



Gender Pay Gap: 2023

Background

In April 2017 the Gender Pay Gap Reporting regulations came into force making it a legal requirement for UK companies with a workforce of more than 250 people to publish their gender pay gap.

This reporting requirement is part of an initiative to bring greater awareness and transparency to pay and equality as well as the organisational and societal factors that underpin these discrepancies.

The gender pay gap is the difference in average hourly earnings for all qualifying men and women across an organisation. However, there is sometimes confusion with equal pay. Equal pay is paying men and women the same for the same, or similar, work (Equality Act, 2010).

Gender Pay Gap at YASA

2023 is the second year for YASA in reporting our pay gap, this is an important step in helping us review our data formally over a longer period of time.

- Our hourly gender pay gap is **14.4%** (mean) and **17.9%** (median). This means that on average women earn 14.4% less per hour than men at YASA.

	2023: Current Year		2022: Previous Year	
Snap Shot	Mean	Median	Mean	Median
Pay Gap % in hourly pay	14.40%	17.90%	20.10%	21.80%
Bonus Gap % in bonus pay	53.30%	25.30%	1.40%	30.20%

Overall, this is an improvement on last year but much more can be done. A significant factor in understanding our pay gap is that the majority of YASA's workforce are male (85.51%) but also there are many more men in senior, higher paid roles.

Women have long been under-represented in the field of engineering more generally in the UK. In 2022 16.5% of those working in engineering in the UK were female ([EngineeringUK, 2022](#)) but the good news is this is up from 10.5% in 2010 ([WES, 2024](#)). This gender split is similar to YASA.

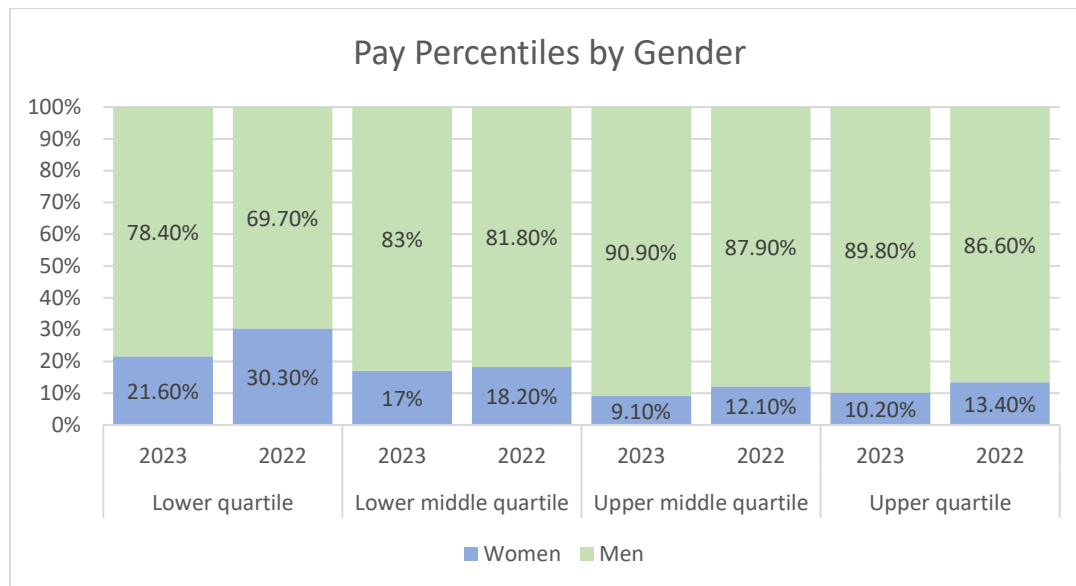
Research by RAEng and WISE demonstrated a mean pay gap in the engineering profession in the UK of 10.8% and median pay gap of 11.4% ([Royal Academy of Engineering, 2024](#)). The overall UK statistics also demonstrate that the pay gap is greater at the more senior levels and this is something we need to examine in more detail within YASA.

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Looking at the percentage of men and women at YASA in each hourly pay quarter we can see the picture is relatively stable but the % of women in the upper pay quartiles has actually decreased since 2022. This is reflecting a decrease in total number of women at YASA which is an area we should look at in more detail.



- Our bonus pay gap is 53.3% (mean) and 25.3% (median). Like the salary information this is also affected by the number of men in senior roles and the corresponding bonus schemes.

Nevertheless, this is a significant increase on the previous years bonus gap (1.4% mean). It is largely due to a change in the bonus system to unify bonus payments to a calendar year. There are three senior men who's bonus payments include 18 months worth of bonus as part of this harmonisation activity.

- **83.9%** of men and **82.7%** of women received a bonus payment. All eligible employees received a bonus payment, those who did not were either not eligible (e.g. placement students), had not started employment at the reference date or were on notice for departing the business.

Actions

At YASA inclusivity is at the heart of our values and we value the importance of staff being able to bring their authentic selves to work. Over the last year we have taken some steps which help with assessing our workforce composition as well as improving the support we provide within YASA:

- We are continuing to assess our workforce composition and examine what the data on both our workforce and pay gap demonstrates.
- We have implemented a revised performance review framework to improve performance management and support internal progression and development.

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- We have partnered with the Women in Engineering society at University of Oxford to encourage women to maintain careers in engineering as well as to increase the visibility of YASA as an employer of choice.
- We are in the process of implementing a new ATS (recruitment system) to improve our gender data and be able to examine our applicant pathway and talent attraction strategies.
- The bonus year has been harmonised which should result in standardised yearly data.
- We have increased our organisational support to women, for example, become a founding employer of Wellbeing of Women; purchasing specific female clothing, reviewing policies that impact women's career opportunities and choices.

We also have plans for the future:

- Development of clear career pathing to support progression within YASA and providing transparency on this.
- The creation of a Women at YASA group to provide a strong network of role models and support.
- Analysis of the multi-year data to understand our pay gap in more detail.
- Further activities and work with partners to encourage girls to enter science and engineering as career.
- We will take these actions into a more formal action plan which is data driven.

We are committed to ensuring that no employee receives less favourable treatment than another because of any protected characteristics. We recognise that, like many in the engineering industry, we have a shortage of women particularly in senior roles and would like to improve our position. We believe that building a more diverse organisation will make a more capable and successful organisation and look forward to the challenges ahead to address this.

I can confirm the data reported is accurate.

A handwritten signature in black ink, appearing to read "M. Keicher".

Markus Keicher
CEO YASA

To read our Gender Pay Gap Summary from 2022 - please click visit
<https://yasa.com/media/2023/09/gender-pay-gap-summary-2022.pdf>

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