

# Bloomberg Gender- Equality Index Survey

2021



WOMEN of FORD



Integrated Sustainability and Financial Report 2021

Ford Motor Company | [sustainability.ford.com](https://sustainability.ford.com) | [shareholder.ford.com](https://shareholder.ford.com)

## Our Sustainability Aspirations

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



### Climate Change

Achieve carbon neutrality by 2050



### Air

Attain zero emissions from our vehicles and facilities



### Energy

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



### Waste

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



### Water

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



### Materials

Utilize only recycled or renewable content in vehicle plastics



### Safety

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



### Human Rights

Source only raw materials that are responsibly produced



### Diversity, Equity and Inclusion

Create a truly diverse culture where everyone feels like they belong



### Access

Drive human progress by providing mobility and accessibility for all

# Bloomberg Gender-Equality Index Survey 2021

Ford Motor Company is proud to be one of 380 global companies listed in Bloomberg's Gender-Equality Index (GEI) 2021. For the third 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 2021 Bloomberg GEI Survey represents 2019 data.



**“ I am honored and motivated to be the executive champion for Women of Ford. Our goal is to foster a culture of belonging at Ford and cultivate a workplace that values diversity, embraces inclusion and celebrates success – creating a culture where everyone is valued and has a seat at the table. For the third straight year, we have been recognized as a global leader in Bloomberg’s annual GEI. The standardized tracking and reporting of data through the Bloomberg GEI allows us to be transparent in our gender-related disclosures and compare our performance against our peers’ as we continue working to improve gender equality across the business and throughout the communities where we do business.”**



*Lisa Drake, North America Chief Operating Officer*

## Section 1: Female Leadership & Talent Pipeline

Question	Answer (2019 Data)	Supplementary Information
All responses in Section 1 must represent a minimum of 80% of the company's global workforce, unless otherwise noted.		
1	How many women are on the company's board?	3
2	What percentage of the company's board is composed of women?	21.4% For 2020 data, see <a href="#">Performance Data</a> , page 4
3	Is the company's current Chairperson or equivalent position held by a woman?	No
4	Is the company's current CEO or equivalent position held by a woman?	No
5	What percentage of the company's named executive officers are women?	22.2% For 2020 data, see <a href="#">Performance Data</a> , page 4
6	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 In addition to having a Chief Diversity Officer (CDO), in 2020 Ford created a new role of Racial Equity Director, reporting to the CDO. This role focuses on identifying barriers along the entire employee journey (recruiting through departure), and developing prototypes that will ultimately lead to a better employee experience for all employees.
7	What percentage of the company's top 10% compensated employees are women?	20.67% *

\* Includes salaried positions only.

## Section 1: Female Leadership &amp; Talent Pipeline continued

Question	Answer (2019 Data)	Supplementary Information
8 Does the company publicly share a specific, time-bound action plan with targets to increase the representation of women in leadership positions?	No	Women of Ford and its member chapters are driving change on several key strategic imperatives: increasing the ratio of women in the company, becoming an employer of choice for women and enhancing global communications in an effort to create a community of male and female advocates.
9 What percentage of the company's total employee workforce are women?	27.5%	*
10 Does the company require a gender-diverse slate of candidates for all management roles?	No	
11 What percentage of the company's senior management are women?	15.8%	For 2020 data, see Performance Data, page 4 GEI response includes 2019 data for Women in Senior Management by Region and Executive Officers by Gender.*
12 What percentage of the company's middle/other management are women?	22.9%	For 2020 data, see Performance Data, page 4 GEI response includes combined 2019 data for Women in Middle Management by Region and Women in Supervisory Positions.*
13 What percentage of the company's revenue-producing roles are held by women?	24.65%	Revenue producing roles are defined as roles in 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.*
14 What percentage of the company's IT workforce are women?	29.72%	*
15 What percentage of the company's engineering workforce are women?	17.32%	*
16 What percentage of entry-level positions are held by women?	54.13%	Calculation for 2019 was updated to be more inclusive of the broader population of entry-level positions, beyond the Ford College Graduate program and trainee positions.*
17 What percentage of employees promoted during the fiscal year were women?	31.05 %	*
18 What percentage of employees that left the company during the fiscal year were women?	30.97%	*
19 What percentage of employees hired during the fiscal year were women?	33.01%	*
20 Does the company have a targeted recruiting strategy to increase female hires?	Yes	
21 What percentage of the company's total United States employee base is women?	24.36%	Includes both hourly and salaried employees.
22 For US Employees only: What percentage of the company's total United States employee base is multi-cultural women?	11.22%	Includes both hourly and salaried employees.

\* Includes salaried positions only.

## Section 2: Equal Pay & Gender Pay Parity

Question	Answer (2019 Data)	Supplementary Information
All responses in Section 2 must represent a minimum of 80% of the company's global workforce, unless otherwise noted.		
23 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?	Yes	
24 If the company performed a global equal pay audit and discovered a gender-based disparity in compensation that could not be justified, did the company correct the disparity or plan to correct the disparity within the 12 months post-audit? (If no disparity was identified enter N/A.)	Yes	
25 What is the company's proportion of women in the top pay quartile globally?	21.28%	*
26 What is the company's proportion of women in the upper middle pay quartile globally?	24.37%	*
27 What is the company's proportion of women in the lower middle pay quartile globally?	33.84%	*
28 What is the company's proportion of women in the lower pay quartile globally?	33.43%	*
<b>Raw Pay Gap Metrics</b>		
29 What is the company's global mean (average) raw gender pay gap?	18.33%	This year, for the first time, Ford included all elements of compensation in its calculation of this ratio. Ratios reported for previous years were derived solely from base pay. Because of this difference, year-over-year trends cannot be judged by comparing this ratio to responses from prior surveys. Ford's Global Salaried Gender Pay Ratio, which represents the weighted average ratio of mean female and male salaries within peer groups worldwide, is 98.2%. This is unchanged from last year. While ratios provide a rough measure of pay equity, they do not account for individual circumstances. We continually monitor our compensation structure to ensure that all employees are paid appropriately.
30 Does the company publicly share a specific, time-bound action plan to close its gender pay gap?	No	
31 What percent of global employees are unionized?	79%	Ford works with 42 unions globally, representing approximately 72 percent of our global workforce covered by collective bargaining agreements.

\* Includes salaried positions only.

## Section 3: Inclusive Culture

Question	Answer (2019 Data)	Supplementary Information
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.		
<b>Global Parental Leave</b>		
32 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.	6.5	
33 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	
34 Does the company have employees based in the US? If not, mark No and skip questions 35-38.	Yes	
35 For US Employees only: How many weeks of fully paid primary parental leave does the company offer?	16	*
36 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	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.
37 For US Employees only: How many weeks of fully paid secondary parental leave does the company offer?	8	*
38 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	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.
39 Of women who returned from parental leave during fiscal year 2019, what percentage remained employed by the company 12 months after their return?	83.3%	New Parent Ramp-Up is an experimental 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 (2019 Data)	Supplementary Information
<b>40</b> Does the company provide access to on-site lactation rooms?	Yes	<p>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.</p> <p>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.</p>
<b>Insurance and benefits</b>		
<b>41</b> In markets where this benefit is not covered by government programs, does the company provide monetary adoption assistance?	Yes	<p>Beginning July 1, 2019, adoption assistance is a benefit provided to salaried employees to reimburse certain out-of-pocket expenses directly related to, and whose principle purpose is for, legal adoption of an eligible child.</p>
<b>42</b> In markets where this benefit is not covered by government programs, does the company offer insurance coverage for fertility services?	No	
<b>43</b> In markets where this benefit is not covered by government programs, does the company offer insurance coverage for egg-freezing?	No	
<b>44</b> In markets where this benefit is not covered by government programs, does the company offer insurance coverage for contraception?	Yes	
<b>45</b> In markets where this benefit is not covered by government programs, does the company offer insurance coverage for gender reassignment services?	Yes	
<b>Family Care</b>		
<b>46</b> In markets where this benefit is not covered by government programs, does the company provide back-up child care services or child care subsidies?	Yes	
<b>47</b> In markets where this benefit is not covered by government programs, does the company provide back-up elder care services or elder care subsidies?	No	
<b>48</b> 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	*

\* Includes salaried positions only.

## Section 3: Inclusive Culture continued

Question	Answer (2019 Data)	Supplementary Information
<b>49</b> Does the company offer an option to control and/or vary the location where employees work (e.g. telecommuting, work from home)?	Yes	All salaried employees, regardless of duration of service, are eligible for remote working with their manager's consent. In March of 2020, Ford required much of our global workforce – except those in business-critical roles that cannot be done away from Ford facilities – to work remotely until further notice to protect the health of employees and limit the spread of the coronavirus. For more information see <a href="#">Ford's Coronavirus Statement</a> .
<b>Career Development</b>		
<b>50</b> Did the company conduct an employee engagement survey for all employees during the fiscal year?	No	Ford conducted a full salaried-employee census survey in April of 2020, but only conducted two sample surveys in 2019. All salaried employees could participate via a link posted on our internal webpage but only a sample of about 25,000 (30%) were invited directly via their personal email. Our global full census survey will run annually starting in 2020.
<b>51</b> If the company conducted an employee engagement survey, were results assessed by gender?	N/A	For the large sample surveys conducted in 2019, results were assessed by gender.
<b>52</b> Does the company have Employee Resource Groups or Communities for women?	Yes	See <a href="#">Ford Employee Resource Groups</a>
<b>53</b> 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?	No	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.
<b>54</b> Do senior managers have clear diversity and inclusion goals included as part of their annual performance reviews?	No	Starting in 2021, as part of our commitment to accelerating our diversity, equity and inclusion (DEI) efforts, every corporate officer will have an individual DEI performance objective (see <a href="#">Diversity, Equity and Inclusion</a> for further information).  Performance against personal objectives influences overall performance ratings, which determine individual payouts under our annual cash incentive plan.

## Section 4: Sexual Harassment Policies

<b>55</b> Does the company have a publicly available company policy that explicitly condemns sexual harassment in the workplace?	Yes	We are Committed to Protecting Human Rights and the Environment <a href="#">Policy</a>
<b>56</b> Are employees required to complete sexual-harassment training at least once a year?	No	Ford delivered mandatory anti-harassment training of all global employees in 2020.
<b>57</b> 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	<a href="#">Board's Role in Risk Management</a>



## Section 4: Sexual Harassment Policies continued

Question	Answer (2019 Data)	Supplementary Information
58 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	
59 Does the company require employees to take sexual harassment claims to private arbitration?	No	

## Section 5: Pro-Women Brand

60 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 4 percentage points higher than 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 FREE THE WORK, 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.
61 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.
62 Does the company have a Supplier Diversity program that includes women suppliers/vendors?	Yes	<a href="#">Ford Supplier Diversity &amp; Inclusion</a>
63 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.
64 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 growth audience marketing. Bespoke programs have been executed with key media partners such as Meredith 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.
65 Does the company have a retail customer base? Mark Yes if company sells products or services direct to consumers or follows a business-to-consumer sales model, if not mark No and skip questions 66-68.	Yes	

## Section 5: Pro-Women Brand continued

Question	Answer (2019 Data)	Supplementary Information
66	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.
67	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.
68	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.
69	Does the company provide financial services? Mark Yes if the company provides financial services, if not mark No and skip questions 70-71.	Yes
70	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.
71	Where applicable, does the company track repayment rates by gender?	N/A
<b>Education</b>		
72	Does the company conduct and/or sponsor any financial education programs targeting women in the community that are not employees or clients?	Yes <a href="#">SHE-MOVES</a> (Nigeria, South Africa) <a href="#">Empower Change MI</a> (U.S.) <a href="#">HERImpact DC</a> (U.S.) <a href="#">Unjani Clinics</a>
73	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 <a href="#">Warriors In Pink</a> (U.S.) <a href="#">SHE-MOVES</a> (Nigeria, South Africa) <a href="#">Afrbiz Foundation</a> (South Africa)

## Section 5: Pro-Women Brand continued

Question	Answer (2019 Data)	Supplementary Information
<b>74</b> Does the company conduct and/or sponsor any STEM education programs targeting women in the community that are not employees or clients?	Yes	<a href="#">Michigan Science Center (STEMinista Project)</a> <a href="#">Girls into STEM (U.K.)</a> <a href="#">GSSEM FIRST</a> <a href="#">Sponsor the South Africa Springbots Robotics team</a>
<b>Public Support for Women</b>		
<b>75</b> 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	<a href="#">Empower Change MI (U.S.)</a> <a href="#">Inforum Michigan</a>
<b>76</b> Is the company a signatory to the UN Women's Empowerment Principles?	No	In February 2020 Ford became a signatory to the UN Women's Empowerment Principles. See <a href="#">Respecting Human Rights</a> for more details.
<b>77</b> Is the company a verified active participant to the United Nations (UN) Global Compact?	Yes	<a href="#">United Nations Global Compact: Ford Motor Company</a>
<b>78</b> Is the company EDGE certified, or in the process of certification, globally or in any markets?	No	



Ford Motor Company  
One American Road (207-E6)  
Dearborn, MI 48126, U.S.A.  
[sustainability.ford.com](http://sustainability.ford.com)  
[shareholder.ford.com](http://shareholder.ford.com)