company has not independently engaged in its own risk assessment with regards to forced labour or child labour in its supply chain. As the majority of the Company's supply chain is based on the supply chain of Ford, it relies on the assessment undertaken by Ford with regards to the extent of this risk as shown in the attached document.

Remediation Measures

The Company has not identified any instances of forced labour or child labour in its supply chain, and so no remediation measures have been taken.

Remediation of Loss of Income

The Company has not identified any instances where the measures it has implemented to eliminate forced labour or child labour from its supply chain has led to the loss of income, and so no remediation measures have been taken to address this issue.

Training

The Company provides information to employees on the effects and prevention of forced labour in Canadian supply chains. This information is distributed company-wide.

Assessing Effectiveness

The Company has not taken any action to assess its effectiveness in addressing risks of forced labour and child labour in its activities and supply chains.

Approval and Attestation

This report has been approved by the President of Campbell Ford Sales Ltd in accordance with section 11(4)(a) of the Act.

In accordance with the requirements of the Act, and in particular section 11 thereof, I attest that I have reviewed the information contained in the report for the entity or entities listed above. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material respects for the purposes of the Act, for the reporting year listed above.

Full name: Gordon Hoddinott

Title: President

Date: May 29, 2024

Signature:

A handwritten signature in black ink, appearing to be 'G. Hoddinott', written over a horizontal line.

I have the authority to bind Campbell Ford Sales Ltd.



Ford Motor Company Global Modern Slavery and Human Trafficking Transparency Statement for the Financial Year Ending on December 31, 2023

Since our very earliest days, Ford has thrived on change and fresh thinking. This year, as we celebrated our 120th anniversary, we welcomed the opportunity to further evolve. To reimagine what we build, reinvent our workplaces, and better understand the people we serve. We are helping to build, not just a better vehicle, but a better world. A world where every person is free to move and pursue their dreams. In our 2023, Global Modern Slavery and Human Trafficking Transparency Statement, we share our progress to build a robust supply chain that upholds Ford's sustainability and human rights commitments. As this report demonstrates, we are taking bold actions to build trust with our stakeholders globally and create value responsibly. We are shaping the future of mobility – one that's inclusive, equitable and sustainable. And we are transforming our company keenly focused on people and the planet. We recognize we have a long way to go, but we are on the road to better.

This statement is made pursuant to reporting requirements of applicable modern slavery, forced labor, child labor and transparency acts¹ which require qualifying businesses to provide disclosures related to steps being taken to ensure that slavery, forced labor, child labor and/or human trafficking are not taking place in our supply chains or any other part of our business. In this pursuit, Ford supports transparency from businesses regarding efforts to deter forced labor, child 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](#). For a summary of our positive impact see "Supply Chain Due Diligence" in our [Human Rights Progress Report 2023](#).

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.^{2,3}

Ford Motor Company Overview

Ford Motor Company (NYSE: F) is a global company based in Dearborn, Michigan, committed to helping build a better world, where every person is free to move and pursue their dreams. The company's Ford+ plan for growth and value creation combines existing strengths, new capabilities, and always-on relationships with customers to enrich experiences for customers and deepen their loyalty. Ford develops and delivers innovative, must-have Ford trucks, sport utility vehicles, commercial vans and cars and Lincoln luxury vehicles, along with connected services. The company does that through three customer-centered business segments: Ford Blue, engineering iconic gas-powered and hybrid vehicles; Ford Model e, inventing breakthrough EVs along with embedded software that defines exceptional digital experiences for all customers; and Ford Pro, helping commercial customers transform and expand their businesses with vehicles and services tailored to their needs. Additionally, Ford provides financial services through Ford Motor Credit Company. Ford employs about 177,000 people worldwide. To learn more about Ford's commitment to sustainability and The Road to Better, please visit sustainability.ford.com. Our products rely on the skills of these employees and the support of our suppliers. Ford's goal is to ensure that everything we make – or that others make for us – is produced in a manner that is consistent with local laws and our own commitment to protect the environment and respect human rights, as embodied in our [We Are Committed to Protecting Human Rights and the Environment](#) policy. Our suppliers play a significant role in helping Ford meet this commitment.

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,

¹ Includes the Australian Modern Slavery Act, California Transparency in Supply Chains Act, United Kingdom Modern Slavery Act, Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act

² Includes the Ford Motor Company of Australia Pty Ltd, Ford Technologies Limited, Ford Motor Company Limited, Ford Retail Limited, Ford Credit Europe, and Ford Motor Company of Canada, Limited

³ Ford Motor Company of Australia Pty Ltd does not own or control any other entities.



equipment, materials, and services.



Ford has outlined specific conduct guidelines for our business partners and suppliers since 2003 and has a formal Supplier Code of Conduct that applies clear expectations related to respecting human rights, protecting the environment, responsible material sourcing and lawful business practices throughout our value chain. We are working with our suppliers in a variety of ways to achieve these requirements.

Public Commitments to Human Rights

Ford's longstanding commitment to protecting human rights is grounded in our purpose to help build a better world where every person is free to move and pursue their dreams. Ford was also the first major U.S. automaker to sign the Action Pledge for the United Nations' International Year for the Elimination of Child Labour, which describes the actions companies are taking to eliminate child labor. In signing the pledge, Ford committed to respect human rights by extending policies and due diligence processes, as outlined in our We Are Committed to Protecting Human Rights and the Environment policy, which prohibits the use of child labor or forced labor in any form prohibits the use or support of human trafficking. We explicitly require our suppliers, through our Supplier Code of Conduct and expect partners and joint ventures to adopt and enforce similar policies and extend them to their own supply chain. As the Chair of the Board of Directors and member of the Responsible Business Alliance and other multi-stakeholder groups, we encourage others across industries to adopt best practices to end child labor, forced labor, and human trafficking and address the root causes of these issues.

We are also signatories to the:

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

Child Labor, Forced Labor and 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, which addresses key workplace issues commonly associated with modern slavery, including but not limited to child labor, forced labor, human trafficking, ethical recruitment practices, fair and equal wages including the support of a living wage, and freedom of association and collective bargaining rights. This policy applies to all of Ford's global operations.

Ford's policy prohibits forced or compulsory labor, in any form, and requires our business, including all suppliers, 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.

Ford Motor Company - 2023 Global Modern Slavery and Human Trafficking Transparency Statement



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 Organisation for Economic Co-operation and Development Guidelines for Multinational Enterprises, Ford works with approximately 42 different unions globally, representing approximately 69% of our global workforce. Substantially all the hourly employees in our global Automotive operations are represented by unions and covered by collective bargaining agreements.

Supplier Contracts and Policies

In addition to supporting human rights within our own operations, we are committed to ensuring our suppliers do the same. Ford's Supplier Code of Conduct ("Supplier 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 implementation of associated due diligence principles.

The Supplier 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 Global Terms and Conditions, the Supplier Code requires that suppliers must enforce a similar code of practice and require their subcontractors do the same. We are measuring compliance with the Supplier Code using the Sustainability Self-Assessment Questionnaire process outlined in the following section.

Ford's Global Terms and Conditions are further supplemented by our Social Responsibility and Anti-Corruption Supplier Guide. The Supplier Guide aligns with the Supplier Code 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. While Ford has always prohibited the use of child labor in any form, new updates in 2023 to the Ford Supplier Code of Conduct also require that suppliers - including third party contractors who perform recruitment - implement an appropriate mechanism to verify that the age of workers complies with the International Labour Organization Minimum Age Convention (No. 138) and provide substantiation of this verification mechanism upon request.

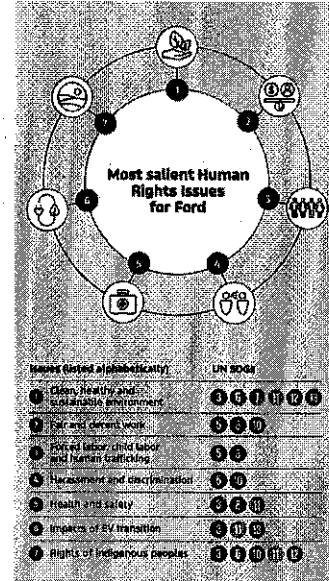
Assessment of Risks, Due Diligence and Verification

Ford uses a saliency assessment to identify and prioritize the company's key risks associated with human rights, and areas where we can make an impact. Conducted in line with the UN Guiding Principles Reporting Framework, 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. In early 2023, we worked with an outside consultant to review and update our prior assessment to ensure the salient human rights and environment-related issues were still valid, and updated the definitions based on recent trends and developments, as well as the scope of what the issues encompass. The assessment identified 7 salient human rights issues, including forced labor, child labor and



human trafficking, as well as fair and decent work (see graphic). These apply throughout our business and extend to our partners and supply chain. In response to new due diligence laws, such as the German Supply Chain Due Diligence Act, we will be changing how we conduct saliency assessments and risk assessments. In addition to human rights, we are expanding our environmental issues scope in the saliency assessment. Starting in 2023, we will review and update the salient issues and key risks to the company annually.

As part of our efforts to improve our due diligence procedures and transparency, a cross-functional team has been developed to determine how Ford will address human rights strategy, assess risk, prioritize actions and comply with new and upcoming due diligence laws. 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 100 human rights risk assessments in Ford’s global manufacturing facilities since 2004, evaluating how they align with our [We Are Committed to Protecting Human Rights and the Environment](#) policy . In 2023, Ford continued using an established online third-party assessment tool from the [Responsible Business Alliance](#) to assess human rights and environment-related risks across all of our global manufacturing facilities in a consistent way. The Responsible Business Alliance’s online assessment tool has been developed by human rights experts and provides a company the opportunity to identify areas of potential human rights, health and safety, and environment risks at the facility level by identifying gaps in systems, policies, and practices. Ford plans to continue using Responsible Business Alliance’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 with our global suppliers. Managed through our membership with Drive Sustainability, the [Self-Assessment Questionnaire](#) is based on the Automotive Industry [Guiding Principles](#) and [Practical Guidance](#) for sustainability which have been developed through a collaboration of global automotive original equipment manufacturers. A growing element in our due diligence efforts, the Self-Assessment Questionnaire allows us to assess supplier sustainability and alignment with our Supplier Code. It also supports our efforts to identify social and environmental risks and compliance actions throughout our supply base.

We continue to expand usage of the Self-Assessment Questionnaire to all our tier 1 production suppliers, enabling us to assess policy alignment and ensure suppliers are compliant. In 2023, we continue to include Self-Assessment Questionnaire results into our sourcing process (learn more about Sourcing for Sustainability below).

We conduct an annual risk assessment of our Tier 1 suppliers including human trafficking, child labor and forced labor, based upon multiple factors, including geographic risk profile, commodity manufactured, supplier quality performance, Self-Assessment Questionnaire results, and the nature of the business transaction. Ford performs this risk assessment with input from external resources and stakeholders, including the Responsible Business Alliance. We identified 19 countries in the Americas, Asia, Europe, Middle East, and Africa with high risk. Our 2023 supplier risk assessment included over 4600 Tier 1 suppliers. The risk assessment supports our audit selection processes and provides key insights to improve our human rights program.



We are maintaining a sharp focus on supply chain due diligence with respect to new and upcoming legislation. We are aligning with suppliers and partners that share our commitment to international standards and best practices. Ford has updated our human rights risk analysis process to align with Germany's Supply Chain Due Diligence Act as outlined in our [Policy Statement on Ford's Human Rights Strategy, Policies and Processes](#), which mandates that companies complete due diligence through an established risk management system that identifies, prioritizes, validates, and reports on human rights and environment-related risks that can lead to human rights violations. The Act requires companies set up grievance mechanisms and provide preventative measures to safeguard and promote human rights in our own business and supply chain, as well as provide appropriate remedies when non-compliance occurs and bring any violation to an end. Legislation in the United States requires Ford to conduct additional and/or specific due diligence into our supply chain and update our annual supply chain risk analysis and processes to align with legislation. As new issues arise, we will identify whether there are any gaps in our processes and, if so, work to close them immediately.

We continue to enhance Sourcing for Sustainability in 2023. The first metric launched in 2022 was the Sustainability Self-Assessment Questionnaire Rating, which ensures that suppliers (when requested) must complete the Self-Assessment Questionnaire response and share it with Ford. In addition to the Self-Assessment Questionnaire Rating, the following metrics launched in 2023.

- Carbon Neutrality Target
- Acceptance of Supplier Code of Conduct
- Sustainability Score - based on supplier compliance with sustainability reporting requirements

If a supplier has an unacceptable sustainability metric, the decision to source must be reviewed at the Global Commodity Director level and a corrective action plan must be in place prior to sourcing.

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 and 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. These audits are performed through the independent Responsible Business Alliance [Validated Assessment Program \(VAP v7.0\)](#). As in previous years, 100% of Ford's 2023 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 Responsible Business Alliance Validated Assessment Program, 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 Validated Assessment Program 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 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 Corrective Action Plans. Closure audits are scheduled to assess the results of Corrective Action Plans, following a timeline based on the priority of non-conformances reported.

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 details can be found in the Performance Data Section of the Ford Integrated Report. The goal of our audit and training program is for continued supplier capacity building at our highest risk suppliers.

We participated in the development and launch of the new Responsible Supply Chain Initiative audit standard. Ford is one of the 14 founding members of the Responsible Supply Chain Initiative launched by the German Automotive Industry Association VDA (Verband der Automobilindustrie). The Responsible Supply Chain Initiative has developed a standardized assessment for evaluating the sustainability of companies in automotive supply chains, including social compliance of working conditions, occupational safety and environmental protection. In addition, it has developed an industry standard audit which is aligned with the German Supply Chain Due Diligence Act requirements as well as upcoming legislation such as the EU Directive on corporate sustainability due diligence.

In 2023, we completed 16 Responsible Supply Chain Initiative audits and will continue to utilize the protocol to significantly increase the number and scope of supplier audits conducted in 2024.

We continued Battery Supply Chain Mapping and Auditing. We understand the battery supply chain is critical to human rights. In 2021, we initiated supply chain mapping and auditing to understand the sources of the cobalt, nickel and lithium used in our Electric Vehicle batteries. Since then, our scope of work has extended to include plug-in hybrid electric supply chains, graphite and electrolyte battery material audits, and we have explored the possibility of conducting audits as a tool prior to initial sourcing.

We continue to work with RCS Global Group to deliver a multi-commodity responsible sourcing audit program covering these key battery metals. This collaboration is strengthening our responsible sourcing capacity and driving continual improvements in transparency and responsibility in our raw material supply chains. In 2022, along with our suppliers, we underwent an audit of our nickel, lithium, and cobalt due diligence management.

To date, the project has conducted 43 supplier audits along four select battery supply chains at all tiers through to the mine site. These initial audits have led to the identification and mapping of 152 suppliers and identified mine sites in Australia, Chile, China the Democratic Republic of the Congo, Finland, Indonesia, Russia and Turkey.

Ford was the first American automaker to join the Initiative for Responsible Mining Assurance, expanding the company's commitment to safeguard human rights, communities where such work is done, and the broader environment. The Initiative for Responsible Mining Assurance works to advance



responsible mining practices at large-scale mining sites, providing third-party verification and certification against comprehensive environmental and social criteria for all mined materials. Ford's Initiative for Responsible Mining Assurance membership is another step towards the company's human rights aspiration to responsibly source all raw materials used within vehicles globally.

To ensure responsible sourcing of critical raw minerals, Ford requires suppliers to purchase only from materials processors that are certified through a third-party responsible sourcing standard such as the Responsible Minerals Initiative's Responsible Minerals Assurance Process, or that are seeking certification via a mining assurance standard, such as the Standard for Responsible Mining from the Initiative for Responsible Mining Assurance or an agreed upon third-party certified equivalent. In addition, suppliers must disclose sub-tier and raw material supply chain actors and locations that provide materials used in products supplied to Ford.

Not only do the updates address due diligence requirements for risks related to sourcing tin, tungsten, tantalum, and gold and any mineral from Conflict Affected and High Risk Areas, but they also address Environmental, Social, and Governance issues at mines and processors.

Transparency in Conflict Minerals

We continue to engage our supply base globally to address the human rights issues associated with sourcing conflict minerals. To comply with the U.S. Conflict Minerals Rule disclosure to the Securities and Exchange Commission, suppliers whose components contain tin, tantalum, tungsten, and gold must conduct due diligence to understand the origins of these minerals, source them responsibly, and not knowingly provide minerals that may contribute to conflict. We require suppliers to use the Due Diligence Guidance and the associated framework compiled by the Organisation for Economic Co-operation and Development to assess the chain of custody of these minerals. In alignment with the Organisation for Economic Co-operation and Development framework, Ford conducts outreach directly to smelters and refiners to engage in an independent third-party responsible mineral sourcing validation program.

We continue to enhance our Responsible Material Sourcing program by expanding the scope of our due diligence to include additional industry-relevant materials and mineral provenance from Conflict Affected and High Risk Areas beyond the Democratic Republic of the Congo and adjoining countries. Ford has conducted a formal due diligence process on cobalt since 2018, mica since 2019, and launched due diligence on lithium and nickel in 2022.

Empowering Women in the Democratic Republic of the Congo's Cobalt and Copper Artisanal Mines. Ford is addressing one of the root causes of child labor through a program that provides economic opportunities for women in the Democratic Republic of the Congo. The Ford Fund is working with the Oil and Mines Governance Center to implement a program that aims to break down the barriers that prevent women in the Democratic Republic of the Congo from equitably accessing opportunities that cobalt demand provides. The project's goal is to improve the working conditions of these women, increase their incomes, support the stability of their households, and reduce the presence of children in mining. The region has emerged as a key resource for critical metals that have become the keystone of the energy transition as the automotive industry electrifies more vehicles. The Promoting the Empowerment of Women in Copper and Cobalt Mineral Supply Chains program aims to increase access to profitable, sustainable enterprises by training women on financial education, business management, mining innovation and leadership, and formalizing women's Artisanal and Small Mine cooperatives that allow equal access to market opportunities. The program addresses poverty, one of the root causes of child labor.

Accountability and Grievance Channels

We maintain internal/external accountability, holding all Ford employees and suppliers accountable to Ford's expectations prohibiting child labor, forced labor, and human trafficking set out in our We Are Committed to Protecting Human Rights and the Environment policy, Code of Conduct, Global Terms and Ford Motor Company - 2023 Global Modern Slavery and Human Trafficking Transparency Statement



Conditions, [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 such as child labor, forced labor and human trafficking. These mechanisms allow for anonymous and confidential reporting, including telephone hotlines, a dedicated email inbox, and our public websites. External reporting of any violation of human rights or environment-related risks is available on Ford's global website ([External Grievances](#)), which is also available in several languages. Additionally reporting can be done through the [Responsible Business Alliance Worker Voice Platform](#) that is offered via the participating supplier partners, enabling Ford to record and route external grievances. This application supports case escalation including third party support as well as the ability to involve affect stakeholders for effective case resolution and remedy. A cross-functional committee ensures that all reports are reviewed and addressed, and in the case of reported non-compliance, corrective or disciplinary action is taken where appropriate. We provide appropriate remedies when non-compliance occurs. 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 Grievance Mechanism](#), which replaced the [RMI Minerals Grievance Platform](#) in 2023. Stakeholders can submit grievances related to mineral supply chains, including concerns about the RMI, Responsible Minerals Assurance Process standards, smelter or refiner operations, audit quality and auditor competencies, mineral supply chains and upstream/downstream initiatives, as well as mineral sourcing activities and due diligence of Responsible Mineral Initiative member companies.

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 Supplier Code and Supply Chain Sustainability program with our global purchasing staff.

In 2023, over 600 global Purchasing staff received live online training on our Supply Chain Sustainability programs, including over 225 employees from Ford's South Africa, India, Thailand, China, and Australia markets. We continue to reach our Global Purchasing staff and provide education in Director Forums throughout the year.

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. We sponsored 16 suppliers located in Thailand and 4 suppliers in Taipei, Taiwan to attend a two-day in-person training event in Bangkok that centered on recruitment fees and ethical recruitment. We held an e-learning training session with Responsible Business Alliance on child and forced labor in North America for 49 attendees. We reached over 900 external supplier employees to provide training and education in 2023.

We continued our close collaboration with Responsible Business Alliance and Drive Sustainability to update and deploy e-learning training modules for suppliers globally in 2023. These modules covered general sustainability topics including high level information regarding forced labor and mineral due diligence. In collaboration with Drive Sustainability, live webinar sessions were offered to suppliers in Mexico, Germany, and the United States regarding country level topics. For greater detail on these industry trainings, please visit the Drive Sustainability [Capacity Building](#) and Responsible Business Alliance [Training Resources](#) websites.

Ford trained over 130 suppliers via live webinars we developed for mineral due diligence on 3TG, cobalt and mica. Training was based on the Organisation for Economic Co-operation and Development Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict Affected and High Risk Area, including resources on how to improve suppliers due diligence process.



Individual supplier engagement sessions were also held between our Supply Chain Sustainability team and our top suppliers to exchange sustainability strategies and initiatives. These trainings and sessions are a key element of our due diligence process.

In addition to industry trainings, Ford's Supply Chain Sustainability team delivered presentations at the following events: Responsible Business 2022, Responsible Mineral Initiative Annual Conference 2022, Ford / Original Equipment Suppliers Association Town Hall, and the Automotive Industry Action Group Virtual Corporate Responsibility Summit.

Key Performance Indicator Reporting

Select key performance indicators reported for 2023 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 2023 initial audits conducted (% of audits in which findings appeared)
- Supplier audit findings - initial and closure audit average scores (2021-2023)
- 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 Key Performance Indicators for 2023.

Partnerships with External Organizations

We are a member of the Responsible Business Alliance , a non-profit coalition of more than 500 member cross-industry companies with combined annual revenues of greater than \$7.7 trillion, directly employing over 21.5 million people, with products manufactured in more than 120 countries.. Ford was the first automotive company to join the Responsible Business Alliance, expanding the scope of what was then the Electronics Industry Citizenship Coalition. The alliance's aim is to bring together members, suppliers, and stakeholders to collaborate with the goal of improving human rights, safety and security, environmental protection, business ethics and business performance throughout the global supply chain utilizing Responsible Business Alliance's leading standards and practices. We are active members on multiple workgroups through the Responsible Business Alliance and its Responsible Labor Initiative and Responsible Minerals Initiative. 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 Responsible Business Alliance Board of Directors.

We are a member of the Automotive Industry Action Group, a non-profit organization of over 3,000 global automotive manufacturers and suppliers. Ford is an active member of the Corporate Responsibility Steering Committee and the Automotive Industry Action Group Board of Directors. We also co-chair the Automotive Industry Action Group'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 16 automotive manufacturers 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 Self-

Ford Motor Company - 2023 Global Modern Slavery and Human Trafficking Transparency Statement



Assessment Questionnaire program and for developing a globally aligned training program.

We are a member of the Initiative for Responsible Mining Assurance, a non-profit organization of mining, purchasing, non-governmental organizations, labor, and community members. The Initiative for Responsible Mining Assurance has developed a comprehensive sustainability and human rights standard, offering third-party verification and certification for industrial-scale mines. Ford participates in the Initiative for Responsible Mining Assurance Buyers group to help develop tools for purchasers interested in encouraging mining companies to engage in Initiative for Responsible Mining Assurance. Ford also continues to communicate our commitment to source mined materials from Initiative for Responsible Mining Assurance certified mines to key commodity suppliers while also encouraging our suppliers to source from IRMA certified mines.

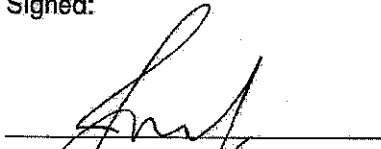
We are a partner of The Copper Mark, a non-profit industry-initiated organization to ensure responsible production of copper. Ford joined The Copper Mark's multi-stakeholder Advisory Council in 2021. Ford conducted outreach to key suppliers to engage in The Copper Mark's mission to produce copper responsibly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

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 13, 2024.

Signed:



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

Date: 4.1.24



Appendix A

Ford Partners and Memberships	What the Partner Does
<u>Automotive Industry Action Group</u>	By being both proactive and collaborative, Automotive Industry Action Group brings members together to develop innovative solutions to these and other common Corporate Responsibility challenges, both national and international. Automotive Industry Action Group develops the active insights, trainings and tools members need to operate responsibly and profitably.
<u>Drive Sustainability</u>	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 events or local networks.
<u>Interfaith Center for Corporate Responsibility</u>	Interfaith Center for Corporate Responsibility members represent faith-based organizations, socially responsible asset management companies, unions, foundations, and other responsible investors working alongside a global network of Non-Governmental Organizations and business partners. Interfaith Center for Corporate Responsibility is committed to moving the current business focus away from achieving short-term returns and towards sustainable strategies that advance the common good.
<u>Public-Private Alliance for Responsible Minerals Trade</u>	The Public-Private Alliance for Responsible Minerals Trade is a multi-sector initiative that supports projects in the Democratic Republic of the Congo and the surrounding Great Lakes Region of Central Africa to improve the due diligence and governance systems needed for ethical supply chains.
<u>Responsible Business Alliance</u>	A non-profit coalition of more than 200 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.
<u>Responsible Labor Initiative</u>	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.
<u>Responsible Mineral Initiative</u>	Responsible Mineral Initiative'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 the Responsible Mineral Initiative today.
<u>UN Global Compact</u>	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"> • Do business responsibly by aligning their strategies and operations with Ten Principles on human rights, labor, environment, and anti-corruption; and • Take strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.
<u>The Copper Mark</u>	The Copper Mark was created by the International Copper Associate 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 and 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.
<u>Initiative For Responsible Mining Assurance</u>	IRMA is a multi-stakeholder led organization, with a mission to protect people and the environment affected by mining. Initiative for Responsible Mining Assurance 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 Environmental, Social, and Governance performance.



Appendix B

Index for Australian Modern Slavery Act 2018

Criterion #	Requirement description	Location in Ford MSS
1	Identify Reporting entity	Page 1: 3rd paragraph
2	Structure, operations and Supply chain	<p>Page 1: Ford Motor Company Overview</p> <p>Additional information: 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 authorized 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 1400.</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	Page 4: Saliency assessment
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 3 - 5: Assessment of Risks, Due Diligence and Verification
5	Describe how the reporting entity assesses the effectiveness of such actions	Pages 5 - 7: Supplier Audits and Effectiveness
6	Describe the process of consultation with entities that the reporting entity owns or controls	Page 1: 3rd paragraph
7	Include any other information that the reporting entity, or the entity giving the statement, considers relevant	<p>Pages 9: Key Performance Indicator Reporting</p> <p>Page 9 - 10: Partnerships with External Organizations</p>



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: Ford Motor Company Overview
2	Policies in relation to slavery and human trafficking	Pages 2 - 3: Child Labor, Forced Labor and Human Trafficking Policies
3	Due diligence processes in relation to slavery and human trafficking in its business and supply chains	Pages 3 - 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 3 - 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 - 7: Supplier Audits and Effectiveness
6	The training and capacity building about slavery and human trafficking available to its staff	Pages 8 - 9: Global Internal/External Training

This Global Modern Slavery and Human Trafficking Transparency statement has been reviewed and approved by the FCE Bank plc Board of Directors on March 14, 2024.

Signed:

Carlos Treadway
Chief Executive Officer
FCE Bank plc

Date: _____



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: Ford Motor Company Overview
2	Policies in relation to slavery and human trafficking	Pages 2 - 3: Child Labor, Forced Labor and Human Trafficking Policies
3	Due diligence processes in relation to slavery and human trafficking in its business and supply chains	Pages 3 - 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 3 - 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 - 7: Supplier Audits and Effectiveness
6	The training and capacity building about slavery and human trafficking available to its staff	Pages 8 - 9: Global Internal/External Training

This Global Modern Slavery and Human Trafficking Transparency statement has been reviewed and approved by the Ford Motor Company Limited Board of Directors on March 28, 2024.

Signed:

Lisa Brankin
Chair
Ford of Britain

Date: _____



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: Ford Motor Company Overview
2	Policies in relation to slavery and human trafficking	Pages 2 - 3: Child Labor, Forced Labor and Human Trafficking Policies
3	Due diligence processes in relation to slavery and human trafficking in its business and supply chains	Pages 3 - 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 3 - 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 - 7: Supplier Audits and Effectiveness
6	The training and capacity building about slavery and human trafficking available to its staff	Pages 8 - 9: Global Internal/External Training

This Global Modern Slavery and Human Trafficking Transparency statement has been reviewed and approved by the Ford Technologies Limited Board of Directors on April 22, 2024.

Signed:

Tim Slatter
Director

Date: _____



Appendix D

Index for Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act

Requirement #	Requirement description per Act Section 11	Location in Ford MSS
1	A description of the steps taken to prevent and reduce risks of forced labour and child labour, as per subsection 11(1)	Pages 3 - 5: Assessment of Risks, Due Diligence and Verification
	Supplementary information addressing each of the seven requirements in subsection 11(3):	
2	(a): The entity's structure, activities and supply chains	<p>Page 1: Ford Motor Company Overview</p> <p>Additional information: Ford Motor Company of Canada, Limited is a corporation headquartered in Oakville, Ontario (1 The Canadian Road, Oakville, Ontario, L6J 5E4) and is a wholly owned subsidiary of Ford Motor Company. Known as Ford of Canada, its business includes vehicle assembly and distribution, engine manufacturing, research, development and innovation, marketing, and sales and service through a network of independent authorized dealers. Ford and Lincoln motor vehicles sold in Canada are sourced from Ford facilities around the world, including the USA. Ford of Canada's supply chain policies and procedures, including steps taken to prevent and reduce risks of forced labour and child labour therein, are the same as the Ford global policies and procedures described in this Global Modern Slavery and Human Trafficking Transparency Statement for the Financial Year Ending on December 31, 2023.</p>
3	(b): Policies and due diligence processes in relation to forced labour and child labour	Pages 2 - 3: Child Labor, Forced Labor and Human Trafficking Policies
4	(c): The parts of its business and supply chains that carry a risk of forced labour or child labour being used and the steps it has taken to assess and manage that risk	Pages 3 - 5: Assessment of Risks, Due Diligence and Verification
5	(d): Any measures taken to remediate any forced labour or child labour	Pages 3 - 5: Assessment of Risks, Due Diligence and Verification
6	(e): Any measures taken to remediate the loss of income to the most vulnerable families that results from any measure taken to eliminate the use of forced labour or child labour in its activities and supply chains	Pages 3 - 5: Assessment of Risks, Due Diligence and Verification



7	(f): The training provided to employees on forced labour and child labour	Pages 8 - 9: Global Internal/External Training
8	(g): How the entity assesses its effectiveness in ensuring that forced labour and child labour are not being used in its business and supply chains	Pages 5 - 7: Supplier Audits and Effectiveness

This Global Modern Slavery and Human Trafficking Transparency statement has been reviewed and approved by the Ford Motor Company of Canada, Limited Board of Directors on _____, 2024.

In accordance with the requirements of the *Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act*, SC 2023, c 9, and in particular section 11 thereof, I attest that I have reviewed the information contained in the report for Ford Motor Company of Canada, Limited. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material respects for the purposes of the *Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act*, for the 2023 reporting year.

Signed:

Graham Caithness
Corporate Secretary
Ford Motor Company of Canada, Limited
I have authority to bind the Company

Date: _____