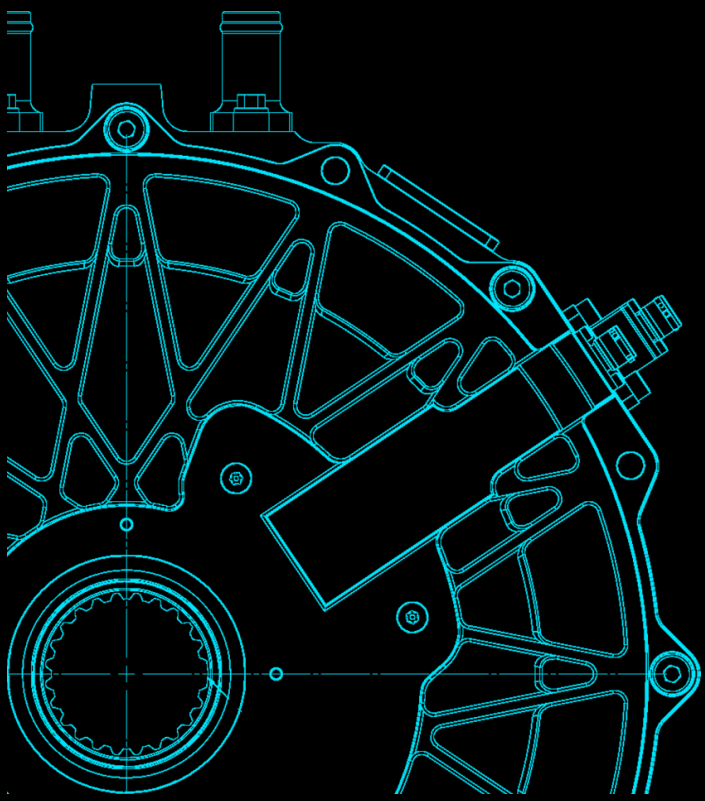




Engineering Revolution

Gender Pay Report 2024



YASA Gender Pay Gap 2024

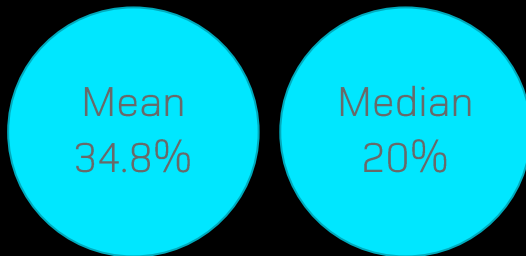


What is the Gender Pay Gap?

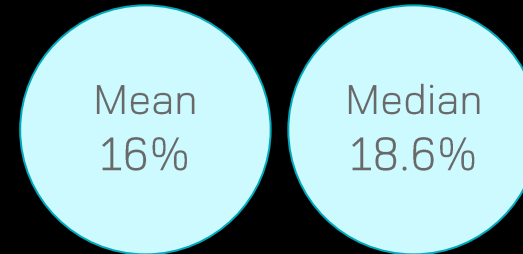
The gender pay gap is the difference in average hourly earnings for all qualifying men and women across an organisation, expressed as a percentage. This makes it a different legal requirement to equal pay which is paying men and women the same for the same (or similar) work.

Bonuses at YASA

Eligibility for bonuses is the same for all staff. The gender bonus gap has decreased since 2023. Given that the bonus is a % the gap is also affected by the fact there are more men in the higher paid, senior positions.



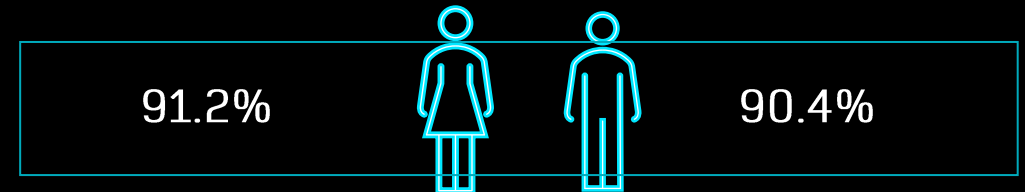
The YASA Gender Pay Gap



Our pay gap has increased slightly from 2023 but down from 2022. The gap is still predominately explained by more senior, higher paid, positions being held by men.

Employees receiving a bonus

The percentage of those receiving a bonus at YASA is relatively even and the gap is purely due to eligibility at pay date (e.g. Bonus cut-off date)



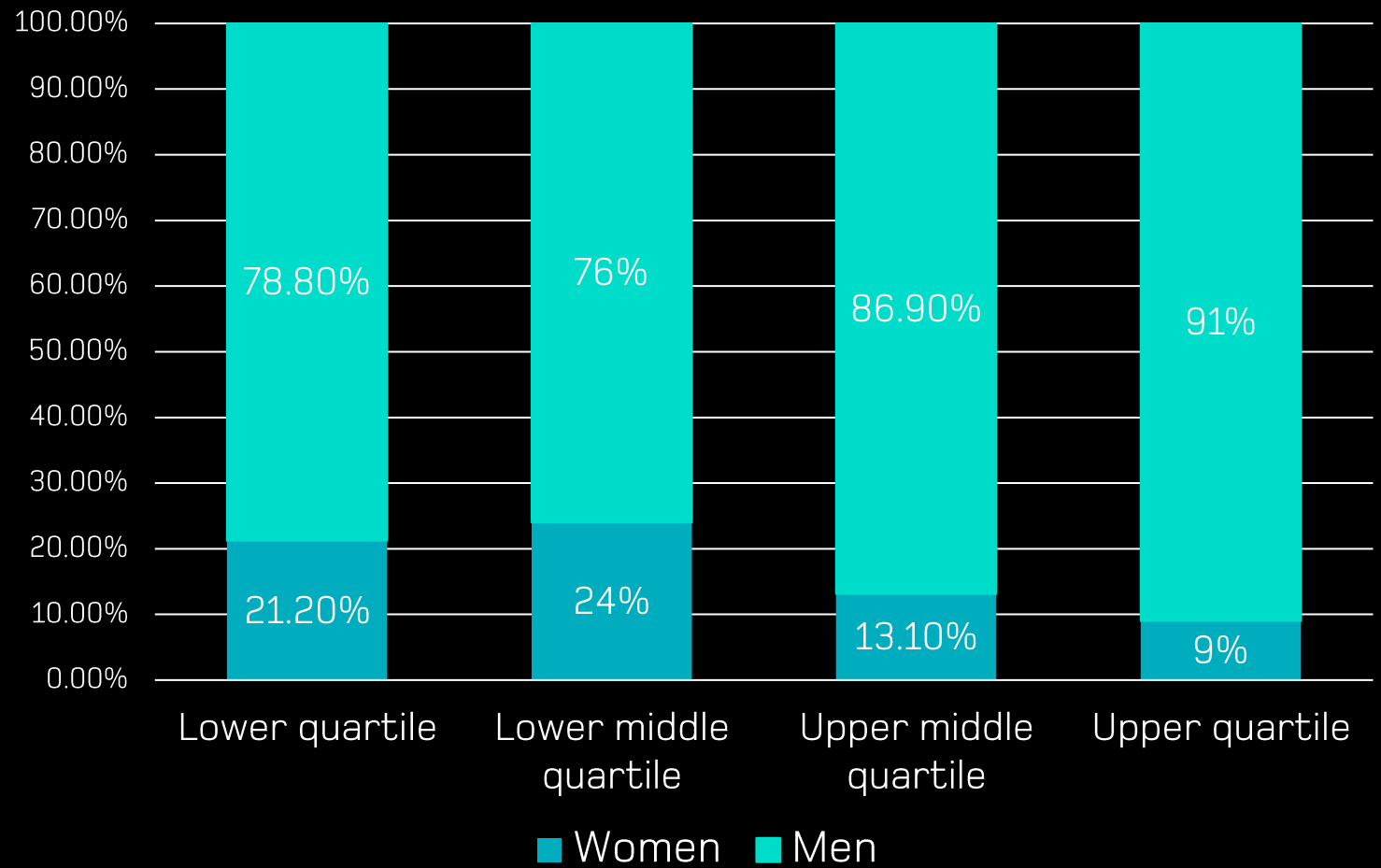
Pay Percentiles by Gender



YASA's gender pay gap is heavily influenced by the fact our workforce is predominantly male (83.17% v 16.83% at reference date).

The good news is that the proportion of women is up from 14.49% last year..

Further to this, the senior positions in the upper middle and upper quartile are heavily dominated by men.



Gender Pay Gap Over Time



Our data over time shows a generally improving picture but 2024 did have a slight increase on 2023.

	2024: Current Year		2023		2022	
Data	Mean	Median	Mean	Median	Mean	Median
Pay Gap % in hourly pay	16%	18.60%	14.40%	17.90%	20.10%	21.80%
Bonus Gap % in bonus pay	34.80%	20%	53.30%	25.30%	1.40%	30.20%

We are committed to ensuring that no employee receives less favourable treatment than another because of any protected characteristic. We recognise that, like many in the engineering industry, we have a shortage of women particularly in senior roles and would like to improve this. We will undertake analysis, make changes, and design interventions to make a difference. We believe that building a more diverse organisation will lead to a high-performance environment improving business performance.

I can confirm the data reported is accurate.

Markus Keicher
CEO