

The background image shows a woman in silhouette walking towards a light blue Ford electric SUV parked at a charging station. The charging station has two charging ports, each with a blue Ford logo. The scene is set in a desert landscape at sunset or sunrise, with wind turbines visible in the distance. The overall mood is clean, modern, and sustainable.

FORD MOTOR COMPANY LIMITED
GENDER PAY GAP REPORT
2023

CONTENTS

What is Gender Pay Gap Reporting?	2
Our Gender Pay Gap	3
Our Gender Bonus Pay Gap	4
Creating Gender Equity	5
Message from Lisa Brankin	8
Ford's Gender Pay Gap Year on Year	9

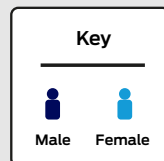
WHAT IS GENDER PAY GAP REPORTING?

Gender Pay Gap reporting seeks to explain the difference in the pay of male and female employees, according to a series of measures as defined by the UK Government.

What measures must be reported?

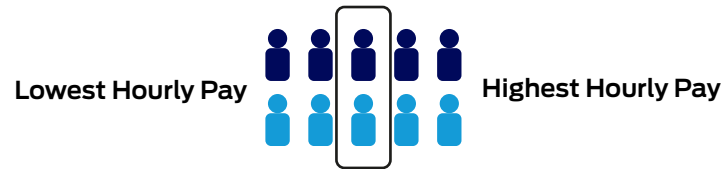
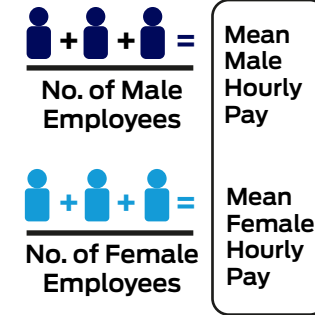
Since April 2017, organisations with over 250 employees must report annually:

- The difference in the **Mean** and **Median** Pay of male and female employees - the Gender Pay Gap
- The difference in the **Mean** and **Median** Bonus Pay of male and female employees - the Gender Bonus Pay Gap
- The proportion of male and female employees who receive a Bonus
- The percentage of male and female employees in each **Pay Quartile**



What is Mean Pay?

We add together the hourly pay for all male employees, then divide by the number of male employees. We do the same for all female employees and then compare the average (or mean) hourly pay.*



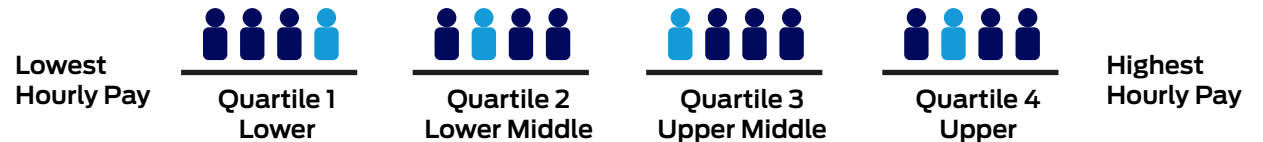
What is Median Pay?

We rank all male employees in order of their hourly pay. We do the same for all female employees, and then compare the pay of the “middle female” and the “middle male”.*

*The same principles apply in calculating Mean and Median Bonus Pay gaps.

What is a Pay Quartile?

We rank the workforce from lowest to highest paid, then split into four equal groups (quartiles), and state the percentage of men and women in each group.



We recognise that gender pay is a binary reporting measure and as an inclusive employer, we understand that employees who identify as non-binary or gender fluid may not feel represented in a way that reflects their identity in this report. We wish to reiterate our support for all employees irrespective of gender and our ongoing commitment to creating an inclusive organisation.

OUR GENDER PAY GAP

Our data shows that we have a small negative gender pay gap which means women on average earn slightly more than men. In monetary terms women earn £1.01 for every £1 men earn when comparing median hourly pay.



Mean



Median



Male: 87%
Female: 13%



Male: 83%
Female: 17%



Male: 85%
Female: 15%



Male: 83%
Female: 17%

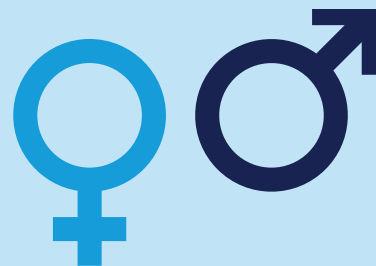
Our gender pay gap explained:

Consistent with the prior year, in 2023 we have a small gender pay gap in favour of women. The continuing factors that influence our results are explained below:



Gender representation within Ford

Our relatively small gender pay gap in favour of women is partly the result of differences in the distribution of men and women within our overall workforce structure. Whilst men are more consistently represented across all levels of our organisation from production assembly through to executive management, only 15% of our total female workforce are employed in production assembly roles, with the majority working in staff and middle management positions. This results in the average mean pay for women being slightly higher than the average mean pay for men.



Gender balance within job roles

Within our commercial functions we see increasing gender balance. However, consistent with the broader automotive industry, we have proportionally fewer women employed within our core engineering and manufacturing sectors, where the majority of our positions are focused. This explains the small proportion of women in our overall business as reflected in our gender pay gap quartile data.



Working patterns

To fully utilise the capacity of our production facilities, we operate a range of shift patterns. The rate applied to shift working varies, with the highest rate applied to the most unsociable working patterns. In general, such shifts are more likely to be worked by men. This results in increasing the average pay of men and has a moderating effect on our overall gender pay gap results.

OUR GENDER BONUS PAY GAP

What is Bonus Pay?

Usually included in the calculation of our gender bonus pay gap are several different payments, including:

Recognition Awards (Bonus) – these are non-monetary small gift related awards that enable our People Leaders to immediately give individuals and teams recognition for actions taken to make a positive difference to our business. When converted to a monetary amount, the value is the same for all employees.

Innovation Awards (Bonus) – these are direct monetary awards that reward employees who suggest new and creative ways to move our business forward. Monetary amounts can vary according to the level of product innovation or increased efficiency that is realised from the suggestion. They are most likely to be associated with core business areas such as product design or manufacturing, where there is overall less gender balance in the workplace, and therefore, we tend to see more awards allocated to men than women.

Leadership / Performance Bonuses - are the more traditional awards associated with workplace bonus schemes and seek to recognise individual performance contribution to the business. They may also include monetary amounts associated with recruitment and retention. The level of bonus awarded may vary and will typically increase by leadership level.



Mean



Median

What do our results tell us?

Our data shows that for 2023 we have a small mean gender bonus pay gap in favour of women and a median gender bonus pay gap in favour of men. This is a recognisable change on the prior year's larger pay gap in favour of women (see page 9) and is primarily the result of changes to our bonus programmes.

Specifically, over the period in which our bonus pay gap was calculated, our employee recognition programme was paused removing from scope lower value payments that previously widened the overall range of monetary amounts, particularly for male employees and led to a smaller average mean bonus pay for men when compared to women.

In addition, our leadership / performance bonus scheme was extended to a lower management tier, which holds a higher proportion of our female employees.

The combined impact of these changes has had a moderating effect on our mean and median bonus pay gaps and also accounts for the higher proportion of women receiving a bonus compared to men.

The proportion of male and female employees who receive a bonus



Male



Female

CREATING GENDER EQUITY

As the data shown earlier in this report reflects, our organisation has a relatively small negative median gender pay gap in favour of women, driven primarily by differences in gender demographics across our business and within specific job roles. This has been a consistent pattern throughout our gender pay gap reporting history and shared by a significant part of the Automotive Industry.

The purpose of the remainder of this report is to set out the actions we are taking in to create gender equity in our organisation.

2023 Changes

Whilst not immediately reflected in our gender pay gap data – 2023 was a significant year in our organisation's history as we continued to evolve our business towards a global transformation in electrification and connectivity.

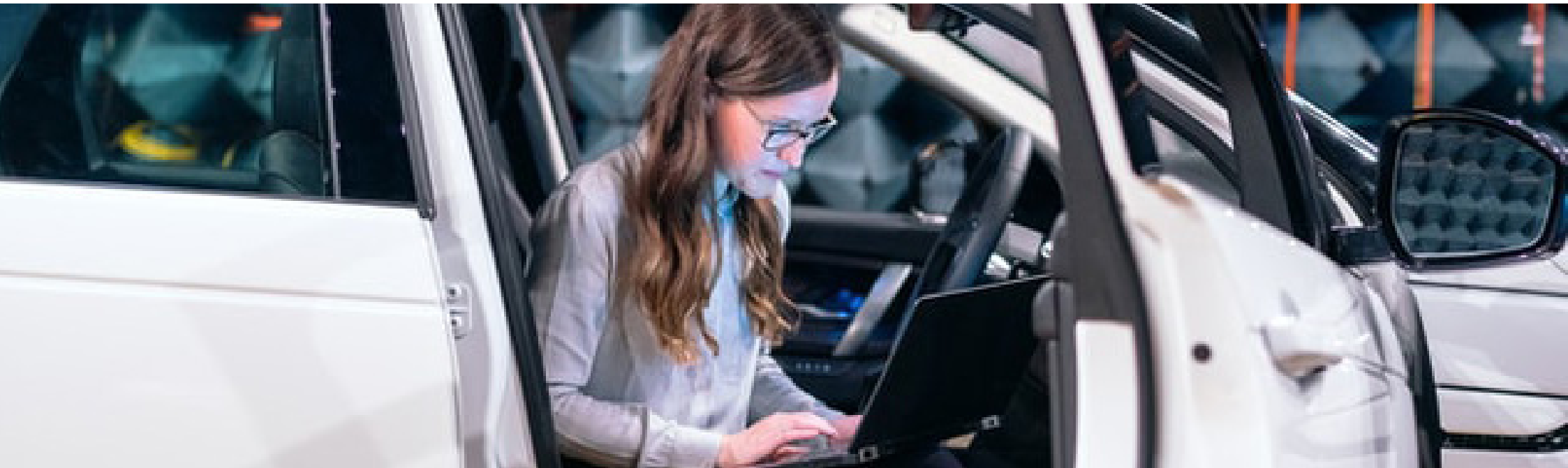
With our employees at the heart of our transformation, 2023 also saw an important evolution in our People Strategy and the introduction of our first truly globally aligned Diversity Equity and Inclusion (DEI) Strategy built on three key focus areas – Leadership Excellence, Employee Experience and DEI Foundation. These three pillars form the basis of everything we do in relation to DEI, including our Gender Equity Strategy.

Leadership Excellence

Leadership engagement and accountability is a cornerstone of our how we achieve gender equity in attracting, growing and retaining diverse talent. Starting with our most senior leaders, we are launching new tools and resources globally that will provide dynamic gender demographic data to enable leaders to have an instant understanding of diversity across their business and track their progress.

Additionally, insights from employee sentiment surveys will help increase current understanding and inform equitable decision making.

We are also redefining our DEI development programmes for People Leaders, aligned to our Performance+ behaviours to ensure Leaders can better anticipate the diverse needs of their people, foster empathy and drive an inclusive team environment.



CREATING GENDER EQUITY



Employee Experience

To drive the scale of organisational change required, it is imperative that we create a global culture of inclusion that enables all our people to feel seen, heard and valued for the contribution they make to our business. Creating an inclusive and equitable employee experience is critical to the achievement of our gender goals. Some of the actions we are taking to support this include:

Evolving Employee Resource Groups (ERGs) – recognising the fundamental role ERGs, such as Women of Ford play at a grassroots level in representing and supporting the specific needs of diverse employees, we are undertaking significant action to globally align and empower our ERGs. Our intent is to ensure that their work including celebrating events such as International Women’s Day can be elevated to the highest levels and engage the widest support across our workforce.

Supporting families – to support all our employees through life changing moments our organisation is committed to supporting new parents through offering a range of family inclusive policies and processes. In the UK this includes offering dedicated maternity advisors, enhanced maternity and paternity pay, subsidised external NCT classes and internal parenting workshops.

At our UK Headquarters parents also have access to an onsite creche with extended opening hours and our first onsite maternity room. The Maternity Room is part of a global commitment to create private spaces for pregnant employees and those returning from maternity leave and includes relaxation and milk storage facilities.

Creating flexibility - with a long history of offering flexible working options, we continue to take a proactive approach to supporting employees balance their work and life priorities. This includes offering innovative ways for flexible workers to connect and engage in new job opportunities such as through our Job Share Connect App.

Removing stigma around health and wellbeing – in 2023 our UK organisation took a global lead in developing and launching our first menopause policy to support all employees impacted by menopause. Our policy is supported by awareness training and is part of an ongoing conversation around gender related health matters. In addition, all our UK facilities now offer free sanitary products.

CREATING GENDER EQUITY

DEI Foundation

Our DEI foundation is the bedrock on which our overall strategy rests and encompasses not only the growth and development of our people today in understanding our DEI aspiration, but also the talent of the future.

As referred to earlier in our report, although growing over time, women continue to hold a small minority of core engineering roles (around 12.5% within the Engineering sectorⁱ) in the UK. Therefore, to improve the overall gender balance within our Industry, we take seriously a commitment to developing our young people today for careers in the future.

In 2023 Ford volunteers in collaboration with Ford partner organisations delivered a range of outreach programmes internally and externally, engaging more than 3,500 students aged between six and 21 years and over.

Some of the programmes we support include:

- Primary Engineer - a year-long engagement with primary schools to bring engineering directly into the classroom as part of Key Stage 1 and Key Stage 2 supported by Ford engineers.
- Greenpower Sponsorship – Greenpower provide age-appropriate kit cars for build-in educational settings, which can be raced at Greenpower-organised events.
- International Women in Engineering Day – our UK celebrations included a student taster day which introduced around 60 female students aged 13 to 14 to various aspects of a career in engineering.
- Girls into STEM Athena Programme - a four-day residential for 14- to 15-year-olds, jointly developed and led by Ford Fund and Loughborough University
- International Day of the Girl – partnering with Plan International UK – Ford offered two young women the opportunity to take over CEO roles at its Essex HQ and London Human Centred Design Lab



ⁱ EngineeringUK Data based on 2021 <https://www.engineeringuk.com/media/318037/women-in-engineering-report-summary-engineeringuk-march-2022.pdf>



As we continue to transform our business at an unprecedented scale and ambition, our ability to succeed falls upon the creativity and engagement of our people in delivering our Ford+ Plan.

With our business changing so significantly to embrace a future of electrification and connectivity, 2023 was a pivotal year for us in reevaluating and redefining the strategies that inspire and develop our people and the inclusive culture that surrounds them.

Shifting from repeating the past to re-writing the future, means that we have had to take some bold decisions, which in the context of gender pay gap reporting, has meant redefining our gender equity strategy around three new pillars – Leadership Excellence, Employee Experience and DEI Foundation.

Following the Government's publication of ethnicity pay gap reporting guidelines last year, we have also decided not to report our 2023 ethnicity pay gap data whilst we seek to understand and align to this new reporting standard.

Our gender pay gap data shows that despite a falling gender pay gap, there remains significant work for us to do to in addressing gender differences in our overall workforce and within specific areas of our business and our pathway to address this is set out in our gender equity strategy.

I would like to take this opportunity to thank all our colleagues who work towards building an inclusive culture within our organisation.

I am pleased to share with you our 2023 Gender Pay Gap Report.

I also confirm that the gender pay gap information contained in this report is accurate.

A handwritten signature in blue ink that reads "Lisa Brankin".

Lisa Brankin

Chair, Ford Britain

FORD'S GENDER PAY GAP YEAR ON YEAR

Our year over year data shows a consistently negative gender pay gap for the reasons already outlined in this report, with the exception of 2020 when our data was significantly impacted by the removal of 88% of our shift working staff as a result of Covid-19 furlough actions.

		2020	2021	2022	2023
The difference in Mean and Median Pay of male and female employees - Gender Pay Gap	Mean	1.4%	-4.8%	-3.0%	-2.8%
	Median	1.3%	-4.2%	-1.6%	-1.0%
The proportion of male and female employees who receive a bonus	Male	9.7%	8.8%	10.2%	16.8%
	Female	13.1%	11.5%	14.4%	27.5%
The difference in the Mean and Median Bonus Pay of male and female employees - Gender Bonus Pay Gap	Mean	-9.5%	-8.1%	-12.7%	-4.0%
	Median	-242.5%	-251.1%	-397.5%	7.9%

