



Lead the Charge Automaker Supply Chain Scorecard - 2026 Edition

The aim of this scorecard is to establish a new expectation – and competitive advantage – for what a clean car really is. Not just an EV, but an EV that is manufactured:

- **Equitably** – respecting and advancing the rights of Indigenous Peoples, workers, and local communities throughout the supply chain.
- **Sustainably** – preserving and restoring environmental health and biodiversity across supply chains, whilst reducing primary resource demand through efficient resource use and increased recycled content.
- **Fossil free** – 100% electric and made with a fossil fuel-free supply chain.

The research and indicator development for the scorecard was led by Pensions & Investment Research Consultants (PIRC), Europe's largest independent corporate governance and shareholder advisory firm, whose work was guided by members of the Lead the Charge coalition. Please refer to the accompanying methodology document for more information on the indicator development and research process.

This document contains the scores obtained by each automaker for each indicator of the scorecard, as well as explanations for why they were awarded these scores and information on the thresholds and benchmarks used for each indicator. Note that the final version of this scorecard will be published as an interactive web page online.

Navigating this document

This document has several worksheets which present the data from the scorecard with differing levels of detail:

[2. Summary | Overall - - this worksheet presents the total scores the automakers received for each of the two main categories \(climate & environment, and human rights\), as well as the total scores for each of their four sub-categories.](#)

[3. Summary | Climate & Environment - this worksheets presents the scores for each indicator of the climate and environment category, which looks at automakers' efforts to ensure fossil-free and environmentally responsible supply chains.](#)

[4. Summary | Respect for Human Rights - this worksheet presents the scores for each indicator of the human rights categories, which looks at efforts by automakers to ensure responsible sourcing and respect for human rights throughout their supply chain](#)

[5. Auto Review | Climate & Environment - this worksheet also presents automakers' scores for each indicator in the climate & environment category but additionally includes the explanation and references for each score they received, as well as information on the respective benchmarks and thresholds applied to each indicator.](#)

[6. Auto Review | Respect for Human Rights - this worksheet also presents automakers' scores for each indicator in the human rights category but additionally includes the explanation and references for each score they received, as well as information on the respective benchmarks and thresholds applied to each indicator.](#)

[8. Weightings - this worksheet provides an overview of the weighting methodology applied to the groups of indicators used for each sub-category. Please see the accompanying methodology document for more information on this weighting methodology](#)

[9. 3rd Party Schemes Assessment - this worksheet shows the results of the assessment of third party auditing and accreditation schemes, which results in point modifiers being applied to some indicators. Please see the accompanying methodology document for more information on this assessment.](#)

Overall scores

Auto	Total score	Fossil Free and Environmentally Sustainable Supply Chains						Human rights and Responsible Sourcing					BEV % of total vehicle sales [^]
		General	Steel	Aluminium	Batteries	Total	Total x IM [~]	General	Transition mineral sourcing	Indigenous Peoples' rights	Workers' rights in the supply chain	Total	
BMW	34%	67%	16%	9%	16%	27%	30%	73%	32%	12%	39%	39%	19%
BYD	14%	18%	0%	8%	20%	12%	13%	38%	12%	0%	13%	16%	53%
Ford	45%	58%	23%	37%	29%	37%	40%	73%	70%	26%	28%	49%	6%
GAC	4%	11%	0%	0%	9%	5%	5%	4%	2%	0%	3%	2%	48%
Geely*	27%	38%	19%	21%	26%	26%	31%	51%	17%	2%	26%	24%	36%
GM	22%	29%	18%	19%	7%	18%	20%	46%	23%	11%	19%	25%	19%
Honda	12%	32%	0%	1%	2%	9%	8%	37%	20%	0%	8%	16%	2%
Hyundai	23%	41%	12%	8%	15%	19%	21%	47%	26%	3%	22%	25%	9%
Kia	21%	51%	7%	4%	10%	18%	20%	44%	25%	6%	19%	23%	12%
Mercedes	41%	51%	28%	26%	36%	35%	39%	62%	35%	26%	48%	42%	11%
Nissan	15%	35%	1%	15%	7%	15%	13%	40%	14%	0%	12%	17%	4%
Renault	31%	49%	5%	10%	39%	26%	28%	52%	34%	17%	36%	35%	12%
SAIC	3%	10%	0%	0%	6%	4%	4%	0%	0%	0%	3%	1%	22%
Stellantis	21%	37%	1%	1%	22%	15%	14%	64%	26%	3%	21%	29%	7%
Tesla	49%	45%	22%	45%	56%	42%	50%	60%	69%	25%	40%	48%	100%
Toyota	9%	20%	0%	0%	12%	8%	7%	18%	19%	0%	3%	10%	2%
Volkswagen	39%	54%	13%	16%	31%	28%	31%	68%	48%	23%	46%	46%	11%
Volvo	44%	53%	58%	55%	17%	46%	55%	64%	37%	8%	20%	32%	23%

[^] Automotive sales data from Marklines. All figures are cumulative annual values for the year 2025. The data covers passenger vehicles only.

*Geely Auto Group data includes Marklines sales data from the Geely, Galaxy, Zeekr and Lynk&Co brands only.

[~]InfluenceMap scores were applied as a multiplier on the C&E section. Autos with a C or above received positive multiplier; below received negative, and autos not evaluated by InfluenceMap received no change. See the Climate & Environment review sheet for details. <https://automotive.influencemap.org/>

LINKED DATA

Summary of fossil-free and environmentally sustainable supply chains scores

Theme	Indicator Category	Indicators	Total Number of Points	Ford Points	
1. Fossil Free and Environmentally Sustainable Supply Chains (General)	1.1. Disclosure of emissions, water and deforestation management	1.1.1. The company discloses total scope 3 GHG emissions due to purchased goods and services.	2	2	
		1.1.2. The company discloses "significant emissions" in its supply chain.	1	0	
		1.1.3. The company discloses water usage by key suppliers in its supply chain.	1	0	
		1.1.4. The company discloses deforestation and conversion-free commodity volumes from its supply chain	1	0	
		DISCLOSE TOTAL	5	2	
		DISCLOSE %		40%	
	1.2. Target-setting and progress towards fossil free and environmentally sustainable supply chains	1.2.1. The company has set and disclosed a scope 3 SBT (must include reference to upstream/ purchased goods & not only 'Well to Wheel')	2	2	
		1.2.2. The company commits to having suppliers provide science-based targets for GHG emissions.	1	1	
		1.2.3. The company discloses the current percentage of suppliers providing science-based targets.	1	0.25	
		1.2.4. The company requires all significant suppliers to set water reduction targets and disclose their water usage.	1	1	
		1.2.5. The company has programs in place to monitor suppliers for compliance with GHG emissions targets and other environmental impacts.	1	0	
		1.2.6. The company commits to eliminate deforestation and the conversion of all natural ecosystems from their supply chains.	1	0	
		TARGET-SETTING & PROGRESS TOTAL	7	4.25	
		TARGET-SETTING & PROGRESS %		61%	
	1.3. Use of supply chain levers to achieve fossil free and environmentally sustainable supply chains	1.3.1. The company incentivises suppliers to reduce GHG and other significant air emissions.	1	0.75	
		1.3.2. The company implements incentives and control systems to improve water management by suppliers	1	1	
		1.3.3. The company implements incentives and control systems to eliminate deforestation from its supply chain	1	0.2	
		SUPPLY CHAIN LEVERS TOTAL	3	1.95	
		SUPPLY CHAIN LEVERS %		65%	
	GENERAL CLIMATE AND ENVIRONMENT - TOTAL % SCORE (WEIGHTED)				58%
	2. Fossil Free and Environmentally Sustainable Steel	2.1. Disclosure of scope 3 GHG emissions due to steel supply chains	2.1.1. The company discloses disaggregated GHG emissions for their steel supply chains.	1	0
			DISCLOSE TOTAL	1	0
DISCLOSE %				0%	
2.2. Target setting and progress towards fossil free and environmentally sustainable steel supply chains		2.2.1. The company has set targets for the use of fossil free and environmentally sustainable steel.	2	1.2	
		2.2.2. The company publishes progress towards their target by disclosing the current percentage of fossil-free and/or lower emission steel in their annual production cycle.	1	0	
		2.2.3. The company has a target for the use of recycled steel by 2030.	2	0	
		2.2.4. The company publishes progress towards their target by disclosing the current percentage of recycled steel used in its annual production cycle.	1	0	
		TARGET-SETTING & PROGRESS TOTAL	6	1.2	
		TARGET-SETTING & PROGRESS %		20%	
2.3. Use of supply chain levers to		2.3.1. The company participates in multi-stakeholder procurement initiatives to collaborate with other buyers to incentivise investment in and production of fossil free steel at scale.	1	0.5	

Summary of fossil-free and environmentally sustainable supply chains scores

Theme	Indicator Category	Indicators	Total Number of Points	Ford Points
	achieve fossil free and environmentally sustainable steel supply chains	2.3.2. The company participates in multi-stakeholder standard / certification initiatives to drive investment in and production of socially and environmentally sustainable steel at scale.	1	0
		2.3.3. The company has entered into formal arrangements with suppliers to incentivise investment in and greater production of fossil free steel.	2	1
		2.3.4. The company integrates improved recyclability of steel into automobile design and manufacturing.	2	0.7
		SUPPLY CHAIN LEVERS TOTAL	6	2.2
		SUPPLY CHAIN LEVERS %		37%
		STEEL - TOTAL % SCORE (WEIGHTED)		23%
	3.1. Disclosure of scope 3 GHG emissions due to aluminium	3.1.1. The company discloses disaggregated GHG emissions for their aluminium supply chains.	1	0
		DISCLOSE TOTAL	1	0
		DISCLOSE %		0%
	3.1. Disclosure of scope 3 GHG emissions due to aluminium	3.2.1 The company has set targets for the use of fossil free and environmentally sustainable aluminium	2	1.2
		3.2.2. The company publishes progress towards their target by disclosing the current percentage of fossil-free and/or lower emission aluminium in their annual production cycle	1	0
		3.2.3. The company has a target to increase use of recycled aluminium by 2030.	2	0
		3.2.4. The company publishes progress towards their target by disclosing the current percentage of recycled aluminium used in its annual production cycle	1	0.5
		TARGET-SETTING & PROGRESS TOTAL	6	1.7
		TARGET-SETTING & PROGRESS %		28%
	3.3. Use of supply chain levers to achieve fossil free and environmentally sustainable aluminium supply chains	3.3.1. The company participates in multi-stakeholder procurement initiatives to collaborate with other buyers to incentivise investment in and production of fossil free aluminium at scale.	1	1
		3.3.2. The company participates in multi-stakeholder standard / certification initiatives to drive investment in and production of socially and environmentally sustainable aluminium	1	0
		3.3.3. The company has entered into formal arrangements with suppliers to incentivise investment in and greater production of fossil free aluminium	2	1
		3.3.4. The company integrates improved recyclability of aluminium into automobile design and manufacturing.	2	1.7
		SUPPLY CHAIN LEVERS TOTAL	6	3.7
		SUPPLY CHAIN LEVERS %		62%
ALUMINIUM - TOTAL % SCORE (WEIGHTED)		37%		
4. Fossil Free and Environmentally Sustainable Batteries	4.1. Disclosure of scope 3 GHG emissions due to battery supply chains	4.1.1. The company discloses disaggregated scope 3 emissions for their battery supply chains, including a total for the whole battery and disaggregated emissions for key battery minerals (cathode / anode active materials)	1	0.25
		DISCLOSE TOTAL	1	0.25
		DISCLOSE %		25%
	4.2. Target setting and progress	4.2.1. The company has set a target to produce fossil free and environmentally sustainable batteries.	1	0
		4.2.2. The company has set a target to reduce reliance on energy intensive minerals in battery production.	1	0.25

Summary of fossil-free and environmentally sustainable supply chains scores

Theme	Indicator Category	Indicators	Total Number of Points	Ford Points
	towards fossil free and environmentally sustainable battery supply chains	4.2.3. The company has set collection and/or recovery targets for high intensity battery metals.	1	0
		TARGET-SETTING & PROGRESS TOTAL	3	0.25
		TARGET-SETTING & PROGRESS %		8%
	4.3. Use of supply chain levers to achieve fossil free and environmentally sustainable battery supply chains	4.3.1. The company requires all battery manufacturers to use 100% renewable electricity	2	0
		4.3.2. Company engages and/or enters into formal agreements with extractives and other value chain companies to prevent/mitigate adverse environmental impacts of lithium sourcing.	1	0.75
		4.3.3. Company engages and/or enters into formal agreements with extractives and other value chain companies to prevent/mitigate adverse environmental impacts of nickel sourcing.	1	0.75
		4.3.4. Company engages and/or enters into formal agreements with extractives and other value chain companies to prevent/mitigate adverse environmental impacts of cobalt sourcing.	1	0
		4.3.5. The company participates in multi-stakeholder initiatives to collaborate with other buyers to incentivise investment in and production of fossil free and environmentally sustainable batteries at scale.	1	0
		4.3.6. The company invests in the development of new battery chemistries & technologies that minimize their overall material and carbon footprint by reducing the use of emissions-intensive minerals and toxic materials	2	2
		4.3.7. The company invests in the development of new battery designs, technologies, systems and/or processes to maximize the safe and effective recycling of EV batteries	1	1
		4.3.8. The company has established processes for battery repair, reuse and repurposing in order to maximize the usable lifespan of its EV batteries.	1	0.25
		4.3.9. The company has established closed-loop processes in order to maximize the recycling of end-of-life EV batteries	1	0.25
		SUPPLY CHAIN LEVERS TOTAL	11	5
		SUPPLY CHAIN LEVERS %		45%
BATTERIES - TOTAL % SCORE (WEIGHTED)				29%
Climate Influence	Influence Map	Multiplier applied:		1.1

CLIMATE AND ENVIRONMENT - TOTAL NORMALIZED	18.0	6.6
CLIMATE AND ENVIRONMENT - TOTAL % SCORE (WEIGHTED)		37%
CLIMATE AND ENVIRONMENT - TOTAL NORMALIZED + IM MULTIPLIER		7.2
CLIMATE AND ENVIRONMENT - TOTAL % SCORE (WEIGHTED) + IM MULTIPLIER		40%

Summary of human rights & responsible sourcing scores

Sub-section	Indicator Category	Indicators	Total Number of Points	Ford Points
1. Responsible Sourcing: General HR indicators	1.1. Commit	1.1.1. The company has a public commitment to human rights.	1	1
		1.1.2. The company extends their human rights commitments to their Tier 1 suppliers and beyond.	2	2
		COMMIT TOTAL	3	3
		COMMIT %		100%
	1.2. Identify	1.2.1. The company has a process in place to assess salient human rights risks in their supply chain.	1	1
		1.2.2. The company discloses the salient human rights risks in their supply chain and where they are located.	1	0.5
		1.2.3. The company has a process for identifying high risk supplier categories in their supply chain.	1	1
		IDENTIFY TOTAL	3	2.5
		IDENTIFY %		83%
	1.3. Prevent, Mitigate and Account	1.3.1. The company assesses the risk of adverse human rights impacts with suppliers prior to entering into any contracts.	2	1
		1.3.2. The company discloses how it monitors suppliers for compliance with the SCoC during the contract period.	2	1.6
		1.3.3. The company reports on how it is prepared to respond if it finds non-conformances with the SCoC	1.5	1
		1.3.5. The company discloses how they verify the implementation of corrective actions.	1	1
		PREVENT, MITIGATE & ACCOUNT TOTAL	6.5	4.6
		PREVENT, MITIGATE & ACCOUNT %		71%
	1.4. Remedy	1.4.1. The company has put in place a formal mechanism whereby workers, suppliers, suppliers' workers (in any tier) and other external stakeholders can raise grievances regarding adverse human rights impacts in their supply chain to an impartial entity.	2	1
		1.4.3. The company discloses data about the practical operation of their grievance mechanism, such as the number of grievances filed, addressed, and resolved, their type, severity and outcome.	1	0.25
		1.4.4. The company has put in place a remedy process for its supply chain.	2	1.5
		REMEDY TOTAL	5	2.75
		REMEDY %		55%
GENERAL HUMAN RIGHTS - TOTAL % SCORE (WEIGHTED)				73%
2. Responsible Sourcing of Transition Minerals	2.1. Commit	2.1.1. The company has a commitment to responsible metals and minerals sourcing.	1	1
		2.1.2. The company requires its suppliers to undertake due diligence in accordance with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High Risk Areas (CAHRAs)	2	1.5
		COMMIT TOTAL	3	2.5
		COMMIT %		83%
	2.2. Identify	2.2.1. The company has a process in place to map transition minerals (e.g. nickel, lithium, cobalt, copper, manganese, zinc) in their supply chains to the point of extraction.	2	2
		2.2.2. The company discloses conflict minerals risks in their supply chain and where they are located.	1	0.25
		2.2.3. The company discloses broader transition minerals risks in their supply chain and where they are located.	1	0.25

Summary of human rights & responsible sourcing scores

Sub-section	Indicator Category	Indicators	Total Number of Points	Ford Points
		2.2.4. The company publishes a list of smelters or refiners (SoR) in its supply chain	1	1
		2.2.5. The company discloses which of the SoRs in its supply chain are conformant with the Responsible Minerals Initiative (RMI).	1	0.4
		IDENTIFY TOTAL	6	3.9
		IDENTIFY %		65%
	2.3. Prevent, Mitigate and Account	2.3.1. The company discloses how it monitors suppliers for compliance with the transition minerals due diligence requirements.	2	1.6
		2.3.2. The company formally engages SoRs to build their capacity to conduct due diligence of their own supply chains.	2	2
		2.3.3. The company formally engages extractives companies and includes human rights clauses in any contractual arrangements.	2	2
		2.3.4. The company is a member of IRMA and actively engages their suppliers with regards to IRMA mining audits.	2	1.6
		Note: IRMA does not excuse companies from doing their own supply chain due diligence		
		2.3.5. The company reports on how it is prepared to respond if it finds non-conformances associated with its responsible minerals sourcing policy occurring in its operations or supply chains.	1.5	1
		2.3.6. The company discloses how they verify the implementation of corrective actions.	1	1
		PREVENT, MITIGATE & ACCOUNT TOTAL	10.5	9.2
	PREVENT, MITIGATE & ACCOUNT %		88%	
	2.4. Remedy	2.4.1. The company has put in place a formal mechanism whereby grievances can be raised about SoR facilities.	1	0.5
		REMEDY TOTAL	1	0.5
		REMEDY %		50%
	TRANSITION MINERALS - TOTAL % SCORE (WEIGHTED)			
3. Indigenous Peoples' Rights and Free Prior and Informed Consent (FPIC)	3.1. Commit	3.1.1. The company explicitly commits to respecting the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).	1	1
		3.1.2. The company has a public commitment to FPIC.	1	1
		3.1.3. The company requires its tier 1 suppliers to respect Indigenous Peoples' rights	2	2
		3.1.5. These commitments are translated into the languages used by the impacted Indigenous Peoples.	1	0
		COMMIT TOTAL	5	4
		COMMIT %		80%
	3.2. Identify	3.2.1. The company has a process in place to assess risks to Indigenous Peoples' rights in their supply chain to the point of extraction.	1	0
		IDENTIFY TOTAL	1	0
		IDENTIFY %		0%
	3.3. Prevent, Mitigate and Account	3.3.1. The company provides additional discussion regarding the practices by which suppliers must obtain FPIC	1	0.25
		3.3.2. The company is a member of a multi-stakeholder group (e.g. IRMA) that includes the participation of Indigenous Peoples to ensure respect of Indigenous Peoples' rights at the point of extraction.	2	1.6

Summary of human rights & responsible sourcing scores

Sub-section	Indicator Category	Indicators	Total Number of Points	Ford Points	
		3.3.3. The company has a formal process in place to engage critical upstream suppliers on FPIC (e.g. extractives companies)	2	0.5	
		3.3.4. The company reports on how it is prepared to respond if it finds FPIC breaches in its supply chain.	1	0.25	
		PREVENT, MITIGATE & ACCOUNT TOTAL	6	2.6	
		PREVENT, MITIGATE & ACCOUNT %		43%	
	3.4. Remedy	3.4.1. The company's grievance mechanism has a process for investigating and remedying breaches of FPIC that includes a formal role for impacted Indigenous Peoples.	1	0	
		REMEDY TOTAL	1	0	
		REMEDY %		0%	
	INDIGENOUS RIGHTS - TOTAL % SCORE (WEIGHTED)				26%
	4. Respect for Workers' Rights	4.1. Commit	4.1.1. The company has a commitment to workers' rights	1	0.75
			4.1.2. The company extends their workers' rights commitments to their Tier 1 suppliers and beyond.	2	2
Note: only the specific worker rights commitments are evaluated here. Whether or not these commitments are extended beyond tier 1 suppliers is evaluated in the "General" human rights section.					
COMMIT TOTAL			3	2.75	
COMMIT %				92%	
4.2. Identify		4.2.1. The company consults trade unions and/or workers' representatives in their assessment of salient workers' rights risks in their supply chain.	1	0	
		4.2.2. The company discloses the salient workers rights risks in their supply chain and where they are located.	1	0.25	
		IDENTIFY TOTAL	2	0.25	
		IDENTIFY %		13%	
4.3. Prevent, Mitigate and Account		4.3.1. The company actively collaborates with workers and the representative organisation(s) of workers' own choosing to promote respect for workers' rights in its supply chain.	2	1	
		4.3.2. The company reports on how it is prepared to respond if it finds non-conformances associated with its workers' rights policy occurring in its operations or supply chains.	1.5	1	
		4.3.3. The company works with the relevant trade union and/or worker representative organisation to verify the implementation of corrective actions pertaining to workers' rights.	2	0	
		PREVENT, MITIGATE & ACCOUNT TOTAL	5.5	2	
		PREVENT, MITIGATE & ACCOUNT %		36%	
4.4. Remedy		4.4.1 Workers and the representative organisations of workers' own choosing are formally included in the remedy process.	1	0	
		REMEDY TOTAL	1	0	
		REMEDY %		0%	
WORKERS' RIGHTS - TOTAL % SCORE (WEIGHTED)				28%	

Summary of human rights & responsible sourcing scores

Sub-section	Indicator Category	Indicators	Total Number of Points	Ford Points
HUMAN RIGHTS - TOTAL NORMALIZED			26.0	12.8
HUMAN RIGHTS - TOTAL % SCORE (WEIGHTED)				49%

Company analysis - fossil-free and environmentally sustainable supply chains

Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
1. Fossil Free and Environmentally Sustainable Supply Chains (General)	1.1. Disclosure of emissions, water and deforestation management	1.1.1. The company discloses total scope 3 GHG emissions due to purchased goods and services.	2	<p>The following scores are absolute, not cumulative:</p> <p>100%: The company discloses scope 3 GHG emissions due to purchased goods and services.</p> <p>25%: The company includes scope 3 GHG emissions including purchased goods and services in overall disclosure, but does not disaggregate.</p> <p>Note: the company may achieve additional points under each of the supply chain areas below, if they provide disaggregated emissions against each supply chain.</p>	<p>Ford discloses scope 3 GHG emissions due to purchased goods and services (2025 ISFR, p. 193).</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p> <p>The company discloses "significant emissions" b</p>	2
		1.1.2. The company discloses "significant emissions" in its supply chain.	1	<p>Based on GRI 305-7, significant emissions include:</p> <ul style="list-style-type: none"> i. NOx ii. SOx iii. Persistent organic pollutants (POP) iv. Volatile organic compounds (VOC) v. Hazardous air pollutants (HAP) vi. Particulate matter (PM) vii. Other standard categories of air emissions identified in relevant regulations <p>The following scores are absolute not cumulative:</p> <p>100%: the company discloses significant emissions against all of the above categories by key suppliers in its supply chain. The company will need to define its key suppliers if it does not disclose this information for the whole supply chain.</p> <p>50%: the company discloses significant emissions against some of the above categories for part of its supply chain.</p>	Not disclosed.	0

Company analysis - fossil-free and environmentally sustainable supply chains

Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		1.1.3. The company discloses water usage by key suppliers in its supply chain.	1	<p>According to GRI 303, water usage includes:</p> <ul style="list-style-type: none"> - water withdrawn - water consumed - water discharged <p>The following scores are absolute not cumulative:</p> <p>100%: the company provides data against all of the above indicators for key suppliers in its supply chain. The company will need to define key suppliers if they do not disclose this information for their whole supply chain.</p> <p>50%: the company provides data against some of the above indicators for part of its supply chain.</p>	<p>Ford discloses its global water use per vehicle produced, but does not disclose the water use by key suppliers (2025 ISFR, p. 249).</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0
		1.1.4. The company discloses deforestation and conversion-free commodity volumes from its supply chain	1	<p>50%: The company discloses the percentage of high-risk hard commodity volumes sourced that are compliant with the company's requirements or policies on deforestation and conversion.</p> <p>OR</p> <p>25%: The company discloses deforestation and conversion-free commodity volumes from at least one of its key high-risk hard commodities</p> <p>50%: The company discloses the percentage of high-risk soft commodity volumes sourced that are compliant with the company's requirements or policies on deforestation and conversion.</p> <p>OR</p> <p>25%: The company discloses deforestation and conversion-free commodity volumes from at least one of its key high-risk soft commodities</p> <p>MODIFIER: Half points will be awarded if a company discloses information that meets any of the above criteria but only for part of its supply chain</p> <p>High-risk commodities are identified with the SBTN's High Impact Commodities List. Relevant commodities for automotive supply chains include Copper, Iron, Lithium, Nickel, Bauxite/Aluminum, Zinc and Manganese (hard commodities), and Leather and Rubber (soft commodities).</p>	Not disclosed.	0

Company analysis - fossil-free and environmentally sustainable supply chains

Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
	<p>1.2. Target-setting and progress towards fossil free and environmentally sustainable supply chains</p>	<p>1.2.1. The company has set and disclosed a scope 3 SBT (must include reference to upstream/purchased goods & not only 'Well to Wheel')</p>	<p>2</p>	<p>The following scores are absolute, not cumulative:</p> <p>100%: the company has disclosed verified science-based targets that include scope 3, including 2050 (or sooner) and interim year target(s), and has also disclosed a disaggregated interim target for upstream/purchased goods (scope 3 category 1)</p> <p>50%: the company discloses a lifecycle target that includes upstream/purchased goods, including 2050 (or sooner) and interim year target(s), and/or does not indicate if its target(s) has been verified as science-based.</p> <p>25%: the company only discloses a 2050 zero emissions target with no interim target and/or does not specify upstream/purchased goods.</p>	<p>Ford has set a target to achieve carbon neutrality no later than 2050, with interim (2030) targets for vehicle use, global operations and global manufacturing and the supply chain. The supply chain target is to achieve a 25% reduction by 2030 (with 2023 as base year) (2025 ISFR, p. 61). Ford specifies that the supply chain target “includes 100% of our reported Scope 3 category 1 emissions as reported in E1-6, covering supply chain emissions related to vehicle production and centrally controlled non-production”, but “certain service components procured from non-Ford suppliers and vehicle components sourced from other OEMs have been deemed immaterial and excluded from this estimate” (2025 ISFR, p. 176, 181, 193).</p> <p>Ford's discloses that the company's 2030 targets were developed using the SBTi sectoral decarbonization pathway for Transport (v 1.1) and SBTi cross-sector absolute contraction methodologies. Ford discloses that its vehicle use emission reduction target for 2035 (50% per vehicle km by 2035, relative to a 2019 base year) and global operations emissions reduction target for 2035 (76% by 2035, relative to a 2017 baseline), have been approved by SBTi (p. 62, p. 66).</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	<p>2</p>

Company analysis - fossil-free and environmentally sustainable supply chains

Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		1.2.2. The company commits to having suppliers provide science-based targets for GHG emissions.	1	<p>The following scores are absolute not cumulative.</p> <p>100%: the company requires all its tier 1 suppliers to set science-based targets. They also require tier 2 suppliers to set science-based targets.</p> <p>75%: the company requires all its tier 1 suppliers set science-based targets.</p> <p>50%: the company commits to having at least 70% of its key suppliers by emissions setting science-based targets within 2 years.</p> <p>25%: company commits to having suppliers setting science-based emissions targets, but does not provide a target date or target date is more than 2 years away.</p> <p>0%: Company does not have a commitment.</p>	<p>Ford requires its suppliers to establish science based GHG reduction targets, action plans, and transparent reporting mechanisms to “support Carbon Neutrality by 2050 Globally (all scopes), including setting 2030 near-term GHG reduction targets, and for European Carbon Neutrality by 2035 (Scope 1 & 2)” (SCoC, p. 8). The requirement doesn’t distinguish between tier 1 and tier 2.</p> <p>Supplier Code of Conduct (SCoC) (April 2025) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p>	1
		1.2.3. The company discloses the current percentage of suppliers providing science-based targets.	1	<p>25%: the company discloses the current percentage of tier 1 suppliers providing science-based targets.</p> <p>25%: the company discloses the current number and/or percentage of tier 2 suppliers providing science-based targets.</p> <p>25%: additional points for over 50% of tier 1 suppliers providing science-based targets</p> <p>25%: additional points for all tier 1 suppliers providing science-based targets.</p>	<p>Ford discloses in its 2024 CDP Questionnaire (p. 187, section 5.11.6.4) that between 26-50% of tier 1 suppliers by procurement spend are in compliance with the requirement of setting a science-based reduction target. Ford also discloses that it has received GHG emissions data from 366 suppliers with the CDP Supply Chain program (2025 ISFR, p. 14).</p> <p>2024 CDP Questionnaire https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/ford-cdp-climate-water-report.pdf</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.25

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		1.2.4. The company requires all significant suppliers to set water reduction targets and disclose their water usage.	1	<p>50%: the company requires tier 1 suppliers to set water reduction targets</p> <p>50%: the company requires tier 1 suppliers to disclose their water usage. According to GRI 303, water usage includes:</p> <ul style="list-style-type: none"> - water withdrawn - water consumed - water discharged 	<p>Ford requires its suppliers to report water usage to Ford (if requested), and to set water reduction targets in their operations (SCoC, p. 8-9).</p> <p>Supplier Code of Conduct (April 2025 version) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p>	1
		1.2.5. The company has programs in place to monitor suppliers for compliance with GHG emissions targets and other environmental impacts.	1	<p>50%: The company has a process that includes reducing GHGs and other environmental impacts, and includes targets as a basis for compliance.</p> <p>OR</p> <p>25%: The company has a process that includes reducing GHGs and other environmental impacts, but lacks targets as a basis for compliance.</p> <p>PLUS</p> <p>25%: the company provides quantitative information of the number of suppliers audited and the tiers that are audited.</p> <p>25%: the company provides qualitative case studies of how they have engaged suppliers on their targets.</p>	<p>Ford engages with its suppliers through the Manufacture 2030 (M2030) platform, which provides support for suppliers with measurement, management, and reduction of carbon emissions (2025 ISFR, p. 46, p. 69).</p> <p>Ford also uses the Drive Sustainability (DS) Sustainability Assessment Questionnaire (SAQ) to assess suppliers' policies for compliance with the Supplier CoC, which includes requirements on GHG targets (p. 132).</p> <p>Ford has provided disclosure about its supplier audits in its 2025 ISFR (p. 252) but does not disclose qualitative case studies of engagement with suppliers.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p> <p>Supplier Code of Conduct (April 2025 version) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p>	0.75

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		1.2.6. The company commits to eliminate deforestation and the conversion of all natural ecosystems from their supply chains.	1	<p>The following scores are absolute, not cumulative:</p> <p>100%: The company has time-bound targets to eliminate deforestation and the conversion of natural ecosystems from their supply chain.</p> <p>OR</p> <p>100%: The company has time-bound targets to eliminate sourcing of high-risk commodities from areas of High Carbon Stock (HCS) and High Conservation Value (HCV).</p> <p>75%: The company has time-bound targets to eliminate deforestation and conversion of natural ecosystems in the supply chain of at least one of its high-risk hard commodities, and at least one soft-commodity.</p> <p>OR</p> <p>75%: The company has time-bound targets to eliminate sourcing from areas of High Carbon Stock (HCS) and High Conservation Value (HCV) for at least one of its high-risk hard commodities, and at least one soft-commodity.</p> <p>50%: The company has time-bound targets to eliminate deforestation and conversion of natural ecosystems in the supply chain of at least one of its high-risk commodities.</p> <p>OR</p> <p>50%: The company has time-bound targets to eliminate sourcing from areas of High Carbon Stock (HCS) and High Conservation Value (HCV) for at least one of its high-risk commodities.</p> <p>25%: The company has a general commitment or policy to halt deforestation and the conversion of natural ecosystems in its supply chains, which extends beyond illegal deforestation or conversion.</p>	<p>Ford requires its suppliers to “avoid illegal deforestation in accordance with international biodiversity and deforestation regulations”, but without disclosing further detail (SCoC, p. 9). As this is a requirement for suppliers (evaluated below) and not a commitment or policy that applies to Ford itself, points are not awarded for this indicator. Ford indicates that it is still “working to develop new processes and tools to help meet the EUDR” (2025 ISFR, p. 91).</p> <p>Supplier Code of Conduct (SCoC) (April 2025) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
	<p>1.3. Use of supply chain levers to achieve fossil free and environmentally sustainable supply chains</p>	<p>1.3.1. The company incentivises suppliers to reduce GHG and other significant air emissions.</p>	<p>1</p>	<p>50%: the company specifies that sustainability and/or ESG are included as factors for choosing a preferred supplier.</p> <p>25%: the company specifies that GHG emissions are included in the tender and contracting process.</p> <p>25%: the company specifies that "other significant air emissions" targets are included in the tender and contracting process.</p> <p>As companies are unlikely to publish their contract information, references may be found in sustainability reports, procurement policies, etc.</p>	<p>Ford includes carbon neutrality targets in its supplier sourcing decision-making process and also integrates other sustainability factors to inform its sourcing decisions (2025 ISFR, p. 97).</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	<p>0.75</p>

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		1.3.2. The company implements incentives and control systems to improve water management by suppliers	1	<p>20%: The company’s Supplier Code of Conduct and / or Responsible Sourcing Policy includes specific requirements for suppliers with regards to water management and conservation (e.g. having in place a water management plan).</p> <p>40%: The company has established purchase control systems to incentivize improved water management by (potential) new suppliers (e.g. water management is explicitly taken into account in the tender process and is a factor in selecting suppliers).</p> <p>40%: The company has operationalized policies, systems and/or processes to manage risks and address impacts of water depletion/pollution by (existing) suppliers (e.g. the company discloses specific water risks it has identified as part of its supply chain risk assessment process; the company provides evidence of how they have engaged with, or suspended, noncompliant suppliers on water management, etc.). Note: generic claims (e.g. simply stating that the company assesses / manages water-related risks) are insufficient — companies must explain the specific mechanisms used and/or provide concrete examples or data to illustrate implementation.</p>	<p>Ford requires suppliers in its supplier CoC to “reduce freshwater usage in their operations and support access to clean and safe drinking water in local communities”. Ford incorporates contractual requirements for suppliers to maintain policies and management systems aligned with Ford’s policies, including on water management (2025 ISFR, p. 199).</p> <p>Ford also includes water risk assessment in its due diligence of potential new suppliers, “evaluating their ESG credentials and reviewing their public policies, risk mitigation history, and relevant country-level risks to mitigate the impact of water usage.” These water risk assessments are then "integrated into the supply chain due diligence process, identifying and addressing potential water-related challenges" (2025 ISFR, p. 199).</p> <p>Ford provides details on a range of mechanisms that the company uses to actively manage water risks and impacts by existing suppliers. These include conducting "an annual water-related risk assessment to ensure our operations and value chain are actively managing water stewardship"; assessing supplier environmental policies on water quality and consumption management through the Drive Sustainability Sustainability Assessment Questionnaire; monitoring water stewardship by suppliers through site assessments; supporting suppliers in their water usage and waste reduction efforts through the M2030 initiative; and requiring that raw material suppliers undergo an IRMA or thirdparty equivalent audit covering environmental aspects, including water usage and management (2025 ISFR, p. 199).</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p> <p>Supplier Code of Conduct (SCoC) (April 2025) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p>	1

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		1.3.3. The company implements incentives and control systems to eliminate deforestation from its supply chain	1	<p>20%: The company’s Supplier Code of Conduct and / or Responsible Sourcing Policy includes specific requirements for suppliers with regards to deforestation and land conversion.</p> <p>40%: The company has established purchase control systems to incentivize compliance on deforestation and land conversion by (potential) new suppliers (e.g. deforestation is explicitly taken into account in the tender process and is a factor in choosing a preferred supplier).</p> <p>40%: The company has operationalized policies, systems and/or processes to manage risks and address impacts of deforestation and land conversion by existing suppliers (e.g. the company discloses specific deforestation risks it has identified as part of its supply chain risk assessment process; the company provides evidence of how they have engaged with, or suspended, noncompliant suppliers on deforestation, etc.). Note: generic claims (e.g. simply stating that the company assesses / manages deforestation risks) are insufficient — companies must explain the specific mechanisms used and/or provide concrete examples or data to illustrate implementation.</p>	<p>Ford requires its suppliers to “avoid illegal deforestation in accordance with international biodiversity and deforestation regulations”, but without disclosing further detail (SCoC, p. 9).</p> <p>Additionally, Ford discloses in its 2025 ISFR (p. 91): "Looking ahead, we are preparing for the European Union Deforestation Regulation (EUDR) by identifying products within its scope. We are engaging with our suppliers to ensure they understand these requirements and collaborating with them on compliance. Within Ford we are working to develop new processes and tools to help meet the EUDR, while also crafting strategies for products used worldwide. These efforts underscore our commitment to compliance and global deforestation risk mitigation." This shows the company’s intent to manage deforestation risks in the supply chain. However, the company does not detail specific activities that it has undertaken to prevent/mitigate these deforestation risks in practice.</p> <p>Supplier Code of Conduct (SCoC) (April 2025) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.2

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
2. Fossil Free and Environmentally Sustainable Steel	2.1. Disclosure of scope 3 GHG emissions due to steel supply chains	2.1.1. The company discloses disaggregated GHG emissions for their steel supply chains.	1	<p>The following scores are absolute, not cumulative:</p> <p>100%: The company discloses scope 3 GHG emissions for purchased goods and services, disaggregated for their steel supply chains</p> <p>50%: The company discloses a Life Cycle Assessment (LCA) for at least one electric vehicle model that includes disaggregated data on the embodied GHG emissions from the steel used in that vehicle.</p>	<p>Ford’s ISFR (p. 70) only provides a bar chart illustrating “representative” emissions data on the material supply chain emissions for its electric vehicles, which includes a bar for “Steel and iron.” The chart does not include percentages or specific quantities of kg CO₂e/vehicle for the specified materials. Ford does not disclose disaggregated scope 3 category 1 emissions data and the lifecycle assessments of individual EV models that the company has published to date do not include a breakdown of the upstream emissions from steel and iron.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p> <p>Ford vehicle LCA https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/capri-explorer-life-cycle-assessment.pdf</p> <p>Ford vehicle LCA https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/capri-explorer-life-cycle-assessment.pdf</p>	0

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
	<p>2.2. Target setting and progress towards fossil free and environmentally sustainable steel supply chains</p>	<p>2.2.1. The company has set targets for the use of fossil free and environmentally sustainable steel.</p>	<p>2</p>	<p>The scores below are absolute, not cumulative:</p> <p>100%: the company has a commitment to source 100% fossil-free steel by 2040, and has set interim targets to source at least 10% fossil-free steel AND 50% lower emission steel by 2030.</p> <p>80%: the company has a commitment to source 100% fossil-free steel by 2050, and has set interim targets to source at least 10% fossil-free steel AND 50% lower emission steel by 2030.</p> <p>60%: the company has set a target to source at least 10% fossil-free steel OR 50% lower emission steel by 2030.</p> <p>40%: the company has set an emissions reduction target for its steel supply chain that is aligned with the IEA Net Zero Roadmap (2023 version), specifically a 27% reduction by 2030 and 90% by 2050.</p> <p>20%: the company has a commitment to net zero steel by 2050 and/or a 2030 steel supply chain emissions reduction target that falls short of the above-mentioned thresholds.</p> <p>Note: For definitions of fossil-free steel and lower emission steel used in this indicator and those below, as well as comparisons with definitions from other standards and schemes, please refer to the methodology document.</p>	<p>As a member of the First Movers Coalition, Ford has pledged to purchase at least 10% near-zero steel by 2030 (2025 ISFR, p. 70).</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	<p>1.2</p>

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		2.2.2. The company publishes progress towards their target by disclosing the current percentage of fossil-free and/or lower emission steel in their annual production cycle.	1	<p>The scores below are absolute, not cumulative:</p> <p>100%: The company discloses the current percentage of lower emission and/or fossil-free steel in its production cycle</p> <p>50%: The company partially discloses the quantity of fossil-free and/or lower emission steel used in its annual production cycle, e. g., in the form of an absolute amount instead of a percentage or only for some elements within its annual production cycle.</p>	Not disclosed.	0
		2.2.3. The company has a target for the use of recycled steel by 2030.	2	<p>The scores below are absolute, not cumulative:</p> <p>100%: the company discloses a target to use at least 38% recycled steel by 2030, aligned with the IEA Net Zero Roadmap (2023 version). The target includes a specific commitment or target for increasing the use of post-consumer scrap.</p> <p>75%: the company discloses a target to use at least 38% of recycled steel by 2030, but does not specify a target for post-consumer scrap.</p> <p>50%: the company discloses a target for the use of recycled steel below the 38% threshold and lacks detail on scrap type.</p>	Not disclosed.	0

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		2.2.4. The company publishes progress towards their target by disclosing the current percentage of recycled steel used in its annual production cycle.	1	<p>The scores below are absolute, not cumulative:</p> <p>100%: the company discloses the percentage of recycled steel in their annual production cycle including volumes of both pre- and post-consumer steel. NB: Total recycled/scrap steel volume is sufficient if total steel volume is disclosed.</p> <p>75%: the company discloses the percentage of recycled steel in their annual production cycle.</p> <p>50%: The company partially discloses the quantity of recycled steel used in its annual production cycle, e.g., in the form of an absolute amount instead of a percentage or only for some elements within its annual production cycle.</p>	<p>Previously, Ford disclosed the amount of steel reclaimed from transmission material and engine material in its 2024 ISFR (p. 77); in 2023 the company “reclaimed 4,077 metric tons of steel... from transmission material. We also reclaimed 1,128 metric tons of cast iron, 534 metric tons of steel... from engine material” (ISFR, 77). However, the company does not disclose any related data in its 2025 ISFR.</p> <p>2024 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2024-integrated-sustainability-and-financial-report.pdf</p>	0
	2.3. Use of supply chain levers to achieve fossil free and environmentally sustainable steel supply chains	2.3.1. The company participates in multi-stakeholder procurement initiatives to collaborate with other buyers to incentivise investment in and production of fossil free steel at scale.	1	<p>50%: the company is a member of SteelZero.</p> <p>50%: the company is a member of the First Movers Coalition's sector group on steel</p>	Ford is not a member of SteelZero but is a member of the First Movers Coalition group on steel	0.5

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		2.3.2. The company participates in multi-stakeholder standard / certification initiatives to drive investment in and production of socially and environmentally sustainable steel at scale.	1	<p>25%: the company is a member of ResponsibleSteel.</p> <p>50%: the company actively engages their steel suppliers regarding ResponsibleSteel certification.</p> <p>25%: the company has disclosed purchasing agreements for ResponsibleSteel certified steel.</p> <p>Note: 0.6 points modifier applied due to multistakeholder initiative assessment. See sheet 8.</p>	Ford is not a member of ResponsibleSteel.	0
		2.3.3. The company has entered into formal arrangements with suppliers to incentivise investment in and greater production of fossil free steel.	2	<p>50%: the company states that it has entered into a formal arrangement with at least one steel supplier to invest in and scale-up production of lower emission or fossil-free steel.</p> <p>25%: at least one purchase agreement signed by the company with a steel supplier for the provision of lower emission or fossil-free steel is a binding contract for which timelines and scale of supply (e.g. volume of steel to be purchased per year) are publicly disclosed.</p> <p>25%: at least one purchase agreement signed by the company is for the provision of steel produced with breakthrough technologies for fossil-free steelmaking.</p>	<p>Ford discloses that it signed two new MOUs in Europe in 2024, in addition to the three MOUs that it had signed earlier, which is part of its effort to signal the need for near-zero emissions steel through signing non-binding MOUs with strategic steel suppliers (2025 ISFR, p. 71).</p> <p>The company uses ambiguous/contradictory language that does not make it possible to understand if these MoUs are for near-zero emissions steel (in order to qualify for the third sub-indicator): Ford indicates "signaling the need for near-zero emissions steel" on p. 71 of 2025 ISFR, but uses the term "low-carbon steel" on p. 48 and p. 177 about the same MOUs. As a result, it does not get points for the third sub-indicator.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	1

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		2.3.4. The company integrates improved recyclability of steel into automobile design and manufacturing.	2	<p>25%: the company discloses that it is implementing a closed-loop process for steel recycling (must include reference to post-consumer scrap).</p> <p>OR</p> <p>10%: the company discloses that it is implementing a closed-loop process for steel recycling (no reference to post-consumer scrap).</p> <p>PLUS</p> <p>25%: the company provides a qualitative description of the closed-loop process(es) it is implementing for steel recycling.</p> <p>25%: the company discloses that it improves the recyclability of steel through automotive and/or component design.</p> <p>25%: the company explains how it has used automotive and/or component design to improve the recyclability of steel (e.g. by minimizing copper contamination).</p>	<p>Regarding steel and aluminium circularity, Ford discloses that the company is "committed to a circular and sustainable economy through innovations in integrated computational materials engineering (ICME), advanced manufacturing techniques, and advanced product design and optimization." (2025 ISFR, p. 201).</p> <p>Ford discloses that its strategies to achieve this include "reducing material consumption by optimizing part design and manufacturing processes, increasing the use of recycled content by collaborating with suppliers, extending product end-of-life through design for durability, repairability, and recyclability, and developing closed loop systems to recover and reuse end-of-life vehicle materials" (2025 ISFR, p. 201). This indicates that Ford has established closed-loop systems for steel and that Ford uses design to improve steel recyclability. However, no additional details are provided and Ford only states that it is "developing" closed-loop systems for reusing end-of-life vehicle materials and so it is not clear whether existing systems include post-consumer steel scrap.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.7

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
3.Fossil Free and Environmentally Sustainable Aluminium	3.1. Disclosure of scope 3 GHG emissions due to aluminium	3.1.1. The company discloses disaggregated GHG emissions for their aluminium supply chains.	1	<p>The following scores are absolute, not cumulative:</p> <p>100%: The company discloses scope 3 GHG emissions for purchased goods and services, disaggregated for their aluminum supply chains</p> <p>50%: The company discloses a Life Cycle Assessment (LCA) for at least one electric vehicle model that includes disaggregated data on the embodied GHG emissions from the aluminum used in that vehicle.</p>	<p>Ford’s ISFR (p. 70) only provides a bar chart illustrating “representative” emissions data on the material supply chain emissions for its electric vehicles, which includes a bar for “Aluminium.” The chart does not include percentages or specific quantities of kg CO₂e/vehicle for the specified materials. Ford does not disclose disaggregated scope 3 category 1 emissions data and the lifecycle assessments of individual EV models that the company has published to date do not include a breakdown of the upstream emissions from aluminium.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p> <p>Ford vehicle LCA https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/capri-explorer-life-cycle-assessment.pdf</p> <p>Ford vehicle LCA https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/capri-explorer-life-cycle-assessment.pdf</p>	0

Company analysis - fossil-free and environmentally sustainable supply chains

Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
	<p>3.2. Target setting and progress towards fossil free and environmentally sustainable aluminium supply chains</p>	<p>3.2.1 The company has set targets for the use of fossil free and environmentally sustainable aluminium</p>	<p>2</p>	<p>The scores below are not additive. They indicate specific thresholds for getting that percentage of points:</p> <p>100%: the company has a commitment to source 100% fossil-free aluminium by 2040, with interim targets for all procured primary aluminium to be produced with low-carbon power by 2035 and to source at least 10% fossil-free aluminium by 2030</p> <p>80%: the company has set a target that is aligned with Mission Possible 1.5 scenario: to ensure all primary aluminium is produced with low-carbon power by 2035</p> <p>60%: the company has set a target of procuring at least 10% fossil-free aluminium by 2030</p> <p>40%: the company has set an emissions reduction target for its aluminium supply chain that is aligned with the IEA Net Zero Roadmap (2023 version), specifically a 27% reduction by 2030 and by 95% by 2050</p> <p>20%: the company has a commitment to net zero aluminium by 2050 and/or a 2030 emissions reduction target for its aluminium supply chain that falls short of the above-mentioned thresholds</p> <p>Note: For definitions of fossil-free aluminium and lower emission aluminium used in this indicator and those below, as well as comparisons with definitions from other standards and schemes, please refer to the methodology document.</p>	<p>As a member of the First Movers Coalition, Ford committed that at least 10% of primary aluminium purchases will have near-zero carbon emissions by 2030 (2025 ISFR, p. 70).</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	<p>1.2</p>

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		3.2.2. The company publishes progress towards their target by disclosing the current percentage of fossil-free and/or lower emission aluminium in their annual production cycle	1	<p>The following scores are absolute, not cumulative:</p> <p>100%: The company discloses the current percentage of fossil-free and/or lower emission aluminium in its supply chain</p> <p>50%: The company partially discloses the quantity of fossil-free and/or lower emission aluminum used in its annual production cycle, e.g., in the form of an absolute amount instead of a percentage or only for some elements within its annual production cycle.</p>	Not disclosed.	0
		3.2.3. The company has a target to increase use of recycled aluminium by 2030.	2	<p>These scores are not cumulative, they are thresholds for achieving a particular score.</p> <p>100%: the company discloses a target to use at least 42% recycled aluminium by 2030, aligned with the IEA Net Zero Roadmap (2023 version). The target includes a specific commitment or target for increasing the use of post-consumer aluminium scrap.</p> <p>75%: the company discloses a target to use at least 42% of recycled aluminium by 2030, but does not specify a target for post-consumer scrap</p> <p>50%: the company discloses a target for the use of recycled steel below the 42% threshold and lacks detail on scrap type</p>	Not disclosed.	0

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		3.2.4. The company publishes progress towards their target by disclosing the current percentage of recycled aluminium used in its annual production cycle	1	<p>These scores are not cumulative, they are thresholds for achieving a particular score:</p> <p>100%: the company discloses the percentage of recycled aluminium in their annual production cycle including volumes of both pre- and post-consumer aluminium. NB: Total recycled/scrap steel volume is sufficient if total steel volume is disclosed.</p> <p>75%: the company discloses the percentage of recycled aluminium in their annual production cycle.</p> <p>50%: The company partially discloses the quantity of recycled aluminum used in its annual production cycle, e.g., in the form of an absolute amount instead of a percentage or only for some elements within its annual production cycle.</p>	<p>According to Ford, “We currently recycle up to 20 million pounds of aluminum each month at our Dearborn Stamping, Kentucky Truck and Buffalo Stamping facilities. This represents approximately 25% of our aluminum sheet coil purchases.” (2025 ISFR, p. 81)</p> <p>As Ford indicates that the company “sources steel and aluminum in the form of sheet coils, lineal extrusions, ingots, and billets directly from raw material suppliers” (p. 201), this implies that the disclosure for recycled aluminium only covers part of the annual production cycle and therefore does not qualify for the second sub-indicator.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.5
	3.3. Use of supply chain levers to achieve fossil free and environmentally sustainable aluminium supply chains	3.3.1. The company participates in multi-stakeholder procurement initiatives to collaborate with other buyers to incentivise investment in and production of fossil free aluminium at scale.	1	100%: the company is a member of First Movers Coalition sector group on aluminum	<p>Ford is a member of First Movers Coalition sector group on aluminum.</p> <p>https://initiatives.weforum.org/first-movers-coalition/community</p>	1

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		3.3.2. The company participates in multi-stakeholder standard / certification initiatives to drive investment in and production of socially and environmentally sustainable aluminium	1	<p>25%: the company is a member of the Aluminum Stewardship Initiative (ASI).</p> <p>50%: the company actively engages their aluminum suppliers regarding ASI certification.</p> <p>25%: the company has disclosed purchasing commitments for ASI certified aluminum.</p> <p>Note: 0.4 points modifier applied due to multistakeholder initiative assessment. See sheet 8.</p>	Ford is not a member of ASI.	0
		3.3.3. The company has entered into formal arrangements with suppliers to incentivise investment in and greater production of fossil free aluminium	2	<p>50%: the company states that it has entered into a formal arrangement with at least one aluminium supplier to invest in and scale-up production of lower emission or fossil-free aluminium.</p> <p>25%: at least one purchase agreement signed by the company with an aluminium supplier for the provision of lower emission or fossil-free aluminium is a binding contract for which timelines and scale of supply (e.g. volume of aluminium to be purchased per year) are publicly disclosed.</p> <p>25%: at least one purchase agreement signed by the company is for the provision of aluminium produced with new technologies for fossil-free aluminum production.</p>	<p>Ford previously disclosed in its 2024 ISFR (p. 15) that it is “working on a multi-material partnership to supply Ford low-carbon aluminum, lithium, and copper” (2024 ISFR, p. 15). Ford disclosed (2024 ISFR, p. 69) that the company “has signed non-binding memorandums of understanding (MoUs) with strategic aluminum and steel suppliers to secure a supply of of near-zero emissions steel and low-carbon aluminum and significantly improve the carbon footprint of our supply chain, of which aluminum and steel production is a key component.” As the company only mentions low-carbon aluminium, it gets points for the first sub-indicator but does not get points for the third sub-indicator.</p> <p>2024 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2024-integrated-sustainability-and-financial-report.pdf</p>	1

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		3.3.4. The company integrates improved recyclability of aluminium into automobile design and manufacturing.	2	<p>25%: the company discloses that it is implementing a closed-loop process for aluminium recycling (must include reference to post-consumer scrap).</p> <p>OR</p> <p>10%: the company discloses that it is implementing a closed-loop process for aluminium recycling (no reference to post-consumer scrap).</p> <p>PLUS</p> <p>25%: the company provides a qualitative description of the closed-loop process(es) it is implementing for aluminium recycling.</p> <p>25%: the company discloses that it improves the recyclability of aluminium through automotive and/or component design.</p> <p>25%: the company explains how it has used automotive and/or component design to improve the recyclability of aluminium (e.g. through the development of new alloys).</p>	<p>Ford explains that it has developed unique alloys to increase the reuse of aluminium and that it is the largest automotive aluminium recycler in the world. Ford describes its process for aluminium recycling and designing for aluminum recyclability: "In collaboration with our aluminum sheet suppliers, Ford has developed unique alloys that enable us to maximize the reuse of aluminum within our own plants. In addition to recovering aluminum scrap during parts stamping, our system separates the various aluminum alloys so they can be recycled back into fresh alloy for new vehicles." Ford also states that this process enables the company to "recover up to 20 million pounds of high-strength aluminum alloy per month through the closed loop recycling system used to build F-series" (2025 ISFR, p.15, p81, p. 200).</p> <p>In a section of its 2025 ISFR on Closing the Loop in Aluminum Recycling, Ford also discloses that "Maximizing the use of end-of-life scrap in our aluminum and steel sheet grades could also support future economic opportunities" (p. 81). The company discloses its completion of the REMADE "Clean Sheet" research project in 2024, which involves exploring related opportunities. However, further details are not provided.</p> <p>More broadly Ford discloses that its strategies for steel and aluminum recycling "include reducing material consumption by optimizing part design and manufacturing processes, increasing the use of recycled content by collaborating with suppliers, extending product end-of-life through design for durability, repairability, and recyclability, and developing closed loop systems to recover and reuse end-of-life vehicle materials" (p. 201). However, because Ford only states that it is "developing" closed-loop systems for reusing end-of-life vehicle materials it is not clear whether existing systems include post-consumer aluminium scrap.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	1.7

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
4. Fossil Free and Environmentally Sustainable Batteries	4.1. Disclosure of scope 3 GHG emissions due to battery supply chains	4.1.1. The company discloses disaggregated scope 3 emissions for their battery supply chains, including a total for the whole battery and disaggregated emissions for key battery minerals (cathode / anode active materials)	1	<p>The following scores are absolute, not cumulative:</p> <p>100%: the company provides scope 3 GHG emissions their battery supply chain, disaggregated for cell production / manufacturing and key cathode / anode active materials (i.e. individual minerals) used in the battery</p> <p>75%: the company provides scope 3 GHG emissions their battery supply chain, disaggregated for cell production / manufacturing and cathode and anode active materials (as a total)</p> <p>50%: The company discloses scope 3 GHG emissions for purchased goods and services, disaggregated for their battery supply chain.</p> <p>25%: The company discloses a Life Cycle Assessment (LCA) for at least one electric vehicle model that includes disaggregated data on the embodied GHG emissions from the battery used in that vehicle.</p>	<p>Ford completed an LCA for its European electric Explorer and Capri models in 2024, which was third-party certified by TÜV Nord (2025 ISFR, p. 65). The LCA includes disaggregated data for the battery supply chain (Ford vehicle LCA). However, Ford does not disaggregate the emissions data for the battery supply chain in its Scope 3 GHG emissions disclosure.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p> <p>Ford vehicle LCA https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/capri-explorer-life-cycle-assessment.pdf</p>	0.25
	4.2. Target setting and progress towards fossil free and environmentally sustainable battery supply chains	4.2.1. The company has set a target to produce fossil free and environmentally sustainable batteries.	1	<p>The scores below are not additive. They indicate specific thresholds for getting that percentage of points:</p> <p>100%: the company has a commitment to produce 100% fossil free batteries by 2040 and a target to reduce their battery supply chain emissions by 50% by 2030.</p> <p>75%: the company has a commitment to produce 100% fossil free batteries by 2050 and a target to reduce their battery supply chain emissions by 50% by 2030.</p> <p>50%: the company has set an emissions reduction target for its battery supply chain that is aligned with the IEA Heavy Industry Guidance, specifically a 27% emissions reduction by 2030 and 95% by 2050.</p> <p>25%: the company has a commitment to net zero batteries by 2050 and/or a 2030 emissions reduction target for its battery supply chain that falls short of the above-mentioned thresholds.</p>	Not disclosed.	0

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		4.2.2. The company has set a target to reduce reliance on energy intensive minerals in battery production.	1	<p>25%: statement of intent to reduce high intensity minerals in battery production (which may include a commitment to producing smaller batteries).</p> <p>25%: the company has set a disaggregated target for the reduction of primary sources of nickel in their supply chain.</p> <p>25%: the company has set a disaggregated target for the reduction of primary sources of lithium in their supply chain.</p> <p>25%: the company has set a disaggregated target for the reduction of primary sources of cobalt in their supply chain.</p> <p>Note: The final three scoring criteria can also be met by setting targets for increasing the % recycled nickel/lithium/cobalt used in new batteries.</p>	<p>Ford continues its effort in LFP battery technology, which helps to reduce reliance on nickel and cobalt (2025 ISFR, p. 35). However, Ford does not disclose a disaggregated target to reduce its use of primary sources of these battery minerals.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.25
		4.2.3. The company has set collection and/or recovery targets for high intensity battery metals.	1	<p>100%: the company has a medium term target of 95% recovery for cobalt & nickel with 70% lithium by 2030 (equal to that proposed by the EU) and a short term target of 90% recovery rate for cobalt & nickel and 35% lithium by 2025.</p> <p>25%: the company has set collection and/or recovery targets for high intensity battery metals that are lower and/or not disaggregated.</p> <p>Note: companies that disclose recovery rates already achieved at commercial scale and/or with existing supplier requirements on recovery rates may score points for this indicator if the disclosed recovery rates match the 2025 thresholds (25% of points) or the 2030 thresholds (100% of points).</p>	Not disclosed.	0

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
	<p>4.3. Use of supply chain levers to achieve fossil free and environmentally sustainable battery supply chains</p>	<p>4.3.1. The company requires all battery manufacturers to use 100% renewable electricity</p>	<p>2</p>	<p>The following scores are absolute, not cumulative: 100%: the company discloses a requirement that all battery manufacturers are required to use 100% renewable electricity. 50%: the company discloses agreements/requirements for 100% renewable energy with some battery manufacturers 25%: the company discloses agreements/requirements for reduced emissions with some battery manufacturers or 50%: the company discloses a requirement that all battery manufacturers are required to be "carbon neutral", "net zero" or similar but does not define how they are using the term.</p>	<p>In its Supplier CoC (p. 9), Ford requires all suppliers to “increase energy efficiency, renewable energy, and use carbon-free electricity”. However, Ford does not disclose any agreement or requirement specifically for battery manufacturers.</p> <p>Supplier Code of Conduct (SCoC) (April 2025) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p>	<p>0</p>

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		4.3.2. Company engages and/or enters into formal agreements with extractives and other value chain companies to prevent/mitigate adverse environmental impacts of lithium sourcing.	1	<p>25%: the company has identified and disclosed specific environmental risks of lithium sourcing (e.g. air pollution, water, biodiversity etc.).</p> <p>25%: the company describes its overall approach or strategy to prevent/mitigate environmental risks and adverse impacts within its lithium supply chain (e.g. incorporating environmental conditions into contracts with suppliers, participating in multi-stakeholder initiative(s) to address environmental impacts of lithium sourcing etc.).</p> <p>25%: the company has entered into contractual agreements for the purchase of low-carbon lithium. These agreements may include joint ventures, purchasing commitments, and/or other forms of investment, including R&D.</p> <p>25%: the company provides examples or case studies of contractual agreements and/or direct engagement with specific lithium mining or refining companies to address environmental risks and adverse impacts. Note: examples of direct engagement can be with direct or indirect suppliers. In order to score points here, the company must provide the name of the lithium supplier and the location of the mine or project in question, and it must be clear the engagement / agreement addresses environmental impacts specifically.</p>	<p>Ford identifies water usage impacts as a risk of lithium mining and also discloses its overall approach to addressing these risks: we conduct third-party audits of the battery material supply chain and annual minerals due diligence utilizing the RMI Pilot Reporting Template (PRT) to identify potential lithium processors in our supply chain, conduct additional due diligence, and encourage them to participate in the RMI RMAP (2025 ISFR, p. 101).</p> <p>Ford provides an example direct engagement with a specific lithium supplier and project: Albemarle's lithium project in Australia. Ford signed a supply agreement to purchase lithium from this project, for which "contracts were written to consider appropriate ESG requirements to protect human rights, working conditions and the environment" (2024 ISFR, p. 98). The company explains that it made undergoing an independent Initiative for Responsible Mining Assurance (IRMA) audit verification at the mine site a condition of the agreement, as well as other conditions related to "water conservation, decarbonization through further clean energy agreements, and promoting waste recycling and recovery practices".</p> <p>In its 2024 ISFR (p. 15), Ford noted that the company is "working on a multi-material partnership to supply Ford low-carbon aluminum, lithium, and copper." However, no additional details have been disclosed since then to indicate that this partnership has been finalized for lithium.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p> <p>2024 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2024-integrated-sustainability-and-financial-report.pdf</p>	0.75

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		4.3.3. Company engages and/or enters into formal agreements with extractives and other value chain companies to prevent/mitigate adverse environmental impacts of nickel sourcing.	1	<p>25%: the company has identified and disclosed specific environmental risks of nickel sourcing (e.g. air pollution, water, biodiversity etc.).</p> <p>25%: the company describes its overall approach or strategy to prevent/mitigate environmental risks and adverse impacts within its nickel supply chain (e.g. incorporating environmental conditions into contracts with suppliers, participating in multi-stakeholder initiative(s) to address environmental impacts of nickel sourcing etc.).</p> <p>25%: the company has entered into contractual agreements for the purchase of low-carbon nickel. These agreements may include joint ventures, purchasing commitments, and/or other forms of investment, including R&D.</p> <p>25%: the company provides examples or case studies of contractual agreements and/or direct engagement with specific nickel mining or refining companies to address environmental risks and adverse impacts. Note: examples of direct engagement can be with direct or indirect suppliers. In order to score points here, the company must provide the name of the nickel supplier and the location of the mine or project in question, and it must be clear the engagement / agreement addresses environmental impacts specifically.</p>	<p>Ford identifies a range of environmental impacts of nickel sourcing, including habitat destruction, water pollution and contamination from tailings and chemical runoff (2025 ISFR, p. 101). Ford explains that its strategy to address these risks include battery material supply chain audits with RCS Global Group to determine the company's sub-tier for nickel to the mine level and conducting annual minerals due diligence to identify potential nickel processors in their supply chain (2025 ISFR, p. 101). Although the activities disclosed are very broad, points are awarded for the second sub-indicator due to the additional examples provided that illustrate how these processes have been implemented in practice.</p> <p>The company conducted on-site ESG due diligence in collaboration with PT Vale Indonesia and Huayou in early 2024, with the objective to improve environmental management/sustainability at the nickel production site of the Kolaka Nickel Indonesia (KNI) project in Pomalaa, Sulawesi, Indonesia (2025 ISFR, p.105). Ford also discloses that it has "a three-party collaboration underway to advance more sustainable nickel production in Southwest Sulawesi, Indonesia... The collaboration will deliver materials essential for the auto industry's shift to electric vehicles and enhance Indonesia's electric vehicle manufacturing industry while upholding our commitment to responsibly source materials" (2025 ISFR, p.104).</p> <p>Ford does not disclose any purchase agreements for low-carbon nickel.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.75

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		4.3.4. Company engages and/or enters into formal agreements with extractives and other value chain companies to prevent/mitigate adverse environmental impacts of cobalt sourcing.	1	<p>25%: the company has identified and disclosed specific environmental risks of cobalt sourcing (e.g. air pollution, water, biodiversity etc.).</p> <p>25%: the company describes its overall approach or strategy to prevent/mitigate environmental risks and adverse impacts within its cobalt supply chain (e.g. incorporating environmental conditions into contracts with suppliers, participating in multi-stakeholder initiative(s) to address environmental impacts of lithium sourcing etc.).</p> <p>25%: the company has entered into contractual agreements for the purchase of low-carbon cobalt. These agreements may include joint ventures, purchasing commitments, and/or other forms of investment, including R&D.</p> <p>25%: the company provides examples or case studies of contractual agreements and/or direct engagement with specific cobalt mining or refining companies to address environmental risks and adverse impacts. Note: examples of direct engagement can be with direct or indirect suppliers. In order to score points here, the company must provide the name of the cobalt supplier and the location of the mine or project in question, and it must be clear the engagement / agreement addresses environmental impacts specifically.</p>	<p>Ford discloses (2024 ISFR, p. 97) that its investment in nickel (in Southwest Sulawesi in Indonesia) also provides cobalt as a by-product. Ford discloses that artisanal mining of cobalt in DRC is known to include risks of child labor, health hazards, and environmental issues." (p. 100) However, the disclosure regarding environmental risks is too general and thus the company does not get points for the first sub-indicator.</p> <p>Ford states that it supports the Better Mining project in the Democratic Republic of the Congo (DRC) to improve conditions in artisanal and small-scale (ASM) cobalt mine sites (2025 ISFR, p. 100). However, it is not clear whether this initiative addresses environmental risks.</p> <p>2024 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2024-integrated-sustainability-and-financial-report.pdf</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		4.3.5. The company participates in multi-stakeholder initiatives to collaborate with other buyers to incentivise investment in and production of fossil free and environmentally sustainable batteries at scale.	1	100%: the company is a member of the Global Battery Alliance.	Ford is not a member of the Global Battery Alliance. https://www.globalbattery.org/about/members/	0
		4.3.6. The company invests in the development of new battery chemistries & technologies that minimize their overall material and carbon footprint by reducing the use of emissions-intensive minerals and toxic materials	2	<p>25%: the company provides examples of R&D that they are conducting in-house or in partnership with value chain partners to develop new battery chemistries / technologies that reduce the use of emissions-intensive minerals (such as nickel and cobalt). Note: this could include R&D into the development of smaller batteries.</p> <p>25%: the company provides examples of the systems and processes it is developing to scale this R&D to commercial production.</p> <p>50%: the company has brought to market electric vehicles that utilize battery chemistries / technologies that meet the above criteria.</p>	<p>Ford Ion Park is responsible for the R&D of battery and battery cell technology, and is working on developing both lithium-ion and solid-state battery cells (2024 CDP Questionnaire, p. 175). The BlueOval Battery Park Michigan further supports Ford’s commitment to developing LFP battery technology (p. 35). Ford has introduced LFP batteries to some of its EV lineup, which helps reduce reliance on critical minerals such as nickel and cobalt (2025 ISFR, p. 35).</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p> <p>2024 CDP Questionnaire https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/ford-cdp-climate-water-report.pdf</p>	2

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		4.3.7. The company invests in the development of new battery designs, technologies, systems and/or processes to maximize the safe and effective recycling of EV batteries	1	<p>25%: the company provides examples of R&D that they are conducting in-house or in partnership with value chain partners to improve the recyclability of batteries (i.e. recovery rates). Note this could include R&D into battery design and/or recycling methods.</p> <p>25%: the company provides examples of the systems and processes it is developing to scale this R&D to commercial production.</p> <p>50%: the company provides examples of battery recycling processes it has developed in-house or in partnership with value chain partners that have achieved recovery rates of at least 95% cobalt/nickel & 70% lithium. Note disclosed recovery rates achieved at the pilot / R&D stage are valid for points here. Disclosure of recovery rates achieved at commercial scale is evaluated in indicator 4.3.10.</p>	<p>Ford made an investment in battery recycler Redwood Materials in 2021, which is a partnership that aims to integrate EV battery recycling into its battery strategy in the US (2022 TCFD Report, p. 19).</p> <p>Ford indicated that “Longer-term, Ford and Redwood plan to work together on the best approach to collect and disassemble end-of-life batteries from Ford’s electric vehicles for recycling and remanufacturing to help reduce the cost associated with battery components and raw materials to manufacture all-new batteries.” This indicates that the two companies have plan to scale up the R&D process.</p> <p>Ford indicated that “Redwood’s recycling technology can recover, on average, more than 95% of strategic materials such as nickel, cobalt, lithium, and copper.” As the company does not disclose whether this technology is in pilot stage or is already in commercial operation, we consider this percentage as achieved in R&D/pilot stage. This meets the threshold of the last sub-indicator.</p> <p>However, Ford has not provided any additional details in the 2022 TCFD Report and subsequent reporting, about the technology used in the recycling process and whether it can reduce the environmental impacts by avoiding incineration.</p> <p>2022 TCFD Report https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/tcf-d-report.pdf</p>	1

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Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
		4.3.8. The company has established processes for battery repair, reuse and repurposing in order to maximize the usable lifespan of its EV batteries.	1	<p>25%: the company indicates that there are processes in place (such as inspection, design, access to battery information, collection and transportation, etc.) for repairing, reusing and/or repurposing batteries.</p> <p>25%: the company provides qualitative information about processes (including the establishment and operation of collection points) to increase the % of batteries being collected for reuse, repurposing and/or recycling</p> <p>50%: the company provides quantitative information about the collection of batteries (i.e total numbers and / or percentages of batteries collected).</p>	<p>Ford indicates that it has contracts in place with multiple battery recyclers, and utilizes collection points to ship full-truck loads of end-of-life batteries, which reduces the environmental footprint of shipping one-off, end-of-life batteries across the country (2025 ISFR, p. 82). However, Ford does not disclose any quantitative or qualitative details about the collection of batteries.</p> <p>Although Ford indicates that it has remanufacturing programs for various components (p. 82), the company does not disclose any initiative for battery repair, reuse or repurposing.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.25
		4.3.9. The company has established closed-loop processes in order to maximize the recycling of end-of-life EV batteries	1	<p>25%: the company indicates that there is a closed-loop process in place for recycling batteries (that involves recovering raw materials).</p> <p>25%: the company provides detail on the battery recycling process / method(s) used and discloses that they do not use incineration / high-temperature combustion processes.</p> <p>50%: the company provides quantitative information about the % of batteries currently being recycled (at commercial scale). Note: this could be mineral recovery rates and/or the total percentage of batteries recycled (out of all batteries collected for end-of-life treatment).</p>	<p>Ford discloses that “end-of-life batteries and manufacturing scrap from the BlueOval SK JV Gigafactory are sent to recyclers who are dedicated to recovering the underlying raw materials”. Ford also disclosed information about a collaboration with Redwood Materials for battery material recovery (2022 TCFD Report, p. 19), but it is not clear if this collaboration has reached commercial production.</p> <p>Ford states that its battery recycling partners "were evaluated based on technology, recycling efficiency, environmental, social, and governance (ESG) factors, and cost." (2025 ISFR, p. 82) However the company does not disclose qualitative information on the actual battery recycling methods that they use.</p> <p>2025 Integrated Sustainability and Financial Report (ISFR) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p> <p>TCFD Report 2022 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/tcf-report.pdf</p>	0.25

Company analysis - fossil-free and environmentally sustainable supply chains

Theme	Indicator Category	Indicators	Total Number of Points	Score Attribution (Scores are cumulative unless otherwise specified)	Ford Analysis	Ford Points
5. Climate Lobbying		Performance Band (A+ to F) is a full measures of a company's climate policy engagement, accounting for both its own engagement and that of its industry associations.	Multiplier of total category score	A=1.3 B=1.2 C=1.1 N/D = 1 D=0.9 E= 0.8 F=0.7	Performance Band C https://lobbymap.org/company/Ford-Motor	1.1

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
1. Responsible Sourcing: General HR indicators	1.1. Commit	1.1.1. The company has a public commitment to human rights.	1	<p>100%: the company has a standalone human rights policy or other formal commitment that it will respect the Universal Declaration of Human Rights and the International Bill of Rights, or commit to the UN Guiding Principles on Business and Human Rights (UNGPs) and/or the OECD Guidelines for Multinational Enterprises.</p>	<p>Ford's Human Rights Policy, titled "We Are Committed to Protecting Human Rights and the Environment," includes an explicit commitment to respect the UN Guiding Principles on Business and Human Rights (UNGPs) and the International Bill of Human Rights.</p> <p>Human Rights Policy https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/we-are-committed-to-protecting-human-rights-and-the-environment-policy.pdf</p>	1
		1.1.2. The company extends their human rights commitments to their Tier 1 suppliers and beyond.	2	<p>50%: the company has a Supplier Code of Conduct (SCoC) or equivalent. The SCoC explicitly references the company's human rights policy or states that suppliers are required to respect and/or uphold all human rights.</p> <p>OR</p> <p>25%: the company has a Supplier Code of Conduct (SCoC) or equivalent that explicitly requires suppliers to comply with the company's human rights policy that is limited in scope, or to respect a limited selection of human rights listed by the company.</p> <p>PLUS</p> <p>50%: the company "requires" or otherwise mandates their suppliers to apply the requirements of the SCoC to their own suppliers.</p> <p>OR</p> <p>25%: the company "expects" or "encourages" their suppliers to apply these standards to their own suppliers.</p>	<p>Ford's Supplier Code of Conduct (SCoC) explicitly references the company's "We Are Committed to Protecting Human Rights and the Environment policy" and states that it "explicitly require suppliers to follow all applicable Ford policies" (p. 2). The SCoC also mandates that suppliers "are obligated to extend these requirements to their own suppliers and supply chains" (p. 3).</p> <p>Ford Supplier Code of Conduct (SCoC) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p>	2

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
	1.2. Identify	1.2.1. The company has a process in place to assess salient human rights risks in their supply chain.	1	<p>25%: the company states that there is a process in place for identifying salient human rights risks.</p> <p>25%: the company explains its methodology for identifying risks (e.g. desktop review) and prioritising them.</p> <p>25%: the company specifies how often they repeat this risk assessment.</p> <p>25%: the company specifies if and how they engage with external human rights experts. Note: this engagement must be specific to the company and its supply chains to be scored here. Simply participating in a multistakeholder initiative that includes human rights experts is not sufficient, unless the company has articulated how it applies the information gained via these initiatives to their own supply chain.</p> <p>Finally, effective risk identification involves consultation with potentially impacted stakeholders. We have included additional indicators under each section below to reflect this.</p>	<p>Ford expresses a commitment to implement due diligence to prevent and mitigate human rights and environmental impacts in their Human Rights Policy. To this end, they commit to “identify and assess actual or potential risks and impacts through our formal Human Rights & Environment Saliency Assessment” (section 6).</p> <p>Ford’s Human Rights & Environment Saliency Assessment is described in detail in the ISFR, including methodology and prioritization criteria. Ford first identifies “the full range of human rights that could potentially be negatively impacted by Ford’s activities or through business relationships”. This relies on desktop research, and engagement with key stakeholders. The company then prioritises based firstly on potential severity (how grave the impact would be, how widespread, and how hard to remedy), and secondly on their likelihood. The company “plots the impacts along Ford’s value chain to understand where they occur and Ford’s degree of control over them”. The company then seeks validation from internal and external stakeholders (p. 25).</p> <p>The company states that they review and update their salient issues annually (p. 25).</p> <p>To identify human rights risks and assess their saliency to Ford, the company engages with internal and external subject matter experts, including NGOs. The company explains how they conduct their engagement, specifying that they seek input through pre-interview questionnaires, interviews, surveys for additional feedback beyond the interview process, and a validation workshop (p. 25).</p> <p>Human Rights Policy https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/we-are-committed-to-protecting-human-rights-and-the-environment-policy.pdf</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	1

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		1.2.2. The company discloses the salient human rights risks in their supply chain and where they are located.	1	<p>The following scores are absolute not cumulative:</p> <p>25%: the company names the generic, salient risks in their supply chain (e.g. conflict minerals, forced labour, water security, etc.).</p> <p>50%: the company discloses where in their supply chain these risks occur, by reference to geographical location, material type, and/or tier. Note: greater level of specificity on all these elements is expected under indicator 2.2.2 on transition minerals risks.</p> <p>100%: the company provides additional description of these risks. Note: to score here, the description must be based on findings from the company's due diligence measures, and not constitute a generic description.</p>	<p>Ford discloses an updated list of salient human rights risks in its ISFR, which includes risks of forced labor, child labor, and harassment and discrimination (p. 26). Later in the report, the company provides additional detail by disclosing risks to human rights associated with particular raw materials, e.g. aluminium, cobalt, copper, lithium, mica, graphite and nickel supply chains. The company also indicates the tier where these risks occur (most of them take place at mine site level) (ISFR, p. 100-1). The geographical location of some of these risks is not always provided (see further detail under Indicator 2.2.3).</p> <p>Note: the description of risks sometimes appears generic and not specific to Ford's supply chain. While points are granted for the second sub-indicator this year, we will expect future disclosures to more clearly refer to risk findings as emerging from the company's risk assessment. Failing to do this might cause the company to lose points.</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.5

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		1.2.3. The company has a process for identifying high risk supplier categories in their supply chain.	1	<p>50%: the company outlines the process for how they identify high risk supplier categories in Tier 1 in order to prioritise differential preventive/mitigating action. This may include taking into account the leverage that the automotive company has to affect change (e.g. their annual spend, whether they are a primary or majority buyer, etc.), the geography of suppliers, and the severity of the risks that have been identified.</p> <p>25%: the company outlines how this process extends beyond tier 1. Note: this does not necessarily have to involve a process that extends to the point of extraction, as this is covered below in the transition minerals section.</p> <p>25%: the company outlines the types of preventive/mitigating actions it uses to manage those risks. Note: to score here, it must do more than indicate that there are differential assurance actions, it must specify what those are.</p>	<p>To identify “highest risk suppliers”, Ford first performs “an abstract analysis based on country risk, industry risk, and dollars spent with each supplier site.” The company then assesses suppliers with the desktop Drive Sustainability SAQ. “Once the DS SAQs are received, we conduct a concrete risk analysis to determine which suppliers will require an audit based on severity and likelihood” (ISFR, p. 98).</p> <p>Ford uses both desktop assessments and on-site audits, some of which extend beyond Tier-1 suppliers, e.g. RMAP on-site audits on raw material processors, RSC Global on-site audits on electric vehicle battery and other high-risk raw material suppliers, and IRMA desktop and on-site audits on electric vehicle battery raw material suppliers (ISFR, p. 99). Follow up actions to address high-risk suppliers include third-party audits, corrective action, training, and closure audits. Third-party audits are conducted on high-risk Tier 1 suppliers as well as “electric vehicle battery material sub-tier suppliers” (ISFR, p. 98). Ford indicates additional measures regarding specific risks or impacts, such as putting in place “appropriate preventative measures to mitigate future risk” when risks or instances of forced or child labour are found in the supply chain, reviewing contracted recruiting firms, requiring suppliers to verify the age of workers, etc. (ISFR, p. 27).</p> <p>Ford Supplier Code of Conduct (SCoC) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	1

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
	1.3. Prevent, Mitigate and Account	1.3.1. The company assesses the risk of adverse human rights impacts with suppliers prior to entering into any contracts.	2	<p>25%: the company outlines the process to assess risks at individual suppliers. This may include supplier questionnaires, audits, etc. Note: it is not enough for companies to state that they assess suppliers prior to entering into any contracts, they must outline how this assessment occurs. Secondly, a requirement that suppliers sign a statement confirming their compliance is not sufficient risk assessment. Similarly, companies must outline how they verify information provided in supplier self-assessment questionnaires.</p> <p>25%: the company provides quantitative information of the number of potential new suppliers assessed, and the tier that they belong to.</p> <p>25%: the company provides quantitative information on the number of potential new suppliers where non-conformances were found. Note: the action taken to respond to these findings is addressed by indicators below.</p> <p>25%: this process extends beyond tier 1 to tier 2 at a minimum.</p>	<p>Ford bases its supplier sourcing decisions on the results of the Drive Sustainability Self-Assessment Questionnaires (SAQ), which prospective suppliers are requested to complete (ISFR, p. 97). In 2024, the company also conducted enhanced pre-sourcing due diligence for their high-risk battery manufacturing facility suppliers (p. 98).</p> <p>Ford does not provide information on the number of potential new suppliers assessed, or the number of non-conformances found among assessed new suppliers.</p> <p>The company’s risk identification process extends beyond Tier 1 in certain circumstances: “Once the SAQs are received, we conduct a concrete risk analysis to determine which suppliers will require an audit based on severity and likelihood. Third-party audits are then conducted on high-risk Tier 1 suppliers and EV battery material sub-tier suppliers.” (ISFR, p. 98). The company adds that “21 indirect (non-production) suppliers” were invited to complete the DS SAQ during the reporting year (p. 98). Ford states that they are “working to continue expanding the implementation of DS SAQs to indirect suppliers and conducting pre-sourcing due diligence” (p. 98).</p> <p>Ford also explains that they have actively assessed the ESG risks of mica mining before deciding to award contracts to new part suppliers. This requires tracking and conducting risk analysis of specific mines (ISFR, p. 102).</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	1

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		1.3.2. The company discloses how it monitors suppliers for compliance with the SCoC during the contract period.	2	<p>20%: the company indicates that there is a process in place to monitor compliance.</p> <p>20%: the company provides details on the process (e.g. tools, technologies and sources of information they use).</p> <p>20%: the company provides quantitative information on the number of suppliers assessed for compliance and the tiers that are assessed. Note: this indicator refers to quantitative assessment tools (e.g. surveys).</p> <p>20%: the company provides quantitative information of the number of suppliers audited and the tiers that are audited. Note: this indicator refers to on-site audits.</p> <p>20%: the company provides quantitative information on non-conformances found, their type and severity. Note: it is insufficient just to provide a number, additional information (for example, on the type, location, and/or severity of the non-conformances) must also be provided.</p> <p>OR</p> <p>10%: the company provides quantitative information on non-conformances found</p> <p>Note: Quantitative information on assessments and audits can be provided as a percentage of suppliers assessed / audited or as a number. If the company provides a number of suppliers assessed / audited, they must also provide the total number of suppliers (this can refer to the company as a whole, or to the total number of suppliers within a relevant category). The action taken to respond to these findings is addressed by indicators below.</p> <p>For due diligence to be effective, it must involve potentially impacted stakeholders and/or their representatives. This is scored under each of the sections listed below.</p>	<p>Ford monitors compliance through sustainability questionnaires, on-site audits, and the grievance mechanisms. The company provides a detailed table laying out its desktop assessments and on-site auditing programs, as well as their purpose and the type of suppliers they are used on. These include, for example, the Responsible Business Alliance (RBA) Validated Assessment Program (VAP) as well as the Responsible Supply Chain Initiative (RSCI) Assessment (ISFR, p. 99). Closure audits to verify compliance with CAPs are also used to measure the effectiveness of the actions taken at addressing the gaps initially identified (ISFR, p. 98)</p> <p>The complaints mechanisms are also used as a monitoring method: “The complaints procedure serves as an important early warning system for us to uncover and investigate possible violations of rights and grievances...” (Procedure of the Grievance Mechanism, p. 3). “We also leverage the RBA’s Worker Voice grievance mechanism to identify and work together with other RBA members to ensure suppliers meet our requirements for human rights and environment issues” (ISFR, p. 97-98).</p> <p>Ford does not disclose the total number or percentage of suppliers assessed (i.e. desktop assessments). The company only discloses the number of desktop assessments of their own (fully or partially owned) manufacturing facilities (ISFR, p. 250). The company also discloses the cumulative number of all Tier-1 production sites that have been SAQ-assessed over the years (p. 255), but not the number specifically for the last reporting year.</p> <p>Ford does disclose statistical information regarding on-site audits. The company “conducted 96 on-site audits with the Responsible Business Alliance (RBA) and Responsible Supply Chain Initiative (RSCI)” (ISFR, p. 17). These were initial sustainability audits conducted on high-risk Tier-1 suppliers. The company specifies that this is equivalent to 1.13% of the total supply base (p. 251). In addition, 45 RBA and RSCI closure audits of suppliers were conducted (ISFR, p. 99). The company also conducted 18 electric vehicle battery material supply chain audits (ISFR, p. 17). Note: elsewhere in the report, the company discloses that they have a total of 1,600 Tier-1 suppliers.</p> <p>Ford provides detailed information about the number/percentage of non-conformances found among assessed and audited suppliers, including sub-suppliers, as well as their type and severity (e.g. systems and processes vs substantive issues) (ISFR, p. 252-5, 258).</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p> <p>Procedure of the Grievance Mechanism https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/external-grievances/Ford_Grievance%20doc_EN.pdf</p>	1.6

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		1.3.3. The company reports on how it is prepared to respond if it finds non-conformances with the SCoC	1.5	<p>This indicator relates to the contractual relationship, or potential contractual relationship, between suppliers and the auto-manufacturer. It applies to all tiers to the point of extraction where there is, or there might be, a direct relationship between the auto manufacturer and the supplier.</p> <p>33%: the company discloses the actions it will take in response to findings of non-conformance by potential new suppliers (for example, time-bound action plans before contracts go ahead, policy revision, targeted training, onsite audits, refraining from contracting, etc.).</p> <p>33%: the company discloses specific actions it will take in response to findings of non-conformance by existing suppliers.</p> <p>33%: the company discloses the number of corrective action plans or equivalent issued during the reporting year. Note: this is distinct from providing remedy to impacted stakeholders.</p> <p>Note: this is distinct from providing remedy to impacted stakeholders.</p>	<p>Ford indicates that the decision to source from potential new suppliers that do not reach a certain sustainability score when first assessed “must be reviewed at the Global Commodity Director level” and that suppliers must put in place a corrective action plan (ISFR, p. 97).</p> <p>Regarding existing suppliers, they are expected to transparently report and remediate any non-compliance, and report remediation progress (SCoC, p. 2). When negative findings are found in audits, suppliers “are expected to develop a CAP detailing root causes and planned remediation to address the concerns and correct non-conformances. For more serious priority non-conformances, we review and monitor immediate containment plans and longer-term CAP.” (ISFR, p. 99). Ford clarifies that CAPs are drawn “according to a mutually agreed timeline and at no cost to Ford” (ISFR, p. 97). As well as CAPs, Ford uses “sourcing holds” to enforce remedial actions (p. 99).</p> <p>Unlike last year, Ford does not disclose the number of CAPs issued during 2024.</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	1
		1.3.5. The company discloses how they verify the implementation of corrective actions.	1	<p>The following scores are absolute, not cumulative:</p> <p>100%: the company discloses the types of actions that it undertakes across its whole supply chain to verify whether corrective actions have occurred.</p> <p>25%: the company only a subset of the types of actions that it undertakes to verify whether correction actions have occurred (e.g. audits) and/or only discloses the types of actions that it undertakes for certain supply chains and/or materials to verify whether corrective actions have occurred.</p> <p>Note: successful corrective measures involve impacted stakeholders and/or their representatives. Their involvement is scored under each section below.</p>	<p>Implementation of CAPs is verified through closure audits, which follow a timeline based on the priority of non-conformances reported (ISFR, p. 99). Closure audits are required to be repeated until all “priority non-conformances” are found to have been mitigated (p. 212).</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	1

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
	1.4. Remedy	1.4.1. The company has put in place a formal mechanism whereby workers, suppliers, suppliers' workers (in any tier) and other external stakeholders can raise grievances regarding adverse human rights impacts in their supply chain to an impartial entity.	2	<p>10%: if the company only has an in-house mechanism</p> <p>20%: the company has put in place an independent, formal mechanism to report a grievance to an impartial entity regarding human rights in the company's supply chains.</p> <p>20%: The mechanism is available to its workers, suppliers, suppliers' workers (in any tier) and other external stakeholders (e.g. whistleblower hotline).</p> <p>50%: the company communicates how the existence of the mechanism is communicated to its suppliers' workers and other impacted stakeholders. Note: simply posting it on the website is not enough.</p> <p>The involvement of impacted stakeholders and their legitimate representatives (e.g. workers, indigenous communities, etc.) in the design, review, operation and ongoing improvement of grievance mechanisms is central to their efficacy. As such, additional indicators have been included under each focus area regarding the specific integration of feedback from different stakeholder groups.</p>	<p>Ford provides an External Grievance mechanism to report violations of human rights, environmental violations, legal breaches concerning due diligence legislation, and breaches of industry standards occurred in the context of either direct or indirect suppliers. This is open to "any person" (p. 5).</p> <p>The mechanism is not independent, although Ford states that "complainants can choose to escalate a submitted complaint through our grievance mechanism to be coordinated accordingly by a third party (RBA)" (ISFR, p. 214). Additionally, "Supply chain workers can use the RBA Worker Voice Platform to ... share grievances." This is independent of the company, and is a way of helping suppliers meet the company's requirement to put in place a grievance mechanism. This mechanism incorporates an escalation option to the RBA, which acts as a third-party oversight body (ISFR, p. 98)</p> <p>Ford does not explain how it communicates the existence of these reporting channels to suppliers' workers and other impacted rightsholders, beyond stating that the relevant information is posted on the corporate website (ISFR, 97-8). As noted under the last sub-indicator, simply posting on the company's website is not enough.</p> <p>Procedure of the Grievance Mechanism https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/external-grievances/Ford_Grievance%20doc_EN.pdf</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	1

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		1.4.3. The company discloses data about the practical operation of their grievance mechanism, such as the number of grievances filed, addressed, and resolved, their type, severity and outcome.	1	<p>25%: The company provides quantitative information about the total number of grievances raised during the reporting year.</p> <p>25%: The company provides quantitative information about the total number of supply chain grievances, with detail as to their type, severity, tier, and geographical location.</p> <p>25%: the company provides information about the number of supply chain grievances resolved, and an indication of how they were resolved. Note: simply stating that the grievance was resolved is not enough - the company must disclose the substantive outcome (e.g. rejected and reasons for rejection, confirmed and compensation provided, and/or agreement with the complainant reached, and/or rectification of wrongful practices requested, etc.). The indicator below seeks greater detail as to the concrete measures of reparation offered.</p> <p>25%: The company provides information about the total number of ongoing supply chain grievances.</p>	<p>Ford discloses the total number of supply chain grievances that are “active” during the reporting year (i.e. “all cases active within the reporting period, regardless of their initial reporting date”). (ISFR, p. 259). This means that it is not possible to know how many grievances were actually submitted during the reporting year.</p> <p>Ford discloses some disaggregated information about these grievances, including type (in very broad terms, such as “social”, “cross-topic”), and relevant “continent”, and there is some information on tiers. However, this information cannot be taken into account as it does not relate to grievances filed within the reporting year, noting that it would in any case be too generic and incomplete to meet the second sub-indicator. Additionally, the company presents the statistical information in silos, so that it is not possible to match complaints with type, with geographical location, and with tier.</p> <p>Ford discloses the status of supply chain grievances and the way in which some were resolved, using the categories “escalated”, “in progress”, “rejected”, and “resolved”. The company discloses that 14 complaints were rejected and two were resolved (p. 259), but does not indicate the reasons for the rejections or the substantive outcome of those that were resolved, so points cannot be given for the third sub-indicator. As noted, simply stating that the grievance was rejected or resolved is not enough - the company must disclose the reasons for rejection or the substantive outcome.</p> <p>Based on the information disclosed, it is possible to discern that the total number of ongoing supply chain grievances is six (one escalated, five in progress) (ISFR, p. 259).</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.25

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		1.4.4. The company has put in place a remedy process for its supply chain.	2	<p>25%: the company describes how they investigate an issue that is raised and escalate the issue within the company</p> <p>25%: the company indicates how they determine appropriate remedy</p> <p>25%: the company indicates whether the affected rightsholders are involved in the determination of remedy and how</p> <p>25%: the company discloses information about the number of confirmed human rights grievances in its supply chain that resulted in measures of reparation to those affected</p> <p>Note: the UNGPs specify that impacted stakeholders should be involved in the determination of remedy. As such, additional indicators have been included under each of the focus areas to provide a score regarding the company's engagement with specific stakeholder groups.</p>	<p>In its document "Procedure of the Grievance Mechanism", Ford describes the investigation and escalation process, as well as how remedy is determined (Procedure of the Grievance Mechanism, p. 10).</p> <p>Complainants are involved in the determination of remedy. Firstly, they are asked to include "expectations and aims of the complaint", more specifically, "what preventive or remedial measures are expected" as part of their initial complaint (Procedure of the Grievance Mechanism p. 5). When remedial measures are proposed, they are "discussed with the complainant and, if necessary, an agreement on reparations is reached" (p. 10). The ISFR expands further, explaining that complainants are also consulted on additional measures to put in place when infringements are confirmed, such as further investigation or clarification, interim legal measures, or an agreement on compensation. The complainant is also consulted on the results of the implemented remedy, including whether the remedy provided was effective, "whether the infringement has been permanently eliminated, and whether the complainant has not suffered any other disadvantages" (p. 212).</p> <p>Ford states that they collaborate with suppliers and other third parties to remedy supply chain violations (ISFR, p. 211). In its Human Rights Policy, Ford indicates that suppliers must report and remediate any human rights grievances they are involved in, and "transparently report their remediation progress". Ford states that they maintain "an open dialogue with suppliers and business partners to find a common solution to end or mitigate the violation" (p. 6). If abuses occur with direct suppliers, the company conducts an investigation, "mitigates and contains the violation and its negative impacts in the short-term", and "provides appropriate remedies when non-compliance occurs and bring any violation to an end". If abuses occur with indirect suppliers, "Ford will implement appropriate preventive measures and take appropriate remedial actions to immediately end or mitigate such violations" (p. 6).</p> <p>Ford does not disclose information on the number of confirmed human rights grievances that resulted in measures of reparation.</p> <p>Procedure of the Grievance Mechanism https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/external-grievances/Ford_Grievance%20doc_EN.pdf</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	1.5

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
2. Responsible Sourcing of Transition Minerals	2.1. Commit	2.1.1. The company has a commitment to responsible metals and minerals sourcing.	1	<p>The following scores are not cumulative, they are absolute:</p> <p>100%: the company has a standalone responsible minerals sourcing policy or their human rights policy includes a section on the responsible sourcing of minerals and metals that applies to all minerals and metals.</p> <p>75%: the company has a standalone responsible minerals sourcing policy or their human rights policy includes a section on the responsible sourcing of minerals and metals that goes beyond "conflict minerals" to include some other minerals or metals (e.g. includes cobalt).</p> <p>50%: the company has a standalone responsible minerals sourcing policy or their human rights policy includes a commitment to the responsible sourcing of "conflict minerals" only.</p>	<p>Ford has a standalone responsible sourcing policy called "Ford Motor Company Responsible Materials Sourcing Policy including Conflict Minerals". This applies to "3TG, cobalt, mica, lithium, nickel and, at our request, other raw materials used in Ford products" (p. 1).</p> <p>Responsible Materials Sourcing Policy https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/Responsible_Material_Sourcing_Policy-2024.pdf</p>	1

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		2.1.2. The company requires its suppliers to undertake due diligence in accordance with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High Risk Areas (CAHRAs)	2	<p>50%: Implementation of the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from CAHRAs:</p> <ul style="list-style-type: none"> - 50%: the SCoC requires suppliers to undertake due diligence in accordance with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from CAHRAs in relation to all salient metals and minerals from anywhere. <p>OR</p> <ul style="list-style-type: none"> - 25%: the SCoC requires suppliers to undertake due diligence in accordance with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from CAHRAs in relation to all metals and minerals from CAHRAs. <p>OR</p> <ul style="list-style-type: none"> - 10%: the SCoC requires suppliers to undertake due diligence in accordance with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from CAHRAs in relation to tin, tungsten, tantalum, and gold (3TGs) from CAHRAs. <p>50%: Implementation of Due Diligence:</p> <ul style="list-style-type: none"> - 25%: the company requires suppliers to have a due diligence process in place to identify raw materials sources, specifically, conducting due diligence on Smelter or Refiners (SoRs) in their supply chain (this may include the use of third party certification, etc). - 25%: the company requires suppliers to disclose smelter/refiner information. 	<p>Ford’s Responsible Materials Sourcing Policy establishes sourcing requirements for 3TG and any material originating from Conflict-Affected and High-Risk Areas (CAHRAs). In these contexts, the company requires that “Regardless of mineral processing location or origin, we require our suppliers to conduct due diligence in alignment with the OECD Guidance to both source responsibly and understand the sources of 3TG, cobalt, mica, lithium, nickel and, at our request, other raw materials used in Ford products” (p. 1).</p> <p>Ford requires suppliers to conduct due diligence and increase transparency related to raw materials, including materials sourced from CAHRAs. This includes developing “a management system, including an appropriate responsible point of contact, to assess, identify and mitigate risks in material supply chains”; and “provide information upon request, to verify the materials in the products supplied to Ford have been sourced responsibly in accordance with Ford’s Responsible Material & Conflict Mineral Policy and/or the Battery Due Diligence Policy” (SCoC, p. 12).</p> <p>While not mentioning smelters or refiners specifically, suppliers are required to “disclose all sub-tier and raw material supply chain actors”, which would include smelters/refiners. This requirements is not limited to conflict minerals, as it also applies to “any other materials such as cobalt, lithium, and related chemical compounds, nickel, natural graphite, mica, copper, aluminum, steel, rare earth elements, natural rubber, wood and leather” (SCoC, p. 12). Ford also requires suppliers of products containing 3TG specifically to disclose smelter/refiner information as part of its US SEC conflict minerals reporting obligations.</p> <p>Responsible Materials Sourcing Policy https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/Responsible_Material_Sourcing_Policy-2024.pdf</p> <p>Ford Conflict Minerals Report https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/Form-SD-and-CMR-for-Year-Ended-December-31-2024.pdf</p>	1.5

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
	2.2. Identify	2.2.1. The company has a process in place to map transition minerals (e.g. nickel, lithium, cobalt, copper, manganese, zinc) in their supply chains to the point of extraction.	2	<p>25%: the company discloses that they have a process in place to map transition minerals supply chains back to the point of extraction.</p> <p>25%: the company provides detail on the processes that they have put in place to map their transition minerals supply chains to the point of extraction.</p> <p>25%: the company discloses the portion of the transition minerals supply chain that they have mapped to the point of extraction. Note: this could be by specifying which supply chains they have mapped, a percentage of total suppliers mapped, etc.</p> <p>25%: the company discloses concrete information from their mapping including, at minimum, primary countries of origin</p> <p>MODIFIER: In order to achieve full credit the mapping must cover at least the three focus minerals that are of significant industry and stakeholder focus given outsized volume and/or impacts: cobalt, nickel & lithium. Companies that map two of fewer minerals will receive half scores.</p>	<p>Ford has a process in place to map transition minerals supply chains back to the point of extraction. Suppliers are required to “disclose all sub-tier and raw material supply chain actors” (SCoC, p. 12). Ford explains that it uses this information to conduct “value stream mapping” (ISFR, p. 207). The company is “expanding our supply chain mapping capabilities by migrating them into a third-party supply chain platform designed to integrate data across multiple Ford supply chain activities. This system enables us to conduct supply chain investigations when issues are identified and to confirm sub-tier suppliers and collect evidence of these connections within our highest risk categories” (ISFR, p, 207).</p> <p>Ford also discloses that in 2021, they initiated electric vehicle battery material supply chain mapping and auditing with RCS Global Group to understand the sources of cobalt, lithium, and nickel. The scope has expanded to include hybrid electric supply chains, graphite and electrolyte battery material audits (ISFR, p. 101). In 2024, the company expanded their mapping to mica (ISFR, p. 208). The company also began mapping their North American aluminium supply chain (p. 102).</p> <p>Ford discloses some information about the results of their mapping efforts. They state that in 2024, they “conducted 18 supply chain audits at all tiers through to the mine site” (ISFR, p. 101). “All audits conducted since 2021 have led to the identification and mapping of 126 suppliers and identified mine sites in Australia, Chile, China, the DRC, Indonesia, New Caledonia, Papua New Guinea, and Türkiye” (p. 101).</p> <p>The company also discloses a table indicating the number of identified suppliers from battery manufacturers to the mines (amounting to 126 in total), and their geographical locations. While this information has been sufficient to get the company points in the past, it is insufficient now as the last sub-indicator has been adjusted to require more specific and disaggregated information. The information disclosed does not indicate the relevant raw material (e.g. when disclosing processing units or mine sites), it does not disclose the name of each identified supplier (or at least some major suppliers), and information on geographical location is presented in generic/aggregate manner and cannot be directly linked to any individual supplier. In general, the information is presented in silos and dissociated from each other, so that it is not possible to match manufacturer with processing unit, with mine site, with relevant raw material, and their specific geographical locations.</p> <p>Ford Supplier Code of Conduct (SCoC) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	2

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		2.2.2. The company discloses conflict minerals risks in their supply chain and where they are located.	1	<p>Note: Conflict minerals refers to tin, tungsten, tantalum and gold or “3TG”.</p> <p>25%: the company discloses the risks of sourcing conflict minerals from CAHRAs in their supply chains, specifying the minerals and countries of origin potentially involved.</p> <p>25%: the company discloses whether they source conflict minerals from CAHRAs, as well as the relevant transition minerals and countries of origin involved.</p> <p>50%: the company describes the human rights risks associated with the CAHRA countries they source conflict minerals from in some level of detail. Note: to score here, the description must be based on findings from the company’s due diligence measures, and not constitute a generic description.</p>	<p>Ford acknowledges the risk of sourcing conflict minerals from CAHRAs in its Responsible Materials Sourcing Policy, stating “To the extent tin, tungsten, tantalum, and gold (“Conflict Minerals” or “3TG”) are contained in our products, it is Ford’s goal to use Democratic Republic of the Congo (DRC) conflict free minerals while continuing to support responsible in-region mineral sourcing from the DRC and adjoining countries” (p. 1). The risk of sourcing conflict minerals from CAHRAs is also discussed in Ford’s Conflict Minerals Report, which includes a list of “covered countries” the 3TG in their products may come from (p. 6-7), as well as a much larger list of possible countries of origin of their 3TG, many of which are also CAHRAs (Annex I).</p> <p>Ford does not actually confirm sourcing 3TG from any of these countries, and therefore the company does not provide any specific information about risks associated with any such country. Note: in its ISFR, Ford mentions sourcing from CAHRAs such as Indonesia, Papua New Guinea, and China (p. 101), but it does so when discussing battery minerals sourcing and not 3TG.</p> <p>Responsible Materials Sourcing Policy https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/Responsible_Material_Sourcing_Policy-2024.pdf Ford Conflict Minerals Report https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/Form-SD-and-CMR-for-Year-Ended-December-31-2024.pdf</p>	0.25
		2.2.3. The company discloses broader transition minerals risks in their supply chain and where they are located.	1	<p>The following scores are absolute and not cumulative:</p> <p>100%: the company discloses broader risks from transition minerals in their supply chains and where these are located, by reference to tier, and geographical location for lithium, nickel, cobalt and at least one other mineral.</p> <p>50%: the company discloses broader risks from transition minerals in their supply chains and where these are located, by reference to tier and geographical location for lithium, nickel and cobalt.</p> <p>25%: the company discloses broader risks from sourcing at least one transition mineral, with reference to tier and geographical location and/or the company discloses human rights risks of sourcing transition minerals in general, including countries of origin, without disaggregating this information for individual minerals</p>	<p>Ford discusses the risks to human rights associated with its aluminium, cobalt, copper, lithium, mica, graphite and nickel supply chains. The company indicates the tier where these risks occur (most of them take place at mine site level) (ISFR, p. 100-1). However, the company only indicates the geographical location of some of these risks in relation to cobalt (risk of child labour, health hazards, and environmental issues in the DRC), and mica (risk of child labour and poor working conditions in Madagascar and India). The company does not include this information across the board, or at a minimum for lithium, nickel, and cobalt.</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.25

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		2.2.4. The company publishes a list of smelters or refiners (SoR) in its supply chain	1	<p>100%: the company publishes a complete list of smelters/refiners in their supply chain for at least 3TG minerals.</p> <p>50%: the company publishes a partial list of smelters/refiners in their supply chain. Note: to score here, the company must disclose a significant number of SoRs.</p>	<p>Ford publishes a standalone list of "all smelters and refiners submitted by our suppliers for parts and components used to produce our vehicles in 2024."</p> <p>Ford Motor Company Smelter and Refiner List (2024 RY) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/smelter-refiner-list-2024.pdf</p>	1
		2.2.5. The company discloses which of the SoRs in its supply chain are conformant with the Responsible Minerals Initiative (RMI).	1	<p>100%: the company discloses information on RMI conformance for all of the SoRs identified in their supply chain.</p> <p>50%: the company only discloses information on RMI conformance for some of the SoRs in its supply chain or only discloses information on RMI conformance on an aggregate / percentage basis-</p> <p>Note: 0.4 points modifier applied due to multistakeholder initiative assessment. See sheet 8.</p>	<p>Ford discloses that 347 3TG smelters and refiners were identified through supplier reports. It states that all 123 of the smelters and refiners identified as potentially sourcing from "Covered Countries" were "deemed conformant to the RMAP, or cross-recognized RJC, LBMA, or TI-CMC audit protocols." (Conflict Minerals Report, p. 6).</p> <p>Ford publishes smelter conformance rate information that goes beyond smelters believed to be sourcing from "Covered Countries" in its ISFR. This includes information (both in numbers and percentage) for 223 3TG smelters, as well as cobalt and mica smelters (p. 256). However, this information refers to both "conformant" and "active" smelters (i.e. smelters that are not yet conformant, but are working towards full certification). While the ISFR does not clarify this, the numbers provided are identical to those in the Conflict Minerals Report, which explicitly states that these numbers/percentages are for smelters / refiners with a "Conformant" RMI RMAP Status (p. 6). The company is therefore awarded maximum points, although we note the confusing and seemingly contradictory way this data is presented in the company's reporting.</p> <p>Ford Conflict Minerals Report https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/Form-SD-and-CMR-for-Year-Ended-December-31-2024.pdf</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.4

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
	2.3. Prevent, Mitigate and Account	2.3.1. The company discloses how it monitors suppliers for compliance with the transition minerals due diligence requirements.	2	See general HR indicators	See general HR indicators	1.6
		2.3.2. The company formally engages SoRs to build their capacity to conduct due diligence of their own supply chains.	2	<p>25%: the company discloses that it participates in industry wide schemes that engage with smelters/refiners on their compliance with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from CAHRAs.</p> <p>25%: the company specifies that it engages directly with SoRs to build their capacity to conduct due diligence.</p> <p>50%: the company provides detail on how it engages with SoRs to build their capacity</p>	<p>Ford is a member of RMI and participates in RMI’s Smelter Engagement Team. The company also co-chairs the AIAG Smelter Engagement Team. “Our participation in both RMI and AIAG allows us to extend our capabilities to reach more eligible smelters as well as encourage collaboration between the organizations.” (ISFR, p, 100).</p> <p>Ford also engages with SoR directly to build their capacity, through outreach and by funding pre-audit visits (Conflict Minerals Report, p. 5). The company explains that they “have visited smelters and refiners to support RMAP assessment participation”, and conducted “direct outreach to smelters and refiners to aid in collective uptake of responsible sourcing practices at 3TG smelters and refiners” (p. 5). The company expresses a commitment to continue working to strengthen smelter and refiner engagement in RMAP and other relevant auditing schemes, strengthen their “Single Point of Contact outreach to more smelters and refiners to become active in the RMAP program”, “work with two 3TG refiners directly to achieve “active” RMAP status, support smelters and refiners to achieve “conformant” status”, and continue building participation with relevant smelters and refiners in the RMI Risk Readiness Assessment tool to assess overall management beyond performance to OECD Guidance (p. 9).</p> <p>Ford Conflict Minerals Report https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/Form-SD-and-CMR-for-Year-Ended-December-31-2024.pdf</p>	2

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		2.3.3. The company formally engages extractives companies and includes human rights clauses in any contractual arrangements.	2	<p>50%: the company discloses that it has entered into direct agreements with extractives companies for the sourcing of transition minerals and that these companies are subject to human rights requirements</p> <p>50%: the company discloses the name of extractive companies it has entered into direct agreement with, the relevant transition minerals, and the location of the relevant mine or mines. Note: to score here, the company must provide this level of detail for a meaningful number of contracts (one or two is not enough).</p>	<p>Ford discloses that they “have lithium agreements with global suppliers, Albermarle, SQM, Nemaska, Liontown, and Ioneer”, and “a three-party collaboration underway to advance more sustainable nickel production in Southwest Sulawesi, Indonesia” “This investment into nickel also provides cobalt as a by-product, which diversifies our sources of cobalt beyond the DRC.” Ford explicitly states that they include specific ESG contract terms, including respect for human rights, in their contracts with these suppliers (ISFR, p. 104).</p> <p>Ford discloses the names of the lithium companies in its 2025 ISFR and disclosed the locations of the some of the relevant mine sites in its 2024 ISFR. For nickel, Ford discloses the names of the nickel partners it has established a collaboration with (i.e. PT Vale Indonesia (PTVI) and Huayou), the name of the mine project (Kolaka Nickel Indonesia (KNI) project), and the location (Pomalaa, Southwest Sulawesi), but this is too little to achieve points for the second sub-indicator, as indicated.</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2024 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2024-integrated-sustainability-and-financial-report.pdf</p>	2

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		<p>2.3.4. The company is a member of IRMA and actively engages their suppliers with regards to IRMA mining audits.</p> <p>Note: IRMA does not excuse companies from doing their own supply chain due diligence</p>	2	<p>25%: The company is a member of IRMA.</p> <p>50%: The company actively engages extractive companies within its supply chain regarding auditing by IRMA.</p> <p>25%: the company has established requirements for minerals / metals within its supply chain to be sourced from IRMA audited mines. Note: such requirements do not need to be effective immediately, but the requirement must at least refer to a pathway towards sourcing from mines that have undergone independent IRMA audits within a period of time. Requirements can apply to extractive companies and/or downstream suppliers (e.g. battery manufacturers).</p> <p>Note: 0.8 points modifier applied due to multistakeholder initiative assessment. See sheet 8.</p>	<p>Ford is a member of IRMA, engages its suppliers regarding certification by IRMA, and actively requires IRMA certification. The company's SCoC includes a requirement for "mining suppliers" to "seek certification by an independent third-party responsible mining assurance standard, such as the Standard for Responsible Mining from the Initiative for Responsible Mining Assurance (IRMA) or an agreed upon third-party certified equivalent" (p. 12).</p> <p>The company's Responsible Materials Sourcing Policy reiterates that "suppliers should request identified processors and mines supplying materials in parts supplied to Ford to undergo a third-party assessment against RMI RMAP and ESG Standard (processors), IRMA (mines) or an agreed upon third-party certified equivalent" (p. 2).</p> <p>Ford also discloses that they have "secured future materials from two mine sites that are IRMA certified" and "continue to work with suppliers to obtain an IRMA achievement level" (ISFR, p. 105).</p> <p>Ford Supplier Code of Conduct (SCoC) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p> <p>Responsible Materials Sourcing Policy https://corporate.ford.com/content/dam/corporate/us/en-us/documents/legal/Responsible_Material_Sourcing_Policy-2024.pdf</p>	1.6

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		2.3.5. The company reports on how it is prepared to respond if it finds non-conformances associated with its responsible minerals sourcing policy occurring in its operations or supply chains.	1.5	See general HR indicators	See general HR indicators	1
		2.3.6. The company discloses how they verify the implementation of corrective actions.	1	See general HR indicators	See general HR indicators.	1

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
	2.4. Remedy	2.4.1. The company has put in place a formal mechanism whereby grievances can be raised about SoR facilities.	1	<p>50%: the company has put in place an independent, formal grievance mechanism that applies specifically to SoRs. This mechanism may be run in conjunction with other auto manufacturers. Note: this is in addition to any generic grievance mechanism that can be accessed by external stakeholders.</p> <p>50%: the company discloses how they review and investigate grievances raised through this mechanism.</p>	<p>Ford's website no longer mentions the Minerals Grievance Platform (MGP). However, the company continues to report that they use the RMI Grievance Mechanism, although this has now been "merged into the RBA Worker Voice App in 2024, facilitating information exchange and engagement with RBA and RMI" (ISFR, p. 98). The implications of this integration are not clear, particularly regarding the way in which reports of concerns about participating SoR are dealt with.</p> <p>Unlike last year, Ford does not explain how it follows up on any concerns regarding SoR in its supply chain, submitted through the RMI Grievance Mechanism (or now the RBA Worker Voice platform?). Given the lack of clarity about the procedure for dealing with submissions related to SoR specifically, and the lack of explanation by Ford in this year's report, points will no longer be awarded for the second sub-indicator.</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.5
3. Indigenous Peoples' Rights and Free Prior and Informed Consent (FPIC)	3.1. Commit	3.1.1. The company explicitly commits to respecting the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).	1	100%: the company has an explicit commitment to the UNDRIP in their human rights policy and/or in a standalone Indigenous Peoples' rights policy.	<p>Ford's Human Rights Policy, titled "We Are Committed to Protecting Human Rights and the Environment," includes an express commitment to respecting the United Nations Declaration on the Rights of Indigenous Peoples (section 2).</p> <p>Human Rights Policy https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/we-are-committed-to-protecting-human-rights-and-the-environment-policy.pdf</p>	1
		3.1.2. The company has a public commitment to FPIC.	1	<p>100%: the company has an explicit commitment to FPIC in their human rights policy and/or in a standalone Indigenous Peoples' rights policy. Note: to score full points, the commitment must be unqualified.</p> <p>50%: the company has an explicit commitment to FPIC in their human rights policy and/or in a standalone Indigenous Peoples' rights policy, but it is qualified (e.g. it allows for only consultation in practice, it is expected only in certain circumstances, it applies only to certain parts of the supply chain, etc.)</p>	<p>Ford's Human Rights Policy contains an explicit commitment to Free, Prior, and Informed Consent (FPIC). It states that the company will "strive to ensure Free, Prior, and Informed Consent of indigenous communities is pursued and obtained prior to projects or activities that may affect their lands, resources, and rights."</p> <p>Human Rights Policy https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/we-are-committed-to-protecting-human-rights-and-the-environment-policy.pdf</p>	1

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		3.1.3. The company requires its tier 1 suppliers to respect Indigenous Peoples' rights	2	The SCoC, responsible sourcing policy or equivalent explicitly requires suppliers to respect the UNDRIP (50%) and FPIC (50%). MODIFIER: Points will be halved if the policy is qualified.	Ford's SCoC requires suppliers to "Respect the rights of Indigenous Peoples in accordance with the United Nations Declaration on the Rights of Indigenous Peoples" and to "Strive to ensure Free, Prior, and Informed Consent of communities" prior to projects or activities that might affect their lands, resources, and rights (p. 6). Ford Supplier Code of Conduct (SCoC) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf	2
		3.1.5. These commitments are translated into the languages used by the impacted Indigenous Peoples.	1	50%: the company requires suppliers to translate these commitments to the languages of the impacted Indigenous Peoples. 50%: the company requires that these translations are actively made available to the Indigenous Peoples concerned.	Not disclosed.	0
	3.2. Identify	3.2.1. The company has a process in place to assess risks to Indigenous Peoples' rights in their supply chain to the point of extraction.	1	25%: The company discloses that their supply chain risk identification process explicitly includes FPIC and other Indigenous Peoples' rights issues through to the point of extraction. 25%: the company discloses where in the supply chain these risks occur (e.g. materials, tiers, and geographical location). 25%: the company explains how Indigenous Peoples are involved in the risk identification process. 25%: the company provides case studies of this process in practice. Case studies should include information on the location, supplier/s involved, the potential impacts on Indigenous Peoples' rights, the Indigenous Peoples concerned and their objections or concerns, and the way the company went about or is ensuring that the specific rights in question are respected.	Ford describes efforts to integrate FPIC risk assessments into their due diligence processes, including an Environmental Site Assessment for new projects, in its ISFR (p. 95). However, this relates to the company's own activities (it is inserted within a larger section called "Due Diligence in our Own Business"), and therefore does not apply to the supply chain. Ford's disclosure regarding where in the supply chain risks to Indigenous Peoples' rights occur is very limited. The company only makes reference to one impact (displacement of Indigenous Peoples) in the context of copper and nickel mining (ISFR, p. 100-1). This doesn't even specify the geographical location. Ford does not actually clarify whether the relevant Indigenous Peoples are involved in the risk identification process, and does not provide any example or case study of this process in practice. Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf	0

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
	3.3. Prevent, Mitigate and Account	3.3.1. The company provides additional discussion regarding the practices by which suppliers must obtain FPIC	1	<p>100%: the company describes in detail the process that suppliers must follow (for example, guidance put in place by the company for suppliers to follow, or other practical means of operationalising the company's FPIC commitments throughout the supply chain).</p> <p>25%: the company states a minimum expectation for suppliers and/or the process it describes is limited in its application.</p>	<p>Ford's SCoC provides some indication of the process suppliers must follow, requiring that suppliers "obtain the Free, Prior, and Informed Consent (FPIC) of Indigenous Communities when securing raw materials prior to projects or activities that may affect their lands, resources, and rights and engage directly with the representatives and institutions chosen and recognized by the Indigenous communities themselves to ensure meaningful consultation and participation in decision-making processes" (p. 12).</p> <p>Note: Ford introduces potentially contradictory or confusing language in its ISFR, when referring to "legislative or administrative measures, such as rezoning, resulting from Ford or our suppliers' activities that may affect communities and Indigenous Peoples" (p. 217). In these contexts, the company states that concerns must be "addressed in the stakeholder engagement process, with the goal of giving due consideration to [Indigenous Peoples'] concerns and upholding their rights". The situations Ford describes are ones for which UNDRIP explicitly requires FPIC (Art 19) and requiring "due consideration" falls far short of UNDRIP standards.</p> <p>Ford Supplier Code of Conduct (SCoC) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.25

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		3.3.2. The company is a member of a multi-stakeholder group (e.g. IRMA) that includes the participation of Indigenous Peoples to ensure respect of Indigenous Peoples' rights at the point of extraction.	2	Refer to Responsible Sourcing of Transition Minerals indicators.	Refer to Responsible Sourcing of Transition Minerals indicators.	1.6
		3.3.3. The company has a formal process in place to engage critical upstream suppliers on FPIC (e.g. extractives companies)	2	<p>This score relates to direct engagement by the company with extractives companies. Note: It is in addition to their membership of IRMA, and it applies whether the extractive companies are direct or indirect suppliers.</p> <p>25%: the company formally engages extractive companies regarding FPIC.</p> <p>25%: the company states that they formally review company documents (e.g. meeting minutes) to ensure that Indigenous Peoples' FPIC has been provided.</p> <p>50%: the company engages directly with representatives of Indigenous Peoples affected by mining operations to review that regular engagement and consultation take place, community needs are responded to, and there continues to be FPIC.</p>	<p>Ford engages with mining suppliers on FPIC by requiring that they “seek IRMA certification or third-party certified equivalent”. The company notes the significance of this, but explaining that IRMA’s critical requirements require new mine sites to obtain FPIC of Indigenous Peoples and existing mines to have obtained FPIC or demonstrate operations that support positive relationships with affected Indigenous Peoples, including providing remedies for past impacts on Indigenous Peoples’ rights and interests” (ISFR, p. 105).</p> <p>Ford does not provide any additional information regarding formally reviewing supplier documents, or engaging with Indigenous Peoples’ representatives to ensure there is or there continues to be FPIC, and the company does not provide any specific example of direct engagement to address specific FPIC concerns.</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.5

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		3.3.4. The company reports on how it is prepared to respond if it finds FPIC breaches in its supply chain.	1	<p>The general HR indicators provide a baseline for this. In addition:</p> <p>25%: the company discloses the action it will take if disagreements or disputes with Indigenous Peoples arise in its supply chain.</p> <p>25%: the company discloses the action it will take if it finds FPIC breaches in its supply chain.</p> <p>50%: the company explains how the Indigenous Peoples affected by FPIC breaches are involved in decisions about how to respond (including, but not limited to, whether the company should suspend or cease its relationship with a supplier).</p>	<p>Ford does not disclose the action it will take if disagreements or disputes with Indigenous Peoples in the supply chain arise, but the company does explain its response to findings of FPIC breaches. In these cases, the company “will conduct an investigation to determine if FPIC was required but not secured and work with suppliers and sub-supplier to develop remediation plans as needed” (ISFR, p. 105). Ford adds that they “recognize FPIC breaches and determinations need to include appropriate indigenous representation and consultation” (105). While this is very welcome information, the company does not explain how indigenous representatives will be involved in the decision on how to respond.</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.25
	3.4. Remedy	3.4.1. The company's grievance mechanism has a process for investigating and remedying breaches of FPIC that includes a formal role for impacted Indigenous Peoples.	1	<p>FPIC is a continuous process – not a single decision at a single moment in time. Grievance mechanisms should be able to address FPIC concerns throughout the lifetime of a project.</p> <p>25%: the company explains how it involves Indigenous Peoples in the design of its grievance mechanisms and/or processes to address their complaints.</p> <p>25%: the company explains how it involves Indigenous Peoples in the investigation of grievances and determination of remedy.</p> <p>50%: the company provides examples or case studies of remedy provided to Indigenous Peoples for confirmed breaches of FPIC in the supply chain.</p>	<p>Ford does not explain how it involves Indigenous Peoples in the design of its grievance mechanisms and/or processes to address their complaints. The company simply states that “FPIC breaches in our supply chain can be reported to Ford directly through our external grievance mechanism” (ISFR, p. 105). While the company states that they “recognize FPIC breaches and determinations need to include appropriate indigenous representation and consultation” (p. 105), the company does not explain how this happens. Ford does not provide any examples or case studies of remedy provided to Indigenous Peoples for confirmed breaches of FPIC in the supply chain.</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
4. Respect for Workers' Rights	4.1. Commit	4.1.1. The company has a commitment to workers' rights	1	<p>25%: The company's human rights policy (or similar) includes a specific commitment to the ILO Declaration on Fundamental Principles and Rights at Work and/or the ILO Fundamental Conventions.</p> <p>OR</p> <p>50%: The company identifies and commits to respecting each of the five Fundamental Principles and Rights at Work as established in the ILO Declaration (companies who do not make explicit and unqualified commitments to all five ILO principles will not be scored):</p> <ol style="list-style-type: none"> 1. freedom of association and the effective recognition of the right to collective bargaining; 2. the elimination of all forms of forced or compulsory labour; 3. the effective abolition of child labour; 4. the elimination of discrimination in respect of employment and occupation; and 5. a safe and healthy working environment. <p>PLUS</p> <p>25%: the company has a commitment to a living wage in their human rights policy or in another formal policy document.</p> <p>25%: the company outlines how it calculates a living wage.</p>	<p>Ford's Human Rights Policy includes an express commitment to respecting the ILO Declaration on Fundamental Principles and Rights at Work, as well as the five fundamental principles (section 2). Some of these commitments, such as those concerning health and safety and discrimination are expanded on in the company's Code of Conduct.</p> <p>Ford's Human Rights Policy includes a commitment to a living wage: "Comply with applicable laws regulating hours of work and support a living wage by providing competitive compensation and benefits that meet or exceed legal requirements" (section 2). However, the company does not outline how it calculates a living wage.</p> <p>Ford Supplier Code of Conduct (SCoC) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p> <p>Code of Conduct https://corporate.ford.com/operations/governance-and-policies/code-of-conduct/en/index.html#/</p>	0.75

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		<p>4.1.2. The company extends their workers' rights commitments to their Tier 1 suppliers and beyond.</p> <p>Note: only the specific worker rights commitments are evaluated here. Whether or not these commitments are extended beyond tier 1 suppliers is evaluated in the "General" human rights section.</p>	2	<p>25%: The SCoC includes a specific commitment to the ILO Declaration on Fundamental Principles and Rights at work and/or the ILO Fundamental Conventions.</p> <p>OR</p> <p>50%: The SCoC includes specific requirements on each of the five Fundamental Principles and Rights at Work as established in the ILO Declaration (companies whose SCoCs do not include explicit and unqualified requirements on all five ILO principles will not be scored):</p> <ol style="list-style-type: none"> 1. freedom of association and the effective recognition of the right to collective bargaining; 2. the elimination of all forms of forced or compulsory labour; 3. the effective abolition of child labour; 4. the elimination of discrimination in respect of employment and occupation; and 5. a safe and healthy working environment. <p>PLUS</p> <p>25%: the SCoC requires suppliers to pay a living wage.</p> <p>25%: the SCoC prohibits the payment of recruitment fees.</p>	<p>Ford's SCoC does not include a general commitment to the ILO Declaration on Fundamental Principles and Rights at work and/or the ILO Fundamental Conventions, but it does explicitly require suppliers to respect the five fundamental principles and rights at work (p. 4-6).</p> <p>Suppliers are required to "support a living wage by providing competitive compensation and benefits that meet or exceed legal requirements" (SCoC, p. 5). Ford's SCoC prohibits suppliers from "asking employees to pay recruitment fees" (p. 5).</p> <p>Ford Supplier Code of Conduct (SCoC) https://corporate.ford.com/content/dam/corporate/us/en-us/documents/operations/governance-and-policies/Ford_SupplierCodeOfConduct_2025.pdf</p>	2
	4.2. Identify	<p>4.2.1. The company consults trade unions and/or workers' representatives in their assessment of salient workers' rights risks in their supply chain.</p>	1	<p>Generic supply chain indicators provide a baseline score for this. To get additional points here, companies must specify that they consult with labour unions and/or workers' representatives regarding salient workers' rights in the supply chain. This must expressly include labour unions and/or workers' representatives in the supply chain and/or global union federations (GUFs)</p> <p>Note: workers' representatives are not a substitute for trade unions where trade unions are allowed to operate and not limited in their activities.</p>	<p>Ford states that their "efforts to ensure the protection of human rights includes gaining input and perspective from supply chain workers" (ISFR, p. 97). However, the company does not specify whether labour unions and/or workers' representatives in the supply chain take part in Ford's supply chain risk assessment process.</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		4.2.2. The company discloses the salient workers rights risks in their supply chain and where they are located.	1	<p>The following scores are absolute not cumulative:</p> <p>100%: the company's risk assessment explicitly identifies the salient risks to workers' rights and describes where in the supply chain these are located.</p> <p>25%: the company's risk assessment explicitly identifies workers' rights risks for at least one material / supply chain and the location/s.</p>	<p>Ford discloses a list of salient human rights risks that include many risks to labour rights in the supply chain (ISFR, p. 26). However, the company does not specify where in the supply chain all these risks occur, but for a few exceptions. Ford highlights the risk of child labour and worker health hazards in cobalt mining in the DRC, and the risk of child labour and poor working conditions in mica mining in Madagascar and India (ISFR, p. 100-1).</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	0.25
	4.3. Prevent, Mitigate and Account	4.3.1. The company actively collaborates with workers and the representative organisation(s) of workers' own choosing to promote respect for workers' rights in its supply chain.	2	<p>25%: the company has a collective agreement with the relevant trade union in the headquartered country.</p> <p>25%: the company has a global framework agreement with IndustriALL for neutrality across all its operations.</p> <p>25%: the company describes the formal mechanisms it has put in place to consult trade unions and/or workers' representatives on the company's workers' rights principles and/or policies.</p> <p>25%: IndustriAll was actively involved in the formulation of the company's workers' rights principles and/or policies.</p>	<p>Ford has a collective agreement covering its US workers with UAW (ISFR, p. 205). The company also has a GFA with IndustriALL (p. 205, 212). However, the company does not state whether IndustriALL was actively involved in the formulation of the company's workers' rights principles.</p> <p>Ford states that they maintain "an ongoing dialogue with union representatives and through joint labor-management committees" (ISFR, p. 22). However, the company does not describe specific bodies or processes to consult unions or workers' representatives on the company's workers' rights policies/principles. Note: reporting on these issues dating back to 2022 can no longer be considered for points.</p> <p>IndustriALL https://www.industriall-union.org/ford</p> <p>Ford Integrated Sustainability and Financial Report (ISFR) 2025 https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf</p>	1

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
		4.3.2. The company reports on how it is prepared to respond if it finds non-conformances associated with its workers' rights policy occurring in its operations or supply chains.	1.5	Refer to general HR indicators.	Refer to general HR indicators.	1
		4.3.3. The company works with the relevant trade union and/or worker representative organisation to verify the implementation of corrective actions pertaining to workers' rights.	2	<p>50%: the company specifies that it works with the relevant trade union and/or workers' representatives in the elaboration of corrective action plans.</p> <p>50%: the company specifies that it works with the relevant trade union and/or workers' representatives in the verification of corrective action plan implementation.</p>	Not disclosed.	0

Company analysis - human rights & responsible sourcing

Sub-section	Indicator Category	Indicators	Total Number of Points	Score Attribution Note: scores are cumulative unless otherwise specified.	Ford Analysis	Ford Points
	4.4. Remedy	4.4.1 Workers and the representative organisations of workers' own choosing are formally included in the remedy process.	1	<p>50%: the company specifies that trade unions and/or workers' representatives are formally involved in any remedy process concerning breaches of workers' rights in the supply chain.</p> <p>50%: the company provides examples or case studies of remedy provided to workers for confirmed breaches of workers' rights in the supply chain.</p>	Not disclosed.	0

Indicator category	% weighting	Normalized weighting
Climate & Environment		
Disclose	100%	1.0
Target setting & progress	150%	1.5
Supply chain levers	200%	2.0
		4.5
Human rights		
Commit	100%	1.0
Identify	150%	1.5
Prevent, Mitigate and Account	200%	2.0
Remedy	200%	2.0
		6.5

Note: Total scores across both categories were taken as an average of the two percentages scored for each one