



2020

BLOOMBERG GENDER-EQUALITY INDEX SURVEY



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WOMEN of FORD

BLOOMBERG GENDER-EQUALITY INDEX SURVEY 2020

Ford Motor Company is proud to be one of 230 global companies listed in Bloomberg's Gender-Equality Index (GEI) 2020. For the second year in a row, Bloomberg has recognized Ford for demonstrating a high level of disclosure and overall performance across five dimensions: female leadership and talent pipeline, equal pay and 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 Sustainability Report. The 2020 Bloomberg GEI Index survey represents 2018 data.



“ I AM HONORED AND MOTIVATED TO BE THE EXECUTIVE CHAMPION FOR WOMEN OF FORD. OUR GOAL IS FOR FORD TO BE A LEADING COMPANY OF CHOICE FOR EMPOWERMENT, INCLUSION AND PROFESSIONAL DEVELOPMENT FOR ALL WOMEN – AT ALL LEVELS. WE HAVE MORE THAN 10,000 MEMBERS AROUND THE GLOBE AND TOGETHER, WE ARE COMMITTED TO DRIVING CHANGE IN THE WORKFORCE. THE STANDARDIZED TRACKING AND REPORTING OF DATA THROUGH THE BLOOMBERG GENDER EQUALITY INDEX (GEI) ALLOWS US TO BE TRANSPARENT IN OUR GENDER-RELATED DISCLOSURES AND COMPARE OUR PERFORMANCE AGAINST OUR PEERS'. OUR INCLUSION IN THE INDEX UNDERLINES OUR ONGOING COMMITMENT TO DRIVING GENDER EQUALITY ACROSS THE BUSINESS AND THROUGHOUT OUR COMMUNITIES.”

LISA DRAKE, GLOBAL VP OF PURCHASING AND CHIEF OPERATING OFFICER OF FORD NORTH AMERICA

2020 Score:
71/100



SECTION 1: FEMALE LEADERSHIP & TALENT PIPELINE

Question	Answer (2018 Data)	Supplementary Information
All responses in Section 1 must represent a minimum of 80% of the company's global workforce, unless otherwise noted.		
1 What percentage of the company's total employee workforce are women?	19.89%	Includes Ford's global salaried and hourly workforce. The percentage of women in the Salary workforce is 27.5%
2 How many women are on the company's board?	3	
3 What percentage of the company's board is composed of women?	21.0%	Performance Data , page 3
4 Is the company's current Chairperson or equivalent position held by a woman?	No	
5 Is the company's current CEO or equivalent position held by a woman?	No	
6 What percentage of the company's named executive officers are women?	30.0%	Performance Data , page 3
7 What percentage of the company's top 10% compensated employees are women?	20.6%	Includes base salary only – additional compensation data not available
8 What percentage of the company's senior management are women?	16.2%	Performance Data , page 3 – GEI response includes 2018 data for Women in Senior Management by Region and Executive Officers by Gender
9 What percentage of the company's middle/other management are women?	20.4%	Performance Data , page 3 – GEI response includes combined 2018 data for Women in Middle Management by Region and Women in Supervisory Positions
10 What percentage of entry level positions are held by women?	28.42%	
11 What percentage of line positions are held by women?	16.99%	

SECTION 1: FEMALE LEADERSHIP & TALENT PIPELINE CONTINUED

Question		Answer (2018 Data)	Supplementary Information
12	What percentage of the company's IT and Engineering workforce are women?	17.66%	
13	What percentage of employees promoted during the fiscal year were women?	22.17%	
14	What percentage of employees hired during the fiscal year were women?	29.25%	
15	What percentage of employees that left the company during the fiscal year were women?	15.19%	
16	What was the retention rate of your female employee population during the fiscal year?	89.22%	
17	What was the retention rate of your male employee population during the fiscal year?	85.12%	
18	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	
19a	For US Employees only: What percentage of the company's total United States employee base is multi-cultural women?	9.66%	
19b	For contextual purposes, what percentage of the company's total United States employee base is women?	23.41%	
20	Does the company have a targeted recruiting strategy to increase female hires?	Yes	
21	Does the company publicly share a specific, time-bound action plan with targets to increase the representation of women in leadership positions?	No	The 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.

SECTION 2: EQUAL PAY & GENDER PAY PARITY

All responses in Section 2 must represent a minimum of 80% of the company's global workforce, unless otherwise noted.

22	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	
23	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	
24	Does the company publicly disclose a quantitative global compensation review by gender?	No	Not available in 2018. Published publicly for the first time on June 6, 2019, in Ford's 2018-19 Sustainability Report (page 22) – https://corporate.ford.com/microsites/sustainability-report-2020/assets/files/sr18.pdf

SECTION 2: EQUAL PAY & GENDER PAY PARITY CONTINUED

Question		Answer (2018 Data)	Supplementary Information
RAW PAY GAP METRICS			
25	What is the company's global mean (average) raw gender pay gap?	14.83%	Ford's Global Salaried Gender Pay Ratio is 98.2%. This is based on the weighted average ratio of average female salaries to average male salaries within peer groups worldwide. While this ratio provides a rough measure of pay equity, it does not account for individual circumstances such as job titles, education, and experience. Such factors may explain much of the difference between the female and male averages.
26	What is the company's global median raw gender pay gap?	13.73%	Ford's Global Salaried Gender Pay Ratio is 98.2%. This is based on the weighted average ratio of average female salaries to average male salaries within peer groups worldwide. While this ratio provides a rough measure of pay equity, it does not account for individual circumstances such as job titles, education, and experience. Such factors may explain much of the difference between the female and male averages.
27	Does the company publicly share a specific, time-bound action plan to close its gender pay gap?	No	

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			
28a	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.	16	
28b	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.	2	
29a	Does the company have employees based in the US? If not, mark No and skip question 29 b-e.	Yes	
29b	For US Employees only: How many weeks of fully paid primary parental leave does the company offer?	16	Salaried only
29c	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.
29d	For US Employees only: How many weeks of fully paid secondary parental leave does the company offer?	8	Salaried only

SECTION 3: INCLUSIVE CULTURE CONTINUED

Question	Answer (2018 Data)	Supplementary Information
29e 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.
30 Of women who returned from parental leave during fiscal year 2017, what percentage remained employed by the company 12 months after their return?	79.20%	
31 Does the company provide access to on-site lactation rooms?	Yes	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		
32a In markets where this benefit is not covered by government programs, does the company provide monetary adoption assistance?	No	As of July 1, 2019, adoption assistance is a benefit provided to salaried employees to reimburse certain out-of-pocket expenses directly related to, and whose principal purpose is for, legal adoption of an eligible child.
32b In markets where this benefit is not covered by government programs, does the company offer insurance coverage for fertility services?	No	
32c In markets where this benefit is not covered by government programs, does the company offer insurance coverage for egg-freezing?	No	
32d In markets where this benefit is not covered by government programs, does the company offer insurance coverage for contraception?	Yes	
33 In markets where this benefit is not covered by government programs, does the company offer insurance coverage for gender reassignment services?	Yes	
FAMILY CARE		
34a 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	
34b 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	
35 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	Salaried only
36 Does the company offer an option to control and/or vary the location where employees work (e.g. telecommuting, work from home)?	Yes	Salaried only
CAREER DEVELOPMENT		
37 Did the company conduct an employee engagement survey for all employees during the fiscal year?	Yes	See Employee Engagement and Satisfaction (page 21) – https://corporate.ford.com/microsites/sustainability-report-2020/assets/files/sr18.pdf

SECTION 3: INCLUSIVE CULTURE CONTINUED

Question	Answer (2018 Data)	Supplementary Information
38 Does the company have Employee Resource Groups or Communities for women?	Yes	See Ford Employee Resource Groups – https://corporate.ford.com/careers/culture/employee-resource-groups.html
39 Does the company require a gender-diverse slate of candidates for all management roles?	No	
40 Do senior managers have clear diversity and inclusion goals included as part of their annual performance reviews?	No	
41 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	While not mandated, Ford offers unconscious bias training to all of its managers globally and includes unconscious bias training in all of its management development training. In addition, all recruiters must take unconscious bias training and many departments require their team members to attend unconscious bias training.

SECTION 4: SEXUAL HARASSMENT POLICIES

42 Does the company have a publicly available company policy that explicitly condemns sexual harassment in the workplace?	Yes	See Policy Letter No. 24 – https://corporate.ford.com/microsites/sustainability-report-2020/assets/files/sr17-code-of-basic-working-conditions-2012.pdf
43 How frequently are employees required to complete sexual-harassment training (in years)?	0	Ford will complete mandatory anti-harassment training of all global employees by the end of 2020.
44 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	
45 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	
46 Does the company require employees to take sexual harassment claims to private arbitration?	No	

Question	Answer (2018 Data)	Supplementary Information
SECTION 5: PRO-WOMEN BRAND		
47 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.
48 Does the company have a Supplier Diversity program that includes women suppliers/vendors?	Yes	
49 Has the company taken measures to ensure that all products, services, and facilities are not used for any form of exploitation or abuse of women?	Yes	Ford Code of Conduct Handbook – https://corporate.ford.com/content/dam/corporate/us/en-us/documents/governance-and-policies/company-governance-corporate-conduct-standards.pdf Policy Letter No. 24 – https://corporate.ford.com/microsites/sustainability-report-2020/assets/files/sr17-code-of-basic-working-conditions-2012.pdf
50 Does the company offer and/or fund any products targeting women clients or customers designed to benefit women's health, wellbeing, safety, educational opportunities, career advancement, or other means of achieving gender equality?	Yes	GoRide Health (U.S.) – https://www.warriorsinpink.ford.com/go-ride Warriors In Pink (U.S.) – https://www.warriorsinpink.ford.com/warrior-wear/ SHE-MOVES (India, Nigeria, South Africa) – Ford provided vehicles to serve as mobile health clinics and libraries (page 54) – https://corporate.ford.com/microsites/sustainability-report-2020/assets/files/sr17.pdf
51 Does the company have a program designed to recruit women returning back to the workforce after taking a career break?	Yes	https://corporate.ford.com/careers/re-entry-program.html
52a 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 52 b-e.	Yes	
52b 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) as well as 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.
52c Does the company track customer satisfaction feedback by gender?	Yes	Ford collects gender-specific data for both product intenders (BEAT study) as well as owners (NVCS) via proprietary research studies to understand share of market and comparisons year over year and against industry averages and best in class.

SECTION 5: PRO-WOMEN BRAND CONTINUED

Question	Answer (2018 Data)	Supplementary Information
52d 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) as well as owners (NVCS) via proprietary research studies to understand share of market and comparisons year over year and against industry averages and best in class.
52e 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.
53a Does the company provide financial services? Mark Yes if the company provides financial services, if not mark No and skip questions 53 b-c.	Yes	
53b Does the company offer and/or fund any lending, savings, or other financial products specifically for women-owned businesses – micro, small or other?	Yes	Empower Change MI (U.S.) – https://www.fordfund.org/our-stories-category/181-planting-seeds-for-the-future HERImpact DC (U.S.) – https://media.ford.com/content/fordmedia/fna/us/en/news/2018/10/23/ford-fund-and-1863-ventures-launch-herimpact-dc.html
53c Where applicable, does the company track repayment rates by gender?	No	
EDUCATION		
54a Does the company conduct and/or sponsor any financial education programs targeting women in the community that are not employees or clients?	Yes	Ford Resource and Engagement Centre (South Africa) – https://media.ford.com/content/fordmedia/fma/za/en/news/2018/06/06/ford-resource-and-engagement-centre-empowers-early-childhood-dev.html Projecto Axé (Brazil) – https://destaque1.com/ford-promove-curso-de-capacitacao-para-costureiras-de-camacari-junto-com-o-projeto-axe/ (in Portuguese) Essence Festival (U.S.) – 2018 Sponsor – https://www.essence.com/vlfestival2020/ 20th Annual Ford Freedom Award program (U.S.) – https://media.ford.com/content/fordmedia/fna/us/en/news/2018/05/18/20th-annual-ford-freedom-award-salutes-black-girl-magic-as-ford-.html
54b 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	Warriors In Pink (U.S.) – https://www.warriorsinpink.ford.com/more-good-days Empowered Girls (U.S.) – https://shaunfoundationforgirls.org/ SHE-MOVES (India, Nigeria, South Africa) (page 54) – https://corporate.ford.com/microsites/sustainability-report-2020/assets/files/sr17.pdf

SECTION 5: PRO-WOMEN BRAND CONTINUED

Question	Answer (2018 Data)	Supplementary Information
54c Does the company conduct and/or sponsor any STEM education programs targeting women in the community that are not employees or clients?	Yes	STEMInista (U.S.) – https://www.mi-sci.org/steminista-project/ Girls Who Code (U.S.) – https://corporate.ford.com/articles/products/new-tech-team-members-transforming-ford.html Girls into STEM (U.K.) – https://www.lboro.ac.uk/study/school-college-liaison/events/girlsintostem/
PUBLIC SUPPORT FOR WOMEN		
55 Has the company given monetary support during the fiscal year to any non-profit organization(s) with a primary mission of advocating for gender equality in the workplace?	Yes	Ford Driving Skills for Life for Her (Saudi Arabia) – https://media.ford.com/content/fordmedia/fna/us/en/news/2018/02/19/ford-and-effat-university-help-women-make-history-in-saudi-arabi.html ; http://www.arabnews.com/node/1403086/corporate-news Henry Ford Entrepreneurship Academy (Saudi Arabia) – https://media.ford.com/content/fordmedia/fma/me/en/news/2019/03/05/strong-focus-on-saudi-women-in-business-for-henry-ford-entrepren.html Ford Resource and Engagement Centre (South Africa) – https://media.ford.com/content/fordmedia/fma/za/en/news/2018/06/06/ford-resource-and-engagement-centre-empowers-early-childhood-dev.html Empower Change MI (U.S.) – https://www.empoweringher.org/ ; https://www.fordfund.org/our-stories-category/181-planting-seeds-for-the-future HERImpact DC (U.S.) – https://media.ford.com/content/fordmedia/fna/us/en/news/2018/10/23/ford-fund-and-1863-ventures-launch-herimpact-dc.html
56 Is the company a signatory to the UN Women's Empowerment Principles?	No	Jim Hackett, our President and CEO, signed the UN Women's Empowerment Principles on behalf of Ford Motor Company in February 2020. See https://corporate.ford.com/microsites/sustainability-report-2020/assets/files/sr20.pdf#page=18
57 Is the company a signatory to the UN Sustainable Development Goals?	Yes	Ford became a signatory to the UN Sustainable Development Goals in 2016. For the latest information, see https://corporate.ford.com/microsites/sustainability-report-2020/assets/files/sr20-sdg.pdf
58 Is the company EDGE certified, or in the process of certification, globally or in any markets?	No	



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