



Bloomberg Gender- Equality Index (GEI) Survey

Integrated Sustainability
and Financial Report 2023



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It takes big dreams and bold action to be a leader in sustainability. Our sustainability efforts drive our business today, and our aspirations chart a path forward on the road to better.



Bloomberg Gender-Equality Index Survey 2023

Ford Motor Company is proud to be one of 484 global companies listed in Bloomberg's Gender-Equality Index (GEI) 2023. For the fifth year in a row, Bloomberg has recognized Ford for demonstrating a high level of disclosure and overall performance across five dimensions: Female Leadership & Talent Pipeline, Equal Pay & Gender Pay Parity, Inclusive Culture, Sexual Harassment Policies and Pro-Women Brand.

To support our aspiration to become the world's most trusted company, we publish our GEI survey results along with our annual Integrated Sustainability and Financial Report. The 2023 Bloomberg GEI Survey represents 2021 data.

2023 Score:
86.92/100



SECTION 1: FEMALE LEADERSHIP & TALENT PIPELINE

Question	Answer (2021 Data)	Supplementary Information
1a How many total directors are on the company's board?	15	
1b How many women are on the company's board?	4	
1c What percentage of the company's board is composed of women?	26.67%	
2 Is the company's current Chairperson or equivalent position held by a woman?	No	
3 Is the company's current CEO or equivalent position held by a woman?	No	
4a How many executive officers does the company have?	13	
4b How many executive officers are women?	2	
4c What percentage of the company's named executive officers are women?	15%	For 2022 data, see Performance Data in the Integrated Sustainability and Financial Report
5 Does the company have a Chief Diversity Officer (CDO) or an executive with the primary function of managing the company's diversity and inclusion initiatives?	Yes	Chief Diversity, Equity & Inclusion Officer
6 Does the company require a gender-diverse slate of candidates for all management roles?	No	In 2022, our management recruiting teams instituted diversity of slate metrics. The target rates apply to percentage of final interview slate diversity and measure gender globally and both gender and ethnicity within the U.S. 2022 Targets: Middle Management = 50%; Senior Management = 85%
7 What percentage of the company's senior management are women?	22.5%	For 2022 data, see Performance Data in the Integrated Sustainability and Financial Report GEI response includes 2021 data for Women in Senior Management by Region and Executive Officers by Gender.*
8 What percentage of the company's middle/ other management are women?	24.9%	For 2022 data, see Performance Data in the Integrated Sustainability and Financial Report GEI response includes combined 2021 data for Women in Middle Management by Region and Women in Supervisory Positions.*
9 What percentage of entry-level positions are held by women?	53.00%	
10 What percentage of the company's revenue-producing roles are held by women?	24.96%	Revenue producing roles are defined as roles in Ford Next (previously Ford Mobility), Marketing, Sales and Service, Customer Experience, Enterprise Product Line Management, Ford Credit, Ford Customer Service Division, General Management, Manufacturing, Product Development and Strategy, excluding administrative roles.*
11 What percentage of the company's IT workforce are women?	29.16%	*
12 What percentage of the company's engineering workforce are women?	17.08%	*

*Includes salaried positions only.



SECTION 1: FEMALE LEADERSHIP & TALENT PIPELINE – CONTINUED

Question	Answer (2021 Data)	Supplementary Information
13	What percentage of the company's total employee workforce are women?	28.1% *
14	What percentage of employees promoted during the fiscal year were women?	32.72% *
15	What percentage of employees that left the company during the fiscal year were women?	30.22% *
16	What percentage of employees hired during the fiscal year were women?	33.18% *
17	Does the company have a targeted recruiting strategy to increase female hires?	Yes Ford strives to provide a diverse slate of candidates to our hiring leaders for our positions. We work with our Employee Resource Groups (ERGs) and a diverse set of outside associations to promote our opportunities and invite them to apply. See Integrated Sustainability and Financial Report 2023 > Human Capital and Diversity, Equity and Inclusion, pages 61-69.
18	Does the company publicly share a specific, time-bound action plan with targets to increase the representation of women in leadership positions?	Yes In 2021, we created Aspirational Goals to increase the gender representation and racial diversity of our senior leadership. These goals are tracked quarterly by every Skill Team and Business Unit Leader. We are seeing diversity of senior leadership with an increase in women in these roles globally and an increase in racial minorities in the U.S.
19a	Did the company suspend hiring during the fiscal year due to the introduction of COVID-19 to the working environment?	No We did not suspend any hiring and instead switched to virtual hiring and onboarding processes. We also kept our internship program by going virtual and had over 600 interns in 2020 and 2021.
19b	Of total employees furloughed or required to take an extended leave of absence during the fiscal year as a direct or indirect result of COVID-19 on the working environment, what percentage were women?	14% Furloughs took place only in the EU in 2021. 14% of employees in the EU furloughed were women.
19c	Of total employees terminated during the fiscal year as a direct or indirect result of the introduction of COVID-19 to the working environment, what percentage were women?	N/A No employees were terminated in 2021 as a result of COVID-19.
19d	Of total employees assigned reduced working hours during the fiscal year as a direct or indirect result of the introduction of COVID-19 to the working environment, what percentage were women?	N/A Working hours were not reduced as a result of COVID-19.
19e	Of total employees volunteering reduced working hours during the fiscal year as a direct or indirect result of the introduction of COVID-19 to the working environment, what percentage were women?	71% Voluntary work reduction took place only in the EU in 2021. 71% of employees in the EU who voluntarily worked reduced hours were women.
20a	What percentage of the company's total United States (US) employee base is women?	25.17% Includes both hourly and salaried employees.
20b	What percentage of the company's women employees in the United States (US) self-identify as a member of an underrepresented racial or ethnic group?	48.13%
21	Did the company publish the US EEO-1 report for the fiscal year?	Yes See Equal Employment Opportunity 2022 Employer Information Report
22a	For US/UK Companies: How many directors on the company's board self-identify as a member of an underrepresented racial or ethnic group?	2
22b	For US/UK Companies: What percentage of the company's board self-identifies as a member of an underrepresented racial or ethnic group?	13%
22c	For US/UK Companies: How many directors on the company's board self-identify as both a women and a member of an underrepresented racial or ethnic group?	1
22d	For US/UK Companies: What percentage of the company's board self-identifies as a both a women and member of an underrepresented racial or ethnic group?	7%
23a	For US/UK Companies: How many of the company's executive officers self-identify as a member of an underrepresented racial or ethnic group?	7
23b	For US/UK Companies: What percentage of the company's executive officers self-identify as a member of an underrepresented racial or ethnic group?	54%
23c	For US/UK Companies: How many of the company's executive officers self-identify as both a women and a member of an underrepresented racial or ethnic group?	1
23d	For US/UK Companies: What percentage of the company's executive officers self-identify as both a women and a member of an underrepresented racial or ethnic group?	8%
24	For US/UK Companies: Does the company capture representation of employees self-identifying as lesbian, gay, bisexual, transgender, or queer (LGBTQ+) in leadership Positions?	No We are introducing a voluntary company-wide Self-ID Initiative in 2023 designed to gather more complete and updated employee demographic information. New options are available including gender identity beyond binary male/female, sexual orientation, personal pronouns and in the U.S. the addition of Middle Eastern/North African/ Arab American race.
25	For US/UK Companies: Does the company publically share a specific, time-bound action plan with targets to increase the representation of underrepresented racial and ethnic groups in leadership positions?	Yes In 2021, we created Aspirational Goals to increase the gender representation and racial diversity of our senior leadership. These goals are tracked quarterly by every Skill Team and Business Unit Leader. We are seeing diversity of senior leadership with an increase in women in these roles globally and an increase in racial minorities in the U.S.

*Includes salaried positions only.

SECTION 2: EQUAL PAY & GENDER PAY PARITY

Question	Answer (2021 Data)	Supplementary Information
All responses in Section 2 must represent a minimum of 80% of the company's global workforce, unless otherwise noted.		
26	What percentage of the company's top 10% compensated employees are women?	23.23% Calculation excludes executives, of which 23.23% are women.
27	Did the company perform a global equal pay audit (also referred to as a pay equity review) during the fiscal year to identify differences in pay between men and women doing equivalent work?	No A new auditing firm was selected in 2021 and the subsequent equal pay audit occurred in 2022.
28	Did the company publicly disclose a quantitative compensation review by gender for the fiscal year?	Yes
29a	For what percentage of your workforce can you provide consolidated pay data?	100% Ford maintains pay data for all employees in its workforce. While most reviews have focused on base pay, there have been occasions when data on other compensation elements has been extracted and/or analyzed.*
29b	What is the company's proportion of women in the top pay quartile globally?	22.29% *
29c	What is the company's proportion of women in the upper middle pay quartile globally?	22.85% *
29d	What is the company's proportion of women in the lower middle pay quartile globally?	33.26% *
29e	What is the company's proportion of women in the lower pay quartile globally?	33.61% *
29f	What is the company's global mean (average) raw gender pay gap?	15.00% We are committed to equal pay for equal work. This commitment applies to all forms of pay, including base salary, incentives, bonuses, and other forms of compensation. Our 2022 Global Salaried Gender Pay Ratio is 98.6%. This ratio is defined as the weighted average ratio of average female salaries to average male salaries controlling for some variables such as region, pay grade, education, and experience worldwide.
30	Does the company publicly share a specific, time-bound action plan to close its gender pay gap?	No The gender pay gap, as defined by Bloomberg, is the raw difference between average male and female pay levels, disregarding any differences such as experience, education, skills, or job role. All of these factors affect the pay level that is appropriate for any employee, regardless of gender. Our commitment, therefore, is to identify and close any gaps that may exist taking into account all of these factors, which is not tied to the gender pay gap as Bloomberg defines it. We are committed to equal pay for equal work. Employee compensation in each market should be fair and equitable, irrespective of gender, race, or similar personal characteristics. Compensation should 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 3: INCLUSIVE CULTURE

All responses in Section 3 must represent a minimum of 80% of the company's global workforce of full-time employees, unless otherwise noted. The responses do not include part-time or unionized employees.

Global Parental Leave		
31a	What is the minimum number of weeks of fully paid primary parental leave offered by the company? If there is not a global standard, provide the minimum leave policy.	10 Although Ford does not have a global standard for paid primary parental leave, we develop affordable, competitive benefit programs that will be used to attract, motivate, and retain employees. Our guiding principles define key areas that are important for ensuring our Compensation & Benefits philosophy is applied consistently across the business. The max company wide is 26 weeks fully paid for primary parental leave.
31b	What is the minimum number of weeks of fully paid secondary parental leave offered by the company? If there is not a global standard, provide the minimum leave policy.	0.43 Although Ford does not have a global standard for paid secondary parental leave, we develop affordable, competitive benefit programs that will be used to attract, motivate, and retain employees. Our guiding principles define key areas that are important for ensuring our Compensation & Benefits philosophy is applied consistently across the business. In 2021, Ford's South American operations equalized primary and secondary parental leave so that both receive 20 days paid leave. The maximum fully paid secondary parental leave company-wide is 16 weeks.
31c	If you have a parental leave policy in place, is there a minimum tenure requirement (probationary period)?	No
32a	For US Employees only: How many weeks of fully paid primary parental leave does the company offer?	16 New Parent Days are paid days off that may be taken by employees in the first 12 months following the birth, adoption or foster placement of a child. New Parent Days may be taken until the child's first birthday or the first anniversary of the child's placement in the home.*
32b	For US Employees only: For those employees that returned from primary parental leave during the fiscal year, what was the average number of fully paid weeks taken?	16 *
32c	For US Employees only: How many weeks of fully paid secondary parental leave does the company offer?	8 New Parent Days are paid days off that may be taken by employees in the first 12 months following the birth, adoption or foster placement of a child. New Parent Days may be taken until the child's first birthday or the first anniversary of the child's placement in the home.*
32d	For US Employees only: For those employees that returned from secondary parental leave during the fiscal year, what was the average number of fully paid weeks taken?	8 *
33	Of women who returned from parental leave during fiscal year 2020, what percentage remained employed by the company 12 months after their return?	100.0% New Parent Ramp-Up is a program in the US designed to help new parents adjust to balancing work and family obligations. Under this program, employees with new children (via birth, adoption or foster care) may work a 60%–80% reduced schedule for four weeks (typically the first four weeks following return from leave of absence, if one was taken) at full pay.

*Includes salaried positions only.

SECTION 3: INCLUSIVE CULTURE – CONTINUED

Question	Answer (2021 Data)	Supplementary Information
34 Does the company provide access to on-site lactation rooms?	Yes	All facilities provide a place, other than a bathroom, that is shielded from view and is free from intrusion from coworkers and the public for employees to express breast milk. This functional space has, at a minimum, a place for the nursing mother to sit, a table on which to place the pump and an electrical outlet. In addition, storage/shipment of expressed milk is considered a reasonable business expense which can be charged to the nursing mother's corporate credit card while traveling on Company business.
Insurance and benefits		
35a For Global Employees: Does the global workforce receive adoption assistance through company and/or government support?	Yes	Adoption assistance is provided in most locations, including time-off paid by the Company or a combination between Company and Government.
35b For US Employees: Does the US workforce receive adoption assistance through company and/or government support?	Yes	
36a For Global Employees: Does the global workforce receive insurance coverage for fertility services through company and/or government support?	No	
36b For US Employees: Does the US workforce receive insurance coverage for fertility services through company and/or government support?	No	Beginning in 2023, we are bringing to life new family-building benefits that cater to every unique journey to parenthood for our U.S. salaried employees. The new benefits offer reproductive assistance/fertility treatments, surrogacy reimbursement, and include an expansion of the current adoption reimbursement benefit. They are designed to help alleviate the financial burden and provide support to make the process easier to understand and navigate.
37a For Global Employees: Does the global workforce receive insurance coverage for egg-freezing through company and/or government support?	No	
37b For US Employees: Does the US workforce receive insurance coverage for egg-freezing through company and/or government support?	No	Beginning in 2023, we are bringing to life new family-building benefits that cater to every unique journey to parenthood for our U.S. salaried employees. The new benefits offer reproductive assistance/fertility treatments, surrogacy reimbursement, and include an expansion of the current adoption reimbursement benefit. They are designed to help alleviate the financial burden and provide support to make the process easier to understand and navigate.
38a For Global Employees: Does the global workforce receive insurance coverage for contraception through company and/or government support?	Yes	
38b For US Employees: Does the US workforce receive insurance coverage for contraception through company and/or government support?	Yes	
39a For Global Employees: Does the global workforce receive insurance coverage for gender reassignment service through company and/or government support?	Yes	
39b For US Employees: Does the US workforce receive insurance coverage for gender reassignment service through company and/or government support?	Yes	
40 Does the company offer mental health support or consultation services to global employees	Yes	
Family Care		
41a Is the global workforce eligible to receive back-up child care services or child care subsidies through company and/or government support?	Yes	
41b Is the global workforce eligible to receive back-up elder care services or elder care subsidies through company and/or government support?	No	
42 Did the company provide fully paid time off for bereavement?	Yes	
43 Does the company offer an option to control and/or vary the start or end times of the workday or workweek (e.g. flextime)?	Yes	In addition to the standard 5 days per week, 8 hours per day work schedule, the Company offers several alternative work schedules that permit employees to work a specified number of hours on most days of the week coordinated with scheduled time off on other days through Flex Working Hours/Alternate Starting Time.*
44 Does the company offer an option to control and/or vary the location where employees work (e.g. telecommuting, work from home)?	Yes	*
Career Development		
45a Did the company conduct an employee engagement survey for all employees during the fiscal year?	Yes	
45b If the company conducted an employee engagement survey, were results assessed by gender?	Yes	
45c Does the company's employee engagement survey address diversity and inclusion (D&I)?	Yes	
46 Does the company have Employee Resource Groups or Communities for women?	Yes	See Ford Employee Resource Groups . Women of Ford Employee Resource Group has an expansive footprint with 33 chapters throughout the globe.
47a Does the company mandate all managers complete unconscious bias training to raise self-awareness of implicit bias and provide tools or strategies to reduce discriminatory behaviors?	Yes	Participation in diversity programs, including unconscious bias training, is integrated into the continuous learning and development of managers and employees and throughout organizational objectives without being mandated.
47b What percentage of managers completed company provided unconscious bias training?	22%	

*Includes salaried positions only.

SECTION 3: INCLUSIVE CULTURE – CONTINUED

Question	Answer (2021 Data)	Supplementary Information
48	Do senior managers have clear diversity and inclusion goals included as part of their annual performance reviews?	Yes Starting in 2021, as part of our commitment to accelerating our diversity, equity and inclusion (DEI) efforts, every corporate officer had an individual DEI performance objective and in 2022 this was expanded to all salaried employees globally. Performance against personal objectives influences overall performance ratings, which determine individual payouts under our annual cash incentive plan.
49	For US/UK Employees: Does the company offer gender inclusive parental leave policies?	Yes
50	For US/UK Employees: Does the company provide gender inclusive restrooms?	No As of 2022, 75% of US employees have access to gender inclusive restrooms. We are continuing to increase the number of facilities/employees with access to gender inclusive restrooms through our ongoing transformation.
51a	For US/UK Employees: Does the company have employee resource groups for underrepresented racial or ethnic groups?	Yes Ford has 12 global ERGs supporting all dimensions of diversity, including racial/ethnic groups (African American, Hispanic/Latino, Asian, South Asian, Middle Eastern/North African). In 2022, we added The Ford Indigenous Peoples Network, our 12th global ERG,
51b	For US/UK Employees: Does the company have employee resource groups for employees who self- identify as lesbian, gay, bisexual, transgender, or queer (LGBTQ+)?	Yes Ford Pride ERG has global membership, including chapters throughout the US/UK.

SECTION 4: SEXUAL HARASSMENT POLICIES

52	Does the company have a publicly available company policy that explicitly condemns sexual harassment in the workplace?	Yes See We are Committed to Protecting Human Rights and the Environment policy
53	Are employees required to complete sexual-harassment training at least once a year?	Yes Ford delivered mandatory anti-harassment training for all global employees in 2021. Sexual harassment training is mandatory for all new hires.
54	For all sexual harassment allegations, does the company utilize an impartial third-party investigator, or have an internal independent investigation function, that reports directly to the board?	Yes See Integrated Sustainability and Financial Report 2023 > Board's Role in Risk Management, pages 97-98
55	Does the company prohibit nondisclosure agreements (e.g. confidentiality provisions or silencing agreements) pertaining to claims of sexual harassment in settlement agreements, unless requested by the victim?	No
56	Does the company require employees to take sexual harassment claims to private arbitration?	No
57a	Does the company have a publicly available company policy that explicitly condemns discrimination and harassment based on race and ethnicity in the workplace?	Yes The Code of Conduct is publicly available and contains language on Ford's stance on discrimination.
57b	Does the company have a publicly available company policy that explicitly condemns discrimination and harassment based on sexual orientation and/or gender identity in the workplace?	Yes The Code of Conduct is publicly available and contains language on Ford's stance on discrimination.

SECTION 5: EXTERNAL BRAND

58	Does the company evaluate all advertising and marketing content for gender biases prior to publication?	Yes Ford is a member of the Association of National Advertisers' #SeeHer initiative. We score our advertising using its Gender Equality Measure™ (GEM) methodology and we leverage its insights into media planning with partners that create positive images of women and girls in their content as well. Ford ads perform on par with industry average in GEM. We have incorporated these questions into all of our creative copy test research with our research partner Phoenix. Ford is also a founding partner of #FreeTheWork, an initiative to bring more diversity and inclusion to how we source production. FTW seeks increases in underrepresented creators, in both bidding and within key production roles to better tell authentic stories.
59	Does the company assess gender balance in machine learning in order to prevent algorithms from perpetuating gender biases?	Yes The Artificial Intelligence/Machine Learning team assesses gender balance in machine learning data and maintains prevention of algorithms from perpetuating gender biases.
60	Does the company have a Supplier Diversity program that includes women suppliers/vendors?	Yes Ford Supplier Diversity & Inclusion . Ford is dedicated to seeking business opportunities for women business enterprises (WBEs).
61	Does the company have a program designed to recruit women returning back to the workforce after taking a career break?	Yes Ford's Re-Entry Program, partnering with SWE + iRelaunch, aims to help career re-launchers who exited the workforce or have been underemployed for two or more years.
62	Has the company allocated specific resources for both retaining and increasing the percentage of women clients or customers in any of its businesses?	Yes Ford has dedicated resources for Focus audience marketing. Bespoke programs have been executed with key media partners, with the specific intention of improving opinion, consideration, purchase and loyalty with women. To ensure the best possible results, metrics and standards are set in collaboration with our Global Data Analytics team, whereby performance is monitored and optimized as necessary.
63a	Does the company track the client or customer base by gender?	Yes Ford collects gender-specific data for both product intenders (Brand Equity and Awareness Tracking (BEAT) study) and owners (New Vehicle Customer Study – (NVCS)) via proprietary research studies to understand share of market and comparisons year over year and against industry averages and best in class.
63b	Does the company track customer satisfaction feedback by gender?	Yes Ford collects gender-specific data for both product intenders (BEAT study) and owners (NVCS) via proprietary research studies to understand share of market and comparisons year over year and against industry averages and best in class.
63c	Does the company measure the retention of women clients or customers in any of its businesses?	Yes Ford collects gender-specific data for both product intenders (BEAT study) and owners (NVCS) via proprietary research studies to understand share of market and comparisons year over year and against industry averages and best in class.

*Includes salaried positions only.



SECTION 5: EXTERNAL BRAND – CONTINUED

Question	Answer (2021 Data)	Supplementary Information
64a Does the company offer and/or fund any lending, savings, or other financial products specifically for women-owned businesses – micro, small or other?	Yes	Ford extends accelerated payment terms to women's business enterprises (WBEs) to address cash flow constraints and utilizes its Supplier Risk Management Group to identify and support at-risk diverse suppliers with tools to assess financial health.
64b Where applicable, does the company track repayment rates by gender?	N/A	Under the Equal Credit Opportunity Act (ECOA), as a lender, we cannot treat applicants differently based on a prohibited basis – which includes on the basis of race, color, religion, national origin, sex, marital status or age. As a result, we are not permitted to target certain populations even if our motives are for the greater good.
Education		
65a Does the company conduct and/or sponsor any financial education programs targeting women in the community that are not employees or clients?	Yes	2021 programs: HERImpact (U.S.)
65b Does the company conduct and/or sponsor any health or insurance education programs targeting women in the community that are not employees or clients?	Yes	2021 programs: Warriors In Pink (U.S.)
65c Does the company conduct and/or sponsor any STEM education programs targeting women in the community that are not employees or clients?	Yes	Girls Engineering Academy STEMinista MCWT – Camp Infinity and Girls Get it Close Women of Color in STEM Conference (Ford sponsor, Recognition for Ford Employees)
Public Support for Women		
66 Has the company given monetary support during the fiscal year to any nonprofit organization(s) with a primary mission of advocating for gender equality in the workplace?	Yes	Inforum Michigan Michigan Council of Women in Technology Girls Who Code
67 Has the CEO or equivalent issued a signed CEO Statement of Support to the United Nations (UN) Women's Empowerment Principles?	Yes	UN Women's Empowerment Principles
68 Is the company a verified active participant to the United Nations (UN) Global Compact?	Yes	UN Global Compact: Ford Motor Company
69 Is the company EDGE certified, or in the process of certification, globally or in any markets?	No	
70a Does the company give monetary support to any non-profit organization(s) with a primary mission of advocating for racial and ethnic equality in the workplace?	Yes	Rainbow PUSH Hispanic Association on Corporate Responsibility NAACP LULAC Institute LULAC National Education Service Centers The Martin Luther King Jr Center for Nonviolent Social Change Hispanic Federation SER Jobs for Progress National Inc UnidosUS U.S. Hispanic Leadership Institute Inc Congressional Black Caucus Foundation Congressional Hispanic Caucus Institute Congressional Hispanic Leadership Institute, Inc.
70b Does the company give monetary support to any non-profit organization(s) with a primary mission of advocating for LGBTQ+ equality in the workplace?	Yes	Affirmations Lesbian Gay Community Center Inc. Ruth Ellis Center, Inc.

*Includes salaried positions only.



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