

FORD MOTOR COMPANY LTD

GENDER PAY REPORT 2025



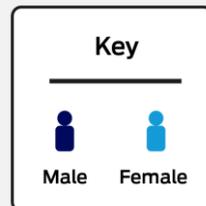
WHAT IS GENDER PAY GAP?

The Gender Pay Gap shows the difference between the average pay and bonus of men and women across a workforce, according to a series of measures as defined by the UK Government.

What measures must be reported?

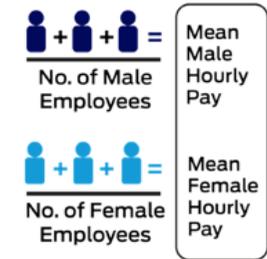
Since April 2017, organisation's with over 250 employees must report annually:

- 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.*



Lowest Hourly Pay



Highest Hourly Pay

What is Median Pay?

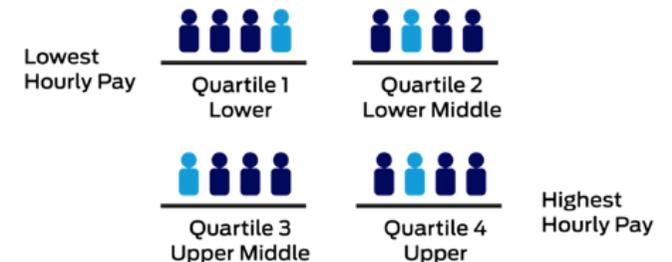
We rank all male and female employees separately in order of their hourly pay, then compare the pay of the 'middle female' and the 'middle male'.

Understanding the Pay Gap

A positive percentage indicates that, on average, men earn more than women. A negative percentage means that, on average, women earn more than men. A 0% gap reflects pay parity, where men and women earn the same on average.

What is Pay Quartile?

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



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

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<p>The difference in Mean and Median Pay of Male and Female employees - Gender Pay Gap</p>	<p>Mean -2.1% Median -0.1%</p>	<p>A negative pay gap indicates that women earn slightly more than men on average. Median hourly pay shows parity, with women earning £1 for every £1 earned by men. The mean gap in favour of women is mainly driven by workforce structure: men are spread across all levels, including production and leadership, while women are more concentrated in staff and managerial roles, which are typically higher paid. This pattern has consistently resulted in higher mean and median pay for women overall.</p>															
<p>The proportion of Male and Female employees who receive a bonus</p>	<p>Male 31.2% Female 45.0%</p>	<p>The percentage of women receiving a bonus increased slightly, and remains higher compared to men, due to the same pattern described above in relation to mean and median pay. For men, the increase was more significant, largely due to the new Global Employee Recognition Program (ERP) and headcount changes that reduced the number of male employees.</p>															
<p>The difference in the Mean and Median Bonus Pay of Male and Female employees - Gender Bonus Pay Gap</p>	<p>Mean -19.6% Median -115.4%</p>	<p>The mean bonus gap continues to favour women. The introduction of the Global ERP replaced local awards and increased the number of £50 recognition awards five-fold. These awards were issued to men at a 4:1 ratio compared with women, and because of their low value, they skew both the mean and median bonus figures. In addition, the number of men receiving high-value performance bonuses decreased due to headcount reduction, while the number of female recipients remained stable.</p>															
<p>The percentage of Male and Female employees in each Pay Quartile</p>	<table border="1"> <thead> <tr> <th>Pay Quartile</th> <th>Male (%)</th> <th>Female (%)</th> </tr> </thead> <tbody> <tr> <td>Upper</td> <td>82.9%</td> <td>17.1%</td> </tr> <tr> <td>Upper Middle</td> <td>83.8%</td> <td>16.2%</td> </tr> <tr> <td>Lower Middle</td> <td>84.1%</td> <td>15.9%</td> </tr> <tr> <td>Lower</td> <td>83.8%</td> <td>16.2%</td> </tr> </tbody> </table>	Pay Quartile	Male (%)	Female (%)	Upper	82.9%	17.1%	Upper Middle	83.8%	16.2%	Lower Middle	84.1%	15.9%	Lower	83.8%	16.2%	<p>The representation of women remains lower than the representation of men across all pay quartiles, though the highest female representation level sits in the Upper Quartile. While women make up a relatively small share of the total workforce, this reflects broader sector trends in manufacturing roles.</p>
Pay Quartile	Male (%)	Female (%)															
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I confirm that the gender pay gap information contained in this report is accurate.

Lisa Brankin
Chair, Ford Britain