



FORD MOTOR COMPANY LIMITED
GENDER PAY GAP REPORT
2024

CONTENTS

Message from Lisa Brankin	2
What is Gender Pay Gap Reporting?	3
Our Gender Pay Gap	4
Our Gender Bonus Pay Gap	5
Ford's Gender Pay Gap Year on Year	6



Overview of our Gender Pay Gap Report

As an organization, we believe in the power of creating a world with fewer obstacles and limits, where people have the freedom to build a better life and pursue their dreams.

It's a purpose that inspires everything we do for our customers, our employees, and the communities we serve.

When everyone is included, valued, and recognised – it allows great things to happen:

It creates a culture where all of us are visible and have the opportunity to thrive and do our best work, leading to better teamwork and more innovative, accessible and engaging products and services for our customers.

The reporting of our data is an important part of understanding more about our workforce.

It also helps us to identify and address any obstacles that may be limiting our progress towards our defined purpose.

We therefore continue to remain focused on leveraging the widest pool of talented individuals across all areas of our business, building a workplace that is ever ready to support the needs of all our employees and fostering community relationships that inspire the next generation.

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

I am pleased to share with you our 2024 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

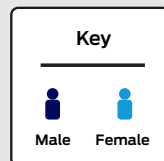
WHAT IS GENDER PAY GAP REPORTING?

Gender Pay Gap reporting seeks to measure differences in the pay of male and female employees, according to a series of metrics defined by the UK Government.

What metrics must be reported?

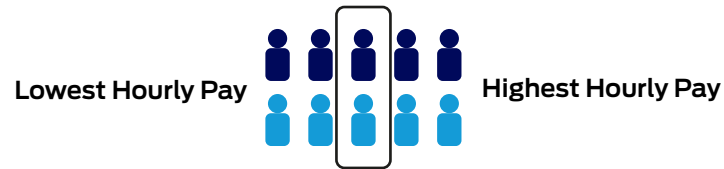
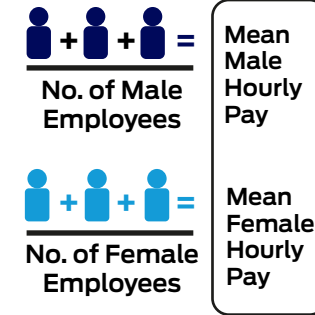
Since April 2017, organizations with over 250 employees must report annually:

- 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.*



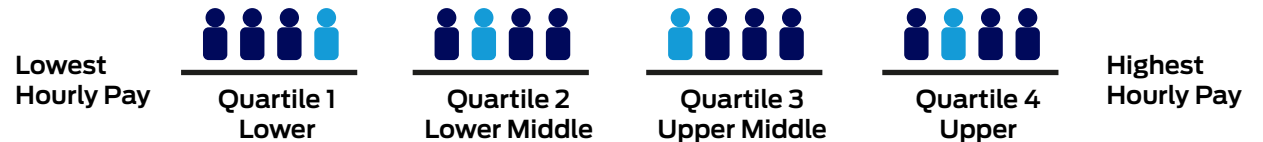
What is Median Pay?

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.



OUR GENDER PAY GAP

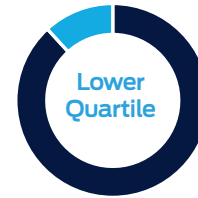
Our data shows that we have a negative gender pay gap which means women on average earn moderately more than men. In monetary terms women earn £1.06 for every £1 men earn when comparing median hourly pay.



Mean



Median



Male: 88.2%
Female: 11.8%



Male: 83.6%
Female: 16.4%



Male: 81.9%
Female: 18.1%



Male: 82.0%
Female: 18.0%

Our gender pay gap explained:

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

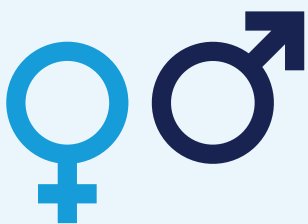


Gender representation within Ford

Our current gender pay gap in favour of women is primarily the result of differences within our workforce structure.

While men are consistently represented across all levels of our organization from production assembly to executive leadership, we have historically seen a trend where women are more likely to join our company in staff and managerial roles and less likely to enter production assembly roles. As staff and managerial roles generally sit higher in our organizational structure, this has contributed to higher mean and median pay for women overall.

In 2024, both our mean and median gender pay gaps increased compared to 2023. This change is primarily attributable to ongoing organizational restructuring, combined with increased internal movement of employees within the company.



Differences within job roles

While we observe some variation in the percentage of women within our pay quartiles, the overall representation of women in our organization remains lower than that of men.

This difference is partly due to historical trends in the types of roles that have traditionally attracted men and women to our company and, more broadly, to our industry. While we have seen an increase in the proportion of women working in our commercial functions, like many organizations in our sector, there remains a low proportion of women working in our core engineering and manufacturing functions, where the majority of our roles are based.



Working patterns

Our production facilities operate on a variety of shift patterns to maximize operational efficiency. These shift patterns include options that require working outside of standard daytime hours. To compensate employees for working less conventional schedules, we offer shift premiums, with higher rates applied to shifts that are considered more unsociable or demanding. In general, such shifts are more likely to be worked by men. This results in increasing the average pay of men working in production, which in turn can narrow the pay differentials between men and women and contributes to 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 are overall fewer women 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

What do our results tell us?

Our gender bonus pay gaps reveal a nuanced picture, with a mean gender bonus pay gap in favour of women and a median gender bonus pay gap in favour of men. These results reflect the interplay of several key factors related to bonus distribution and employee demographics. Specifically:

The re-introduction of the employee recognition program during the reporting period, following its unavailability in 2023, significantly influenced the bonus pay landscape. This program introduced a larger volume of lower-value bonus payments, expanding the overall range of bonus amounts. Given the broader application of these recognition bonuses across the organization, including manufacturing locations where male employees are proportionally more represented, men were more likely to receive this specific type of bonus. This contributed to a reduction in the mean bonus pay for men compared to women.

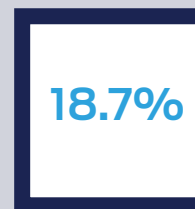
Changes made to our Leadership / Performance bonus payments particularly at the highest organizational levels where male employees are more prevalent, also had an impact on the mean and median bonus pay gaps.

In addition, the extension of the leadership/performance bonus scheme to lower management levels, where a higher proportion of female employees are based, continues to influence the proportion of men and women receiving bonuses. This expansion, first implemented in 2023, has resulted in a much higher percentage of women receiving bonuses compared to men.



Median

The proportion of male and female employees who receive a bonus



Male



Female

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.

		2021	2022	2023	2024
The difference in Mean and Median Pay of male and female employees - Gender Pay Gap	Mean	-4.8%	-3.0%	-2.8%	-6.4%
	Median	-4.2%	-1.6%	-1.0%	-5.8%
The proportion of male and female employees who receive a bonus	Male	8.8%	10.2%	16.8%	18.7%
	Female	11.5%	14.4%	27.5%	30.7%
The difference in the Mean and Median Bonus Pay of male and female employees - Gender Bonus Pay Gap	Mean	-8.1%	-12.7%	-4.0%	-8.0%
	Median	-251.1%	-397.5%	7.9%	4.8%

