



YASA LTD Gender Pay Gap Report: 2025

Executive Summary



At YASA, we believe engineering excellence comes from people thriving in an environment where their contributions are valued equally. Addressing our gender pay gap is part of building a workplace that attracts and retains the best talent.

In 2025 we significantly enhanced our maternity and paternity leave, recognising that supporting families helps create the conditions in which everyone can thrive. More broadly, we are conscious of how we act and operate every day, knowing that the choices we make shape the culture we create.

Our values guide us: **trust** underpins how we work together, **innovation not imitation** drives us to find new ways to support our people, and being **purpose driven** ensures that our actions contribute to a fairer, more inclusive workplace.

Diversity of backgrounds and perspectives fuels innovation in automotive engineering, and we are committed to building a workforce that reflects this. By reporting transparently on our gender pay gap, we hold ourselves accountable and ensure that progress is visible to everyone.

Creating an inclusive culture is a shared responsibility across all roles, and together we are shaping a company where people can thrive and deliver world class engineering.



YASA Gender Pay Gap 2025

12.1%
Mean Hourly
Pay Gap

Mean Hourly Pay Gap:

Median Hourly Pay Gap:

17.7%
Median Hourly
Pay Gap

Difference in average hourly pay between men and women.

Difference between the midpoint man and midpoint woman when employees are ordered by hourly pay.

25.1%
Mean Bonus
Gap

Bonus Gap:

20%
Median Bonus
Gap

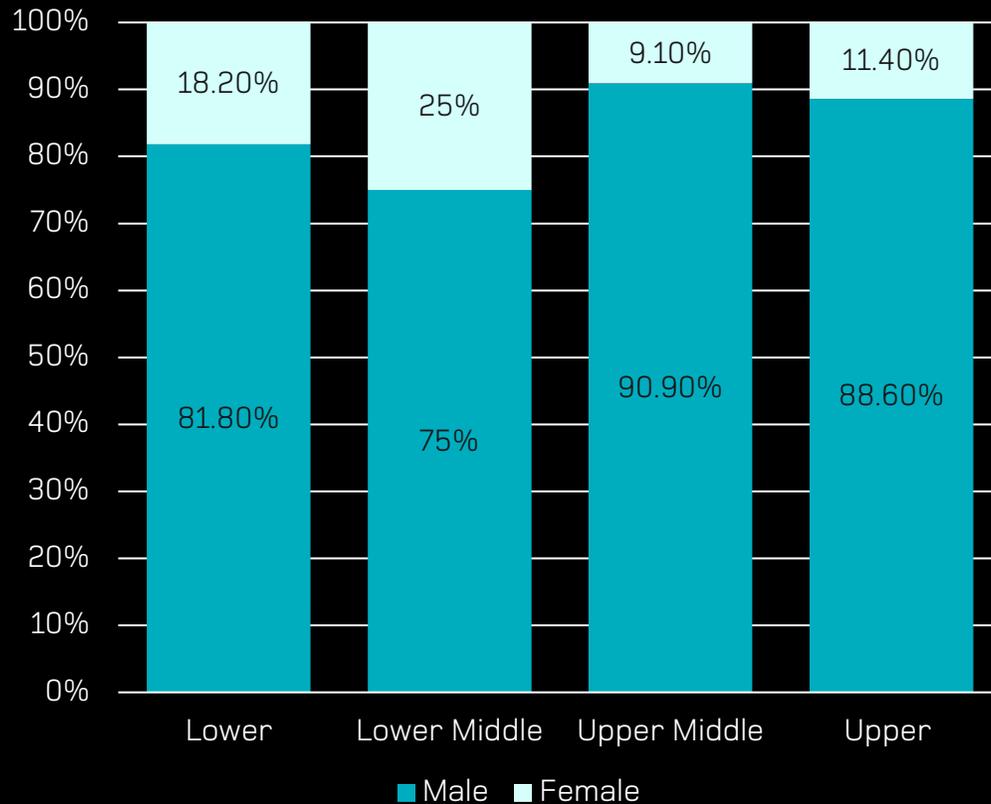
Mean and median differences in bonus pay



YASA Gender Pay Gap 2025



YASA Pay Quartiles 2025



“At YASA, engineering excellence is built on people, and people thrive when their contributions are valued equally. Diversity of backgrounds and perspectives is not just a principle we hold; it drives the innovation that sets our technology apart. By reporting transparently on our Gender Pay Gap, we hold ourselves accountable and make our progress visible to everyone. Creating a fair and inclusive workplace is a shared responsibility and one I am personally committed to leading.”

From Joerg Miska, CEO

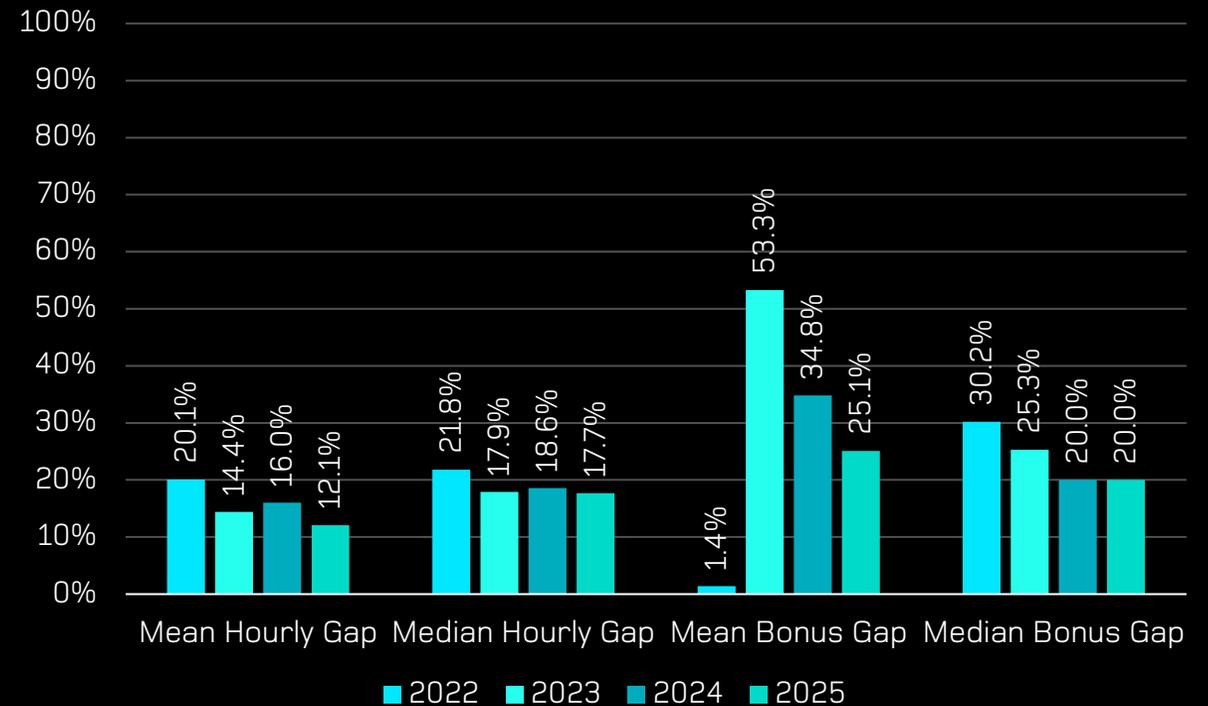
YASA Gender Pay Gap 2025



“Building a workplace where everyone can thrive is at the heart of everything we do. In 2025, we significantly enhanced our maternity and paternity leave, recognising that supporting families creates the conditions for everyone to do their best work. Our values—trust, innovation and being purpose-driven, guide how we act every day, because the choices we make shape the culture we create. We are committed to continuing this work, ensuring YASA is a place that attracts, retains and develops the best talent in our industry.”

From Nicola Nevill, HR Director

Pay Gaps Over Time



From 2024 to 2025, our average and median hourly pay gaps both reduced. Our mean bonus gap also went down, while the median bonus gap stayed the same. The percentage of women in each pay quartile changed slightly between the two years, reflecting the makeup of our workforce on each snapshot date.



Looking Ahead



Diverse backgrounds, skills and perspectives are essential to engineering excellence and to YASA's future.

At YASA, We also know that progress isn't only about processes or policies, it's shaped by how we work with each other every day. We're developing the foundations of a culture where people can speak openly, constructively and respectfully.

Our focus is on creating a culture we're proud of, where people feel supported and able to do their best work.