Form **990-PF**

Department of the Treasury
Internal Revenue Service

Return of Private Foundation

or Section 4947(a)(1) Trust Treated as Private Foundation

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990PF for instructions and the latest information.

OMB No. 1545-0052

2020

Open to Public Inspection

For calendar year 2020, or tax year beginning 01-01-2020 , and ending 12-31-2020

Name of foundation
The Ford Foundation

% DEPELSHA MCGRUDER

A Employer identification number
13-1684331

Number and street (or P.O. box number if mail is not delivered to street address) Room/suite
320 East 43rd Street

B Telephone number (see instructions)
(212) 573-5000

City or town, state or province, country, and ZIP or foreign postal code
New York, NY 10017

C If exemption application is pending, check here ▶ ☐

G Check all that apply: ☐ Initial return ☐ Initial return of a former public charity ☐ Final return ☐ Amended return ☐ Address change ☐ Name change

D 1. Foreign organizations, check here..... ▶ ☐
2. Foreign organizations meeting the 85% test, check here and attach computation ... ▶ ☐

H Check type of organization: ☑ Section 501(c)(3) exempt private foundation
☐ Section 4947(a)(1) nonexempt charitable trust ☐ Other taxable private foundation

E If private foundation status was terminated under section 507(b)(1)(A), check here ..... ▶ ☐

I Fair market value of all assets at end of year (from Part II, col. (c), *line 16)* ▶$ 17,828,341,003

J Accounting method: ☐ Cash ☑ Accrual ☐ Other (specify)
(Part I, column (d) must be on cash basis.)

F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here ..... ▶ ☐

Part I **Analysis of Revenue and Expenses** *(The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see instructions).)*

			(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
Revenue	1	Contributions, gifts, grants, etc., received (attach schedule)	0			
	2	Check ▶ ☑ if the foundation is **not** required to attach Sch. B				
	3	Interest on savings and temporary cash investments	797,760	797,760		
	4	Dividends and interest from securities	22,336,372	80,761,501		
	5a	Gross rents	969,177	969,177		
	b	Net rental income or (loss) 37,590				
	6a	Net gain or (loss) from sale of assets not on line 10	627,903,585			
	b	Gross sales price for all assets on line 6a 3,179,004,483				
	7	Capital gain net income (from Part IV, line 2)		818,201,865		
	8	Net short-term capital gain				
	9	Income modifications				
	10a	Gross sales less returns and allowances				
	b	Less: Cost of goods sold				
	c	Gross profit or (loss) (attach schedule)				
	11	Other income (attach schedule)		-109,184,972		
	12	**Total.** Add lines 1 through 11	652,006,894	791,545,331		
Operating and Administrative Expenses	13	Compensation of officers, directors, trustees, etc.	7,598,091	3,324,307		4,273,784
	14	Other employee salaries and wages	63,839,164	14,846,697		48,992,467
	15	Pension plans, employee benefits	22,907,703	4,595,010		18,312,693
	16a	Legal fees (attach schedule)	2,498,491	603,790	0	1,894,701
	b	Accounting fees (attach schedule)	666,013	385,866	0	280,147
	c	Other professional fees (attach schedule)	37,418,074	5,517,519		31,900,555
	17	Interest	23,666,797	1,245,772		21,114,059
	18	Taxes (attach schedule) (see instructions)	5,779,759			
	19	Depreciation (attach schedule) and depletion	12,138,594	1,807,437		
	20	Occupancy	13,333,176	493,500		12,839,675
	21	Travel, conferences, and meetings	2,305,334	100,976		2,204,358
	22	Printing and publications	1,383,784	1,094,551		289,233
	23	Other expenses (attach schedule)	4,750,644	1,875,568		5,166,482
	24	**Total operating and administrative expenses.** Add lines 13 through 23	198,285,624	35,890,993	0	147,268,154
	25	Contributions, gifts, grants paid	916,549,940			760,803,072
	26	**Total expenses and disbursements.** Add lines 24 and 25	1,114,835,564	35,890,993	0	908,071,226
	27	Subtract line 26 from line 12:				
	a	**Excess of revenue over expenses and disbursements**	-462,828,670			
	b	**Net investment income** (if negative, enter -0-)		755,654,338		
	c	**Adjusted net income** (if negative, enter -0-)				

Part II **Balance Sheets** Attached schedules and amounts in the description column should be for end-of-year amounts only. (See instructions.)

			Beginning of year	End of year	
			(a) Book Value	(b) Book Value	(c) Fair Market Value
Assets	1	Cash—non-interest-bearing	32,083,971	861,568,891	861,568,891
	2	Savings and temporary cash investments	406,799,266	236,461,510	236,461,510
	3	Accounts receivable ▶			
		Less: allowance for doubtful accounts ▶			
	4	Pledges receivable ▶			
		Less: allowance for doubtful accounts ▶			
	5	Grants receivable			
	6	Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see instructions)			
	7	Other notes and loans receivable (attach schedule) ▶ 208,209			
		Less: allowance for doubtful accounts ▶	277,422	208,209	208,209
	8	Inventories for sale or use			
	9	Prepaid expenses and deferred charges	5,219,285	6,626,135	6,626,135
	10a	Investments—U.S. and state government obligations (attach schedule)	961,343,452	1,111,427,608	1,111,427,608
	b	Investments—corporate stock (attach schedule)	314,227,420	230,167,874	230,167,874
	c	Investments—corporate bonds (attach schedule)	104,140,215		
	11	Investments—land, buildings, and equipment: basis ▶			
		Less: accumulated depreciation (attach schedule) ▶			
	12	Investments—mortgage loans			
	13	Investments—other (attach schedule)	11,950,918,585	14,860,619,153	14,860,619,153
	14	Land, buildings, and equipment: basis ▶ 294,981,546			
		Less: accumulated depreciation (attach schedule) ▶ 48,639,407	254,487,654	246,342,139	265,905,594
	15	Other assets (describe ▶)	200,975,408	255,356,029	255,356,029
	16	**Total assets** (to be completed by all filers—see the instructions. Also, see page 1, item I)	14,230,472,678	17,808,777,548	17,828,341,003
Liabilities	17	Accounts payable and accrued expenses	162,327,924	101,480,886	
	18	Grants payable	401,935,295	560,188,834	
	19	Deferred revenue			
	20	Loans from officers, directors, trustees, and other disqualified persons			
	21	Mortgages and other notes payable (attach schedule)	271,086,836	1,264,828,367	
	22	Other liabilities (describe ▶)	135,548,608	115,535,843	
	23	**Total liabilities**(add lines 17 through 22)	970,898,663	2,042,033,930	
Net Assets or Fund Balances		**Foundations that follow FASB ASC 958, check here** ▶ ☑ **and complete lines 24, 25, 29 and 30.**			
	24	Net assets without donor restrictions	13,259,574,015	15,766,743,618	
	25	Net assets with donor restrictions			
		Foundations that do not follow FASB ASC 958, check here ▶ ☐ **and complete lines 26 through 30.**			
	26	Capital stock, trust principal, or current funds			
	27	Paid-in or capital surplus, or land, bldg., and equipment fund			
	28	Retained earnings, accumulated income, endowment, or other funds			
	29	**Total net assets or fund balances** (see instructions)	13,259,574,015	15,766,743,618	
	30	**Total liabilities and net assets/fund balances** (see instructions)	14,230,472,678	17,808,777,548	

Part III **Analysis of Changes in Net Assets or Fund Balances**

1	Total net assets or fund balances at beginning of year—Part II, column (a), line 29 (must agree with end-of-year figure reported on prior year's return)	1	13,259,574,015
2	Enter amount from Part I, line 27a	2	-462,828,670
3	Other increases not included in line 2 (itemize) ▶	3	3,035,668,735
4	Add lines 1, 2, and 3	4	15,832,414,080
5	Decreases not included in line 2 (itemize) ▶	5	65,670,462
6	Total net assets or fund balances at end of year (line 4 minus line 5)—Part II, column (b), line 29	6	15,766,743,618

Part IV Capital Gains and Losses for Tax on Investment Income

(a) List and describe the kind(s) of property sold (e.g., real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.)	(b) How acquired P—Purchase D—Donation	(c) Date acquired (mo., day, yr.)	(d) Date sold (mo., day, yr.)
1 a PUBLICLY TRADED SECURITIES	P		
b DIRECT INVESTMENT REDEMPTIONS	P		
c SHORT-TERM CAPITAL GAINS FROM LPS	P		
d LONG-TERM CAPITAL GAINS FROM LPS	P		
e 1231 GAINS FROM LPS	P		
LESS SHORT-TERM CAPITAL GAINS FROM UBTI	P		
LESS LONG-TERM CAPITAL GAINS FROM UBTI	P		
LESS 1231 GAINS FROM UBTI	P		
DISTRIBUTIONS IN EXCESS OF BASIS	P		
LOSS FROM FINAL YEAR LPS	P		

	(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)
a				484,912,281
b				154,831,904
c				67,788,422
d				123,473,711
e				15,625,995
				-2,606,430
				-16,068,766
				-1,720,931
				1,233,087
				-9,267,408

Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69

	(i) F.M.V. as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of col. (i) over col. (j), if any	(l) Gains (Col. (h) gain minus col. (k), but not less than -0-) **or** Losses (from col.(h))
a				
b				
c				
d				
e				

2 Capital gain net income or (net capital loss) { If gain, also enter in Part I, line 7 / If (loss), enter -0- in Part I, line 7 } **2** 818,201,865

3 Net short-term capital gain or (loss) as defined in sections 1222(5) and (6):
If gain, also enter in Part I, line 8, column (c) (see instructions). If (loss), enter -0- in Part I, line 8 . . . . . **3**

Part V Qualification Under Section 4940(e) for Reduced Tax on Net Investment Income

SECTION 4940(e) REPEALED ON DECEMBER 20, 2019 - DO NOT COMPLETE

1 Reserved

(a) Reserved	(b) Reserved	(c) Reserved	(d) Reserved

2 Reserved **2**
3 Reserved. **3**
4 Reserved **4**
5 Reserved **5**
6 Reserved **6**
7 Reserved **7**
8 Reserved , ... **8**

Part VI Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948—see instructions)

1a	Exempt operating foundations described in section 4940(d)(2), check here ▶ ☐ and enter "N/A" on line 1. Date of ruling or determination letter: _____ **(attach copy of letter if necessary–see instructions)**		
b	Reserved	1	10,503,595
c	All other domestic foundations enter 1.39% of line 27b. Exempt foreign organizations enter 4% of Part I, line 12, col. (b)		
2	Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)	2	
3	Add lines 1 and 2	3	10,503,595
4	Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)	4	
5	**Tax based on investment income.** Subtract line 4 from line 3. If zero or less, enter -0-	5	10,503,595
6	Credits/Payments:		
a	2020 estimated tax payments and 2019 overpayment credited to 2020 — 6a: 20,071,603		
b	Exempt foreign organizations—tax withheld at source — 6b		
c	Tax paid with application for extension of time to file (Form 8868) — 6c		
d	Backup withholding erroneously withheld — 6d		
7	Total credits and payments. Add lines 6a through 6d	7	20,071,603
8	Enter any **penalty** for underpayment of estimated tax. Check here ☐ if Form 2220 is attached.	8	
9	**Tax due.** If the total of lines 5 and 8 is more than line 7, enter **amount owed** ▶	9	
10	**Overpayment.** If line 7 is more than the total of lines 5 and 8, enter the **amount overpaid** ▶	10	9,568,008
11	Enter the amount of line 10 to be: **Credited to 2021 estimated tax** ▶ 9,568,008 **Refunded** ▶	11	

Part VII-A Statements Regarding Activities

			Yes	No
1a	During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?	1a		No
b	Did it spend more than $100 during the year (either directly or indirectly) for political purposes? (see Instructions for definition)	1b		No
	*If the answer is "Yes" to **1a** or **1b**, attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities.*			
c	Did the foundation file **Form 1120-POL** for this year?	1c		No
d	Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: **(1)** On the foundation. ▶ $ _____ **(2)** On foundation managers. ▶ $ _____			
e	Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers. ▶ $ _____			
2	Has the foundation engaged in any activities that have not previously been reported to the IRS? *If "Yes," attach a detailed description of the activities.*	2		No
3	Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? *If "Yes," attach a conformed copy of the changes*	3		No
4a	Did the foundation have unrelated business gross income of $1,000 or more during the year?	4a	Yes	
b	If "Yes," has it filed a tax return on **Form 990-T** for this year?	4b	Yes	
5	Was there a liquidation, termination, dissolution, or substantial contraction during the year? *If "Yes," attach the statement required by General Instruction T.*	5		No
6	Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either: • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?	6	Yes	
7	Did the foundation have at least $5,000 in assets at any time during the year? *If "Yes," complete Part II, col. (c), and Part XV.*	7	Yes	
8a	Enter the states to which the foundation reports or with which it is registered (see instructions) ▶ NY			
b	If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by General Instruction G? *If "No," attach explanation*	8b	Yes	
9	Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2020 or the taxable year beginning in 2020? See the instructions for Part XIV. If "Yes," complete Part XIV	9		No
10	Did any persons become substantial contributors during the tax year? *If "Yes," attach a schedule listing their names and addresses.*	10		No

Part VII-A Statements Regarding Activities (continued)

11	At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," attach schedule. See instructions	**11**	**Yes**	
12	Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If "Yes," attach statement. See instructions	**12**	**Yes**	
13	Did the foundation comply with the public inspection requirements for its annual returns and exemption application?	**13**	**Yes**	

Website address ▶ www.fordfoundation.org

14 The books are in care of ▶ DEPELSHA MCGRUDER Telephone no. ▶ (212) 573-5000

Located at ▶ 320 EAST 43RD STREET NEW YORK NY ZIP+4 ▶ 10017

15 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of **Form 1041** —check here ▶ ☐ and enter the amount of tax-exempt interest received or accrued during the year ▶ **15**

			Yes	No
16	At any time during calendar year 2020, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country?	**16**	**Yes**	
	See the instructions for exceptions and filing requirements for FinCEN Form 114. If "Yes", enter the name of the foreign ▶ BR CH CO EC IN ID IE MX NL SE			

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required

File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.

			Yes	No
1a	During the year did the foundation (either directly or indirectly):			
	(1) Engage in the sale or exchange, or leasing of property with a disqualified person? ☐ Yes ☑ No			
	(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person? ☐ Yes ☑ No			
	(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person? ☐ Yes ☑ No			
	(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person? ☑ Yes ☐ No			
	(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)? ☐ Yes ☑ No			
	(6) Agree to pay money or property to a government official? (**Exception.** Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.) ☐ Yes ☑ No			
b	If any answer is "Yes" to 1a(1)–(6), did **any** of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance? See instructions	**1b**		No
	Organizations relying on a current notice regarding disaster assistance check here ▶ ☐			
c	Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2020?	**1c**		No
2	Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):			
a	At the end of tax year 2020, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2020? ☐ Yes ☑ No If "Yes," list the years ▶ 20____, 20____, 20____, 20____			
b	Are there any years listed in 2a for which the foundation is **not** applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to **all** years listed, answer "No" and attach statement—see instructions.)	**2b**		
c	If the provisions of section 4942(a)(2) are being applied to **any** of the years listed in 2a, list the years here. ▶ 20____, 20____, 20____, 20____			
3a	Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year? ☑ Yes ☐ No			
b	If "Yes," did it have excess business holdings in 2020 as a result of **(1)** any purchase by the foundation or disqualified persons after May 26, 1969; **(2)** the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or **(3)** the lapse of the 10-, 15-, or 20-year first phase holding period? *(Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2020.)*	**3b**		No
4a	Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?	**4a**		No
b	Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2020?	**4b**		No

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required *(continued)*

			Yes	No
5a	During the year did the foundation pay or incur any amount to:			
	(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))? ☐ Yes ☑ No			
	(2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive? ☐ Yes ☑ No			
	(3) Provide a grant to an individual for travel, study, or other similar purposes? ☑ Yes ☐ No			
	(4) Provide a grant to an organization other than a charitable, etc., organization described in section 4945(d)(4)(A)? See instructions ☑ Yes ☐ No			
	(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals? ☐ Yes ☑ No			
b	If any answer is "Yes" to 5a(1)–(5), did **any** of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance? See instructions	**5b**		No
	Organizations relying on a current notice regarding disaster assistance check here ▶ ☐			
c	If the answer is "Yes" to question 5a(4), does the foundation claim exemption from the tax because it maintained expenditure responsibility for the grant? ☑ Yes ☐ No			
	If "Yes," attach the statement required by Regulations section 53.4945–5(d).			
6a	Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? ☐ Yes ☑ No			
b	Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	**6b**		No
	If "Yes" to 6b, file Form 8870.			
7a	At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction? ☐ Yes ☑ No			
b	If "Yes", did the foundation receive any proceeds or have any net income attributable to the transaction?	**7b**		
8	Is the foundation subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment during the year? ☑ Yes ☐ No			

Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors

1 List all officers, directors, trustees, foundation managers and their compensation. See instructions

(a) Name and address	**(b)** Title, and average hours per week devoted to position	**(c)** Compensation **(If not paid, enter -0-)**	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
ERIC W DOPPSTADT 320 East 43rd Street New York, NY 10017	VP & CHIEF INVESTMENT OFFICER 45.0	2,611,314	114,681	2,995
DARREN WALKER 320 East 43rd Street New York, NY 10017	PRESIDENT & TRUSTEE 45.0	1,114,712	103,261	2,995
NISHKA CHANDRASOMA 320 East 43rd Street New York, NY 10017	VP, SEC, GEN COUNS 45.0	569,974	90,672	643
Hilary Pennington 320 East 43rd Street New York, NY 10017	Executive VP of Programs 45.0	569,346	93,731	3,209
MARTIN ABREGU 320 East 43rd Street New York, NY 10017	VP, INTERNATIONAL PROGRAMS 45.0	502,425	92,512	1,189
MARIA TORRES-SPRINGER 320 East 43rd Street New York, NY 10017	VP, U.S. PROGRAMS 45.0	431,896	85,307	643
Michele Moore 320 East 43rd Street New York, NY 10017	VP, Global Comm (AS OF 1/20) 45.0	394,280	62,864	2,274
DIANE SAMUELS 320 East 43rd Street New York, NY 10017	VP, People & Culture 45.0	353,196	75,043	853
Mai-Anh Tran 320 East 43rd Street New York, NY 10017	CFO; Treasurer (Thru 6/20) 45.0	324,763	118,372	787
Depelsha McGruder 320 East 43rd Street New York, NY 10017	VP, COO & Treas (AS OF 6/20) 45.0	299,185	72,484	489
FRANCISCO G CIGARROA 320 East 43rd Street New York, NY 10017	Trustee & chair 0.0	53,000	0	569
URSULA M BURNS 320 East 43rd Street NEW YORK, NY 10017	TRUSTEE 0.0	33,000	0	223
AMY C FALLS 320 East 43rd Street New York, NY 10017	TRUSTEE 0.0	33,000	0	223
HENRY FORD III 320 East 43rd Street New York, NY 10017	TRUSTEE 0.0	0	0	0
Thomas L Kempner 320 East 43rd Street New York, NY 10017	TRUSTEE (AS OF 7/20) 0.0	11,000	0	1,010

(a) Name and address	(b) Title, and average hours per week devoted to position	(c) Compensation (If not paid, enter -0-)	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
LOURDES LOPEZ 320 East 43rd Street New York, NY 10017	TRUSTEE 0.0	33,000	0	1,159
N R NARAYANA MURTHY 320 East 43rd Street New York, NY 10017	TRUSTEE (thru 2/20) 0.0	0	0	0
PETER A NADOSY 320 East 43rd Street New York, NY 10017	TRUSTEE 0.0	33,000	0	223
GBENGA OYEBODE 320 East 43rd Street New York, NY 10017	TRUSTEE 0.0	33,000	0	982
AI-JEN POO 320 East 43rd Street New York, NY 10017	TRUSTEE 0.0	33,000	0	982
CECILE RICHARDS 320 East 43rd Street New York, NY 10017	TRUSTEE 0.0	33,000	0	1,803
CHUCK ROBBINS 320 East 43rd Street New York, NY 10017	TRUSTEE 0.0	33,000	0	223
BRYAN STEVENSON 320 East 43rd Street New York, NY 10017	TRUSTEE 0.0	33,000	0	223
GABRIELLE SULZBERGER 320 East 43rd Street New York, NY 10017	TRUSTEE 0.0	33,000	0	223
Paula Moreno Zapata 320 East 43rd Street NEW YORK, NY 10017	Trustee 0.0	33,000	0	223

2 Compensation of five highest-paid employees (other than those included on line 1—see instructions). If none, enter "NONE."

(a) Name and address of each employee paid more than $50,000	(b) Title, and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
MICHAEL WALDEN C/O THE FORD FOUNDATION NEW YORK,NY 10017	DIRECTOR PUBLIC INV. 45.0	1,378,233	123,814	630
WILLIAM ARTEMENKO C/O THE FORD FOUNDATION NEW YORK,NY 10017	DIRECTOR HEDGE FUNDS 45.0	1,309,903	115,347	420
SHERIF NAHAS C/O THE FORD FOUNDATION NEW YORK,NY 10017	DIRECTOR PRIVATE EQ. 45.0	1,295,783	129,928	966
ROY SWAN C/O THE FORD FOUNDATION NEW YORK,NY 10017	DIRECTOR MISSION INV 45.0	817,640	101,336	1,806
PRADEEP NAIR C/O THE FORD FOUNDATION NEW YORK,NY 10017	PROGRAM REGIONAL DIR 45.0	614,316	57,467	630
Total number of other employees paid over $50,000. . . . . ▶				290

Part VIII **Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors *(continued)***

3 Five highest-paid independent contractors for professional services (see instructions). If none, enter "NONE".

(a) Name and address of each person paid more than $50,000	**(b)** Type of service	**(c)** Compensation
MINDTREE LIMITED 25 INDEPENDENCE BLVD 401 WARREN,NJ 07059	IT CONSULTING	2,614,645
SPITFIRE STRATEGIES LLC 2300 N Street NW Ste 610 WASHINGTON,DC 20037	Consulting Services	1,308,136
MORGAN LEWIS & BOCKIUS LLP PO Box 8500 S-6050 PHILADELPHIA,PA 19178	LEGAL SERVICES	930,687
SPRING STRATEGIES INC 19 RIVER STREET 401 TORONTO,ONTARIO M5A 3P1 CA	Consulting Services	868,225
Collaborative Solutions LLC 11190 Sunrise Valley Drive Suite 1 RESTON,VA 20191	Consulting Services	640,195

Total number of others receiving over $50,000 for professional services. . . . . ▶ 75

Part IX-A **Summary of Direct Charitable Activities**

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.	Expenses
1 THE GLOBAL FELLOWSHIP PROGRAM IDENTIFIES AND CONNECTS EMERGING LEADERS FROM ACROSS THE GLOBE WHO ARE ADVANCING INNOVATIVE IDEAS AND SOLUTIONS TO COMBAT INEQUALITY	2,370,556
2 ART FOR JUSTICE IS FOCUSED ON SAFELY REDUCING THE PRISON POPULATION, PROMOTING JUSTICE REINVESTMENT AND CREATING ART THAT CHANGES THE NARRATIVE AROUND MASS INCARCERATION	1,851,784
3 FOR PROJECTS THAT COMMUNICATE THE FOUNDATION'S MISSION AND PROGRAMS INCLUDING THE WEBSITE	1,497,302
4 BUILD PROGRAM PROVIDES AN OPPORTUNITY TO LEARN HOW GRANTS ARE MAKING A DIFFERENCE IN SOCIAL JUSTICE ORGANIZATIONS AND WHETHER IT IS FOSTERING GREATER INSTITUTIONAL EFFECTIVENESS	1,095,298

Part IX-B **Summary of Program-Related Investments** (see instructions)

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.	Amount
1 NONPROFIT FINANCE FUND TO CAPITALIZE NYC COVID-19 RESPONSE & IMPACT FUND TO PROVIDE FINANCING & CAPITAL TO NYC NONPROFITS	29,000,000
2 NY FORWARD LOAN FUND TRUST TO PROVIDE WORKING CAPITAL LOANS TO NYS SMALL BUSINESSES & NONPROFITS HARDEST HIT BY THE COVID-19 CRISIS	10,000,000
All other program-related investments. See instructions. **3**	8,700,847
Total. Add lines 1 through 3 . . . . . ▶	47,700,847

Part X Minimum Investment Return (All domestic foundations must complete this part. Foreign foundations, see instructions.)

1	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:			
a	Average monthly fair market value of securities		1a	13,296,276,126
b	Average of monthly cash balances		1b	683,852,090
c	Fair market value of all other assets (see instructions)		1c	47,274,926
d	**Total** (add lines 1a, b, and c)		1d	14,027,403,142
e	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation)	1e		
2	Acquisition indebtedness applicable to line 1 assets		2	0
3	Subtract line 2 from line 1d		3	14,027,403,142
4	Cash deemed held for charitable activities. Enter 1 1/2% of line 3 (for greater amount, see instructions)		4	210,411,047
5	**Net value of noncharitable-use assets.** Subtract line 4 from line 3. Enter here and on Part V, line 4		5	13,816,992,095
6	**Minimum investment return.** Enter 5% of line 5		6	690,849,605

Part XI Distributable Amount (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations check here ▶ ☐ and do not complete this part.)

1	Minimum investment return from Part X, line 6		1	690,849,605
2a	Tax on investment income for 2020 from Part VI, line 5	2a 10,503,595		
b	Income tax for 2020. (This does not include the tax from Part VI.)	2b		
c	Add lines 2a and 2b		2c	10,503,595
3	Distributable amount before adjustments. Subtract line 2c from line 1		3	680,346,010
4	Recoveries of amounts treated as qualifying distributions		4	22,093,002
5	Add lines 3 and 4		5	702,439,012
6	Deduction from distributable amount (see instructions)		6	
7	**Distributable amount** as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1		7	702,439,012

Part XII Qualifying Distributions (see instructions)

1	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:		
a	Expenses, contributions, gifts, etc.—total from Part I, column (d), line 26	1a	908,071,226
b	Program-related investments—total from Part IX-B	1b	47,700,847
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	2	3,420,173
3	Amounts set aside for specific charitable projects that satisfy the:		
a	Suitability test (prior IRS approval required)	3a	0
b	Cash distribution test (attach the required schedule)	3b	0
4	**Qualifying distributions.** Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4	4	959,192,246
5	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b. See instructions	5	0
6	**Adjusted qualifying distributions.** Subtract line 5 from line 4	6	959,192,246

Note: The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation qualifies for the section 4940(e) reduction of tax in those years.

Part XIII **Undistributed Income** (see instructions)

	(a) Corpus	(b) Years prior to 2019	(c) 2019	(d) 2020
1 Distributable amount for 2020 from Part XI, line 7				702,439,012
2 Undistributed income, if any, as of the end of 2020:				
a Enter amount for 2019 only.			0	
b Total for prior years: 2018 , 2017 , 2016		0		
3 Excess distributions carryover, if any, to 2020:				
a From 2015.				
b From 2016.				
c From 2017. 117,413,580				
d From 2018. 91,798,507				
e From 2019. 32,076,928				
f **Total** of lines 3a through e.	241,289,015			
4 Qualifying distributions for 2020 from Part XII, line 4: ▶ $ 959,192,246				
a Applied to 2019, but not more than line 2a			0	
b Applied to undistributed income of prior years (Election required—see instructions).				
c Treated as distributions out of corpus (Election required—see instructions).				
d Applied to 2020 distributable amount				702,439,012
e Remaining amount distributed out of corpus	256,753,234			
5 Excess distributions carryover applied to 2020. *(If an amount appears in column (d), the same amount must be shown in column (a).)*				
6 **Enter the net total of each column as indicated below:**				
a Corpus. Add lines 3f, 4c, and 4e. Subtract line 5	498,042,249			
b Prior years' undistributed income. Subtract line 4b from line 2b		0		
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed				
d Subtract line 6c from line 6b. Taxable amount —see instructions		0		
e Undistributed income for 2019. Subtract line 4a from line 2a. Taxable amount—see instructions			0	
f Undistributed income for 2021. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2020				0
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (Election may be required - see instructions)				
8 Excess distributions carryover from 2015 not applied on line 5 or line 7 (see instructions) . . .				
9 **Excess distributions carryover to 2021.** Subtract lines 7 and 8 from line 6a	498,042,249			
10 Analysis of line 9:				
a Excess from 2016				
b Excess from 2017 117,413,580				
c Excess from 2018. . . . 91,798,507				
d Excess from 2019 32,076,928				
e Excess from 2020 256,753,234				

Part XIV Private Operating Foundations (see instructions and Part VII-A, question 9)

1a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2020, enter the date of the ruling

b Check box to indicate whether the organization is a private operating foundation described in section ☐ 4942(j)(3) or ☐ 4942(j)(5)

	Tax year	Prior 3 years			(e) Total
	(a) 2020	**(b)** 2019	**(c)** 2018	**(d)** 2017	
2a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed					
b 85% of line 2a					
c Qualifying distributions from Part XII, line 4 for each year listed					
d Amounts included in line 2c not used directly for active conduct of exempt activities					
e Qualifying distributions made directly for active conduct of exempt activities. Subtract line 2d from line 2c					
3 Complete 3a, b, or c for the alternative test relied upon: **a** "Assets" alternative test—enter: **(1)** Value of all assets					
(2) Value of assets qualifying under section 4942(j)(3)(B)(i)					
b "Endowment" alternative test— enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed					
c "Support" alternative test—enter: **(1)** Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)					
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii)					
(3) Largest amount of support from an exempt organization					
(4) Gross investment income					

Part XV Supplementary Information (Complete this part only if the foundation had $5,000 or more in assets at any time during the year—see instructions.)

1 Information Regarding Foundation Managers:

a List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than $5,000). (See section 507(d)(2).)

N A

b List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest.

N A

2 Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc., Programs:

Check here ☐ if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds. If the foundation makes gifts, grants, etc. to individuals or organizations under other conditions, complete items 2a, b, c, and d. See instructions

a The name, address, and telephone number or e-mail address of the person to whom applications should be addressed:

THE FORD FOUNDATION
C/O SECRETARY 320 EAST 43RD STREET
NEW YORK,NY 10017
(212) 573-5000

b The form in which applications should be submitted and information and materials they should include:

Proposals should set forth a description of the proposed work; how the work will be conducted; the names and curriculum vitae of those engaged in the project; a detailed budget, the project's present means of support, the project's status of applications to other funding sources, and the project's legal and tax status.

c Any submission deadlines:

NONE

d Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors:

ACTIVITIES SUPPORTED BY FOUNDATION GRANTS MUST BE CHARITABLE, EDUCATIONAL OR SCIENTIFIC UNDER THE PROVISIONS OF THE U.S. INTERNAL REVENUE CODE AND THE TREASURY REGULATIONS.

Part XVI-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated.	Unrelated business income		Excluded by section 512, 513, or 514		(e) Related or exempt function income (See instructions.)
	(a) Business code	(b) Amount	(c) Exclusion code	(d) Amount	
1 Program service revenue:					
a					
b					
c					
d					
e					
f					
g Fees and contracts from government agencies					
2 Membership dues and assessments					
3 Interest on savings and temporary cash investments			14	797,760	
4 Dividends and interest from securities			14	22,336,372	
5 Net rental income or (loss) from real estate:					
a Debt-financed property					
b Not debt-financed property			16	37,590	
6 Net rental income or (loss) from personal property					
7 Other investment income					
8 Gain or (loss) from sales of assets other than inventory	525990	20,396,127	18	607,507,458	
9 Net income or (loss) from special events:					
10 Gross profit or (loss) from sales of inventory					
11 Other revenue:					
a LOSS FROM LPS	525990	-11,187,034	32	11,187,034	
b					
c					
d					
e					
12 Subtotal. Add columns (b), (d), and (e)		9,209,093		641,866,214	

13 **Total.** Add line 12, columns (b), (d), and (e) **13** 651,075,307

(See worksheet in line 13 instructions to verify calculations.)

Part XVI-B Relationship of Activities to the Accomplishment of Exempt Purposes

Line No. ▼	Explain below how each activity for which income is reported in column (e) of Part XVI-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes). (See instructions.)

Part XVII Information Regarding Transfers To and Transactions and Relationships With Noncharitable Exempt Organizations

		Yes	No
1 Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?			
a Transfers from the reporting foundation to a noncharitable exempt organization of:			
(1) Cash	1a(1)	Yes	
(2) Other assets	1a(2)		No
b Other transactions:			
(1) Sales of assets to a noncharitable exempt organization	1b(1)		No
(2) Purchases of assets from a noncharitable exempt organization	1b(2)		No
(3) Rental of facilities, equipment, or other assets	1b(3)		No
(4) Reimbursement arrangements	1b(4)	Yes	
(5) Loans or loan guarantees	1b(5)		No
(6) Performance of services or membership or fundraising solicitations	1b(6)		No
c Sharing of facilities, equipment, mailing lists, other assets, or paid employees	1c	Yes	

d If the answer to any of the above is "Yes," complete the following schedule. Column **(b)** should always show the fair market value of the goods, other assets, or services given by the reporting foundation. If the foundation received less than fair market value in any transaction or sharing arrangement, show in column **(d)** the value of the goods, other assets, or services received.

(a) Line No.	**(b)** Amount involved	**(c)** Name of noncharitable exempt organization	**(d)** Description of transfers, transactions, and sharing arrangements
1a(1)	145,000	AMER CHAM COMM CHINA	GRANT
1b(4)	4,496,905	THE FF VEBA TRUST	REIMBURSE RETIREE WELFARE PLAN
1 c	0	THE FF VEBA TRUST	SHARING FACILITIES

2a Is the foundation directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) (other than section 501(c)(3)) or in section 527? ☑ Yes ☐ No

b If "Yes," complete the following schedule.

(a) Name of organization	**(b)** Type of organization	**(c)** Description of relationship
THE FORD FOUNDATION	501(C)(9)	THE FORD FOUNDATION IS THE

Sign Here

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.

Signature of officer or trustee | Date 2021-11-15 | Title

May the IRS discuss this return with the preparer shown below (see instr.) ☑ Yes ☐ No

Paid Preparer Use Only

Print/Type preparer's name	Preparer's Signature	Date	Check if self-employed ☐	PTIN
DANIEL V ROMANO				P00504182

Firm's name ▶ GRANT THORNTON LLP | Firm's EIN ▶

Firm's address ▶ 757 THIRD AVENUE NEW YORK, NY 10017 | Phone no. (212) 542-9609

Additional Data

Return to Form

Software ID:

Software Version:

Form 990PF - Special Condition Description:

Special Condition Description

TY 2020 IRS 990 e-File Render

Name: The Ford Foundation

EIN: 13-1684331

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
AUDIT AND TAX PREPARATION FEES	423,719	381,347		42,372
EMPLOYEE BENEFIT PLAN AUDIT	43,000	4,519		38,481
OTHER ACCOUNTING FEES	199,294			199,294

TY 2020 IRS 990 e-File Render

Name: The Ford Foundation

EIN: 13-1684331

Category	Amount
ONE COMMUNITY LLC TO CAPITALIZE A SOCIAL IMPACT FILM PRODUCTION COMPANY THAT SUPPORTS MISSIONS-BASED FEATURE-FILM AND TV PROGRAMMING	2,340,500
IMPACT AMERICA FUND II LP TO CAPITALIZE A VENTURE FUND TO PROVIDE PRODUCTS AND SERVICES FOR LOW INCOME COMMUNITIES AND CONSUMERS	1,097,000
IMPACT DEVELOPERS FUND LP PROVIDE CAPITAL & ASSISTANCE TO REAL ESTATE DEVELOPERS THAT SUPPORT AFFORDABLE HOUSING & COMMUNITY DEVELOPMENT PROJECTS	958,018
LIVING CITIES BLENDED CATALYST BLEND OF GRANTS, PHILANTHROPIC & COMMERCIAL DEBT TO FINANCE AND ADVANCE LIVING CITIES PROGRAMMATIC PRIORITIES	856,131
PLATFORM NEIGHBORHOOD INVESTMENT FUND 1 LP TO CAPITALIZE A DETROIT REAL ESTATE FUND THAT SUPPORTS INVESTMENTS IN PROPERTIES TO SUPPORT DETROIT'S RESURGENCE	838,036
ILLUMEN CAPITAL TO CAPITALIZE A PRIVATE EQUITY FUND OF IMPACT FUNDS AIMED AT REDUCING IMPLICIT BIAS OF FUND MANAGERS	805,565
CAPRIA FUND LLC TO CAPITALIZE IMPACT FUNDS AIMED AT ADVANCING IMPACT FUND MANAGERS IN EMERGING MARKETS	584,770
VAMOSVENTURES FUND I LP TO CAPITALIZE AN IMPACT VENTURE CAPITAL FUND THAT WILL HAVE DIRECT IMPACT ON DIVERSE AND UNDERSERVED COMMUNITIES	500,000
ACCION VENTURE LAB LP TO CAPITALIZE A VENTURE FUND INVESTING IN STARTUPS THAT LEVERAGE FINANCIAL TECH TO SERVE UNDER BANKED CUSTOMERS	404,160
ENTERPRISE COMMUNITY LOAN FUND TO PROVIDE FINANCING FOR AFFORDABLE HOUSING DEVELOPMENT NEAR TRANSIT LINES IN THE DENVER METRO	316,667

TY 2020 IRS 990 e-File Render

Name: The Ford Foundation

EIN: 13-1684331

Person Name	Explanation
ERIC W DOPPSTADT	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $175,041 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
DARREN WALKER	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $160,879 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
NISHKA CHANDRASOMA	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $32,042 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
Hilary Pennington	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $36,184 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
MARTIN ABREGU	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $42,420 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
MARIA TORRES-SPRINGER	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $19,981 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
Michele Moore	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $8,450 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
DIANE SAMUELS	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $9,952 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
Mai-Anh Tran	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $11,816 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
FRANCISCO G CIGARROA	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS. THE CHAIR OF THE BOARD DEVOTES AT LEAST ANOTHER 20 DAYS OR MORE ANNUALLY IN MANAGING THE WORK OF THE BOARD AND INTERFACING WITH THE PRESIDENT AND THEREFORE, RECEIVES A SUPPLEMENTAL PAYMENT OF $20,000 ANNUALLY WHICH IS INCLUDED IN THE COMPENSATION ABOVE.
URSULA M BURNS	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.
AMY C FALLS	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.
HENRY FORD III	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.
Thomas L Kempner	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.
LOURDES LOPEZ	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.
N R NARAYANA MURTHY	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.
PETER A NADOSY	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.

Person Name	Explanation
GBENGA OYEBODE	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.
AI-JEN POO	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.
CECILE RICHARDS	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.
CHUCK ROBBINS	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.
BRYAN STEVENSON	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.
GABRIELLE SULZBERGER	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.
Paula Moreno Zapata	THE TRUSTEES MEET THREE TIMES A YEAR FOR TWO FULL DAYS OF BOARD AND COMMITTEE MEETINGS. TRUSTEES ARE ALSO REQUIRED TO MAKE SITE VISITS TO FOUNDATION SUPPORTED PROJECTS AND GRANTEES. TRUSTEES ARE ALSO CALLED ON YEAR ROUND FOR CONSULTATION AND TO TAKE ON SPECIAL ASSIGNMENTS. TRUSTEES TYPICALLY DEVOTE 15 FULL DAYS PER YEAR TO OVERSIGHT AND REVIEW OF THE FOUNDATION'S OPERATIONS, PROGRAMS AND INVESTMENTS.

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Name: The Ford Foundation

EIN: 13-1684331

Description of Property	Date Acquired	Cost or Other Basis	Prior Years' Depreciation	Computation Method	Rate / Life (# of years)	Current Year's Depreciation Expense	Net Investment Income	Adjusted Net Income	Cost of Goods Sold Not Included

TY 2020 IRS 990 e-File Render

Name: The Ford Foundation

EIN: 13-1684331

Employee	Explanation
MICHAEL WALDEN	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $136,781 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
WILLIAM ARTEMENKO	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $118,940 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
SHERIF NAHAS	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $136,781 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
ROY SWAN	REPORTABLE COMPENSATION INCLUDES TAXABLE CASH BENEFIT PAYMENTS OF $65,384 IN LIEU OF AN ADDITIONAL EMPLOYER CONTRIBUTION TO THE FOUNDATION'S NONQUALIFIED SUPPLEMENTAL RETIREMENT PLAN.
PRADEEP NAIR	Reportable compensation includes payment for services rendered in India. Per its Employee Mobility Policies, the Foundation paid Indian income taxes and grossed them up accordingly.

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Name: The Ford Foundation

EIN: 13-1684331

Identifier	Return Reference	Explanation
1	PART I, LINE 18 - TAXES	REVENUE AND EXPENSES DESCRIPTION PER BOOKS FEDERAL 990-PF EXCISE TAX 5,610,074. FEDERAL UBI TAX 28,242. STATE UBI TAX -439,394. FEDERAL 4720 EXCISE TAX 580,838. TOTAL 5,779,760.
2	PART I, LINE 19 - DEPRECIATION	CURRENT YEAR DEPRECIATION EXPENSE 12,138,594 PART II, LINE 14 - LAND, BUILDINGS, AND EQUIPMENT LAND & BUILDINGS 237,778,284 FURNITURE/EQUIPMENT/VEHICLES 30,134,985 ARTWORK 12,645,490 SOFTWARE 10,822,126 CAPITAL PROJECTS 2,494,513 LEASEHOLD IMPROVEMENTS 1,106,148 SUBTOTAL 294,981,546 LESS: ACCUMULATED DEPRECIATION (48,639,407) NET PROPERTY AND EQUIPMENT 246,342,139
4	PART II, LINE 21 - MORTGAGES AND OTHER NOTES PAYABLE	THE FOUNDATION ISSUED SERIES 2017 TAXABLE BONDS TO FINANCE THE RENOVATION AND IMPROVEMENT OF THE FOUNDATION'S HEADQUARTERS IN NEW YORK CITY. THE MORTGAGE PAYABLE BALANCE AS OF 12/31/2020 IS $271,156,406. THE FOUNDATION ISSUED SERIES 2020 SOCIAL BONDS TO INCREASE GRANT MAKING IN RESPONSE TO THE WORLDWIDE SOCIOECONOMIC CRISIS CAUSED BY THE ONGOING COVID-19 PANDEMIC.
5	PART XV, LINE 3A & 3B - GRANTS PAID AND APPROVED	PART VII-B, LINE 5C - EXPENDITURE RESPONSIBILITY STATEMENT THE FORD FOUNDATION RETAINS THE AUTHORITY TO APPROVE CERTAIN SUBGRANTS FROM ITS GRANT TO THE INSTITUTE OF INTERNATIONAL EDUCATION FOR THE GLOBAL TRAVEL AND LEARNING FUND, ITS GRANT TO YAYASAN PENDIDIKAN INTERNASIONAL INDONESIA FOR THE LEVERAGING EDUCATION AND RESEARCH FOR NETWORKING (LEARN) PROGRAM AND ITS GRANT TO BLUE MERIDIAN PARTNERS FOR THE JUSTICE AND MOBILITY FUND. SUCH EARMARKED SUBGRANTS ARE TREATED AS GRANTS MADE DIRECTLY FROM THE FORD FOUNDATION, COMPLY WITH ALL PRIVATE FOUNDATION RULES, AND HAVE BEEN LISTED INDIVIDUALLY IN THE GRANT SCHEDULES ATTACHED TO THIS RETURN.

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Name: The Ford Foundation

EIN: 13-1684331

Name of Stock	End of Year Book Value	End of Year Fair Market Value
PUBLICLY TRADED SECURITIES	230,167,874	230,167,874

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Name:	The Ford Foundation
EIN:	13-1684331
US Government Securities - End of Year Book Value:	1,111,427,608
US Government Securities - End of Year Fair Market Value:	1,111,427,608
State & Local Government Securities - End of Year Book Value:	
State & Local Government Securities - End of Year Fair Market Value:	

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Name: The Ford Foundation

EIN: 13-1684331

Category/ Item	Listed at Cost or FMV	Book Value	End of Year Fair Market Value
CREDIT MARKETABILITY FUNDS	FMV	38,930,072	38,930,072
GLOBAL EQUITY FUNDS	FMV	8,267,021,994	8,267,021,994
NAT RESOUR MARKETABILITY FUNDS	FMV	810,703,862	810,703,862
REAL ASSETS	FMV	407,065,167	407,065,167
PRIVATE EQUITY	FMV	926,582,330	926,582,330
VENTURE CAPITAL	FMV	4,199,768,174	4,199,768,174
REDEMPTION PROCEEDS RECEIVABLE	FMV	117,330,414	117,330,414
SUBSCRIPTION PAID IN ADVANCE	FMV	93,217,140	93,217,140

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Name: The Ford Foundation

EIN: 13-1684331

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
GENERAL ADMINISTRATION	1,584,261	166,506		1,417,755
INVESTMENT RELATED	437,284	437,284		
PROGRAM RELATED	476,946			476,946

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Name: The Ford Foundation

EIN: 13-1684331

Description	Beginning of Year - Book Value	End of Year - Book Value	End of Year - Fair Market Value
PROGRAM RELATED INVESTMENTS	126,185,690	142,561,777	142,561,777
MISSION RELATED INVESTMENTS	66,689,784	100,598,908	100,598,908
ACCRUED INT & DIV RECEIVABLE	4,896,532	3,191,071	3,191,071
FEDERAL EXCISE TAX RECEIVABLE	2,600,000	7,571,603	7,571,603
OTHER RECEIVABLES	603,402	1,432,670	1,432,670

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Name: The Ford Foundation

EIN: 13-1684331

Description	Amount
INC. IN DEFERRED EXCISE TAX LIABILITY	42,200,163
POST-RETIREMENT CHANGES	8,423,201
NET PERIODIC PENSION COSTS	3,313,840
PRI GAIN PROVISION	11,733,258

TY 2020 IRS 990 e-File Render

Name: The Ford Foundation

EIN: 13-1684331

Description	Revenue and Expenses per Books	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
GENERAL OFFICE EXPENSES	164,598	13,996		150,602
DUES, TRAINING & DEVELOPMENT	2,372,187	128,297		2,243,890
LINE OF CREDIT COMMITMENT FEES	195,889			
ACCRUAL TO CASH BASIS ADJUST				2,487,547
MISCELLANEOUS EXPENSES	2,017,970	1,733,276		284,694

TY 2020 IRS 990 e-File Render

Name: The Ford Foundation

EIN: 13-1684331

Description	Revenue And Expenses Per Books	Net Investment Income	Adjusted Net Income
PARTNERSHIP LOSS		-119,656,786	
Subpart F INCOME		10,471,814	

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Name: The Ford Foundation

EIN: 13-1684331

Description	Amount
UNREALIZED GAIN ON INVESTMENTS	3,035,668,735

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Name: The Ford Foundation

EIN: 13-1684331

Description	Beginning of Year - Book Value	End of Year - Book Value
FEDERAL DEFERRED EXCISE TAXES	62,795,455	104,995,618
INVESTMENT RELATED LIABILITIES	72,753,153	10,540,225

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Name: The Ford Foundation

EIN: 13-1684331

Borrower's Name	Relationship to Insider	Original Amount of Loan	Balance Due	Date of Note	Maturity Date	Repayment Terms	Interest Rate	Security Provided by Borrower	Purpose of Loan	Description of Lender Consideration	Consideration FMV
OVERSEAS EMPLOYEE STAFFLOANS			208,209				0 %				

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Name: The Ford Foundation

EIN: 13-1684331

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
PROGRAM MANAGEMENT RELATED	4,401,192			4,401,192
DIRECT CHARITABLE ACTIVITIES	16,890,398			16,890,398
OPERATIONAL SUPPORT	11,854,916	1,245,951		10,608,965
INVESTMENT & MRI RELATED	4,271,568	4,271,568		

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Name: The Ford Foundation

EIN: 13-1684331

Name	US / Foreign Address	EIN	Description	Amount
THE PARVATRIUM PARTNERS FUND	C/O FORD FOUNDATION 320 EAST 43RD S NEW YORK, NY 10017	99-9999999	Foundation transferred $10,000,000 to the fund in 2020.	10,000,000
EQUITY FOR IMPACT LP	7315 WISCONSIN AVENUE BETHESDA, MD 20814	81-4385108	Foundation received dividend payment of $50,836 from the fund in 2020.	50,836
FAIRVIEW FOUNDATIONS EMERGING MANAGERS	75 ISHAM ROAD SUITE 200 WEST HARTFORD, CT 06107	83-3855357	Foundation transferred $7,657,488 to the fund in 2020.	7,657,488
ILLUMEN CAPITAL PRI LP	2323 BROADWAY SUITE 216 OAKLAND, CA 94612	81-1585916	FOUNDATION transferred $858,246 TO & received $52,681 FROM THE FUND IN 2020	910,927
MACRO CONTENT FUND I - PRI LLC	6255 W SUNSET BLVD SUITE 1060 LOS ANGELES, CA 90028	36-4873092	THERE WERE NO TRANSFERS TO OR FROM THE FUND IN 2020.	0
Total				18,619,251