

Gender Equality Plan

September 2025

yaspa

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Last updated: September 2025

1.0 Introduction

At Yaspa, diversity and inclusion have always been central to who we are. Today, Yaspa has an overall company split of 55% male and 45% female in post. The same ratio of women (45%) applies to our Senior Leadership Team (SLT) while more broadly 60% of our wider leadership roles are held by female leaders.

One of our proudest moments in 2023 was when Amie Kadhim, our Head of Commercial and member of the SLT, became the first woman to win the 'Rising Star' award in the Open Banking industry's annual awards. With over 100 entries, this was a record high, and this achievement not only marked a milestone for Yaspa but also highlighted the bright future Amie has in a traditionally male-dominated sector.

We have built robust leadership, compliance and hiring practices to embed diversity and inclusion at every stage of our growth. A key part of this was the establishment of our in-house Talent team in January 2025, who have ensured that our expansion from 15 employees to 74 in just 18 months has remained fully aligned with our values. Every hire at Yaspa is made not only on technical excellence but also on our core values: Pioneering Innovation, Integrity First, Simplicity in Action and Stronger Together. Collaboration is the cornerstone of our culture. We work as equals, fostering open dialogue, curiosity and knowledge sharing, underpinned by honesty and transparency. We remain vigilant to gender imbalances and act quickly to ensure equality and representation across the business.

2.0 Commitment & accountability

At Yaspa, we aspire to meet the gold standard set by the European Institute for Gender Equality, while staying true to the vision of our founder, James Neville, who has built a people-first culture grounded in diversity, inclusion and belonging.

2.1 Ownership

Our Chief People Officer, Chris Watkins, and the People & Operations team will own the delivery of Yaspa's Gender Equality efforts, reporting all associated gender equality metrics to our CEO & Founder, James Neville, and Board on a quarterly basis.

2.2 Transparency

Yaspa will publish an annual gender equality plan internally and on its website, yaspa.com.

3.0 Data collection & monitoring

Yaspa will collect gender-disaggregated data on:

3.1 Workforce composition

- A. Gender split by:
 - + Total workforce
 - + Job level (junior, mid, senior, executive)
 - + Function (tech, ops, commercial, etc.)
- B. Contract type (full-time, part-time, fixed-term)
- C. Retention & turnover rates by gender

3.2 Recruitment & progression

- Gender split of applicants, shortlisted candidates, offers and hires
- Promotion rates and time to promotion by gender
- Internal mobility / lateral moves

3.3 Pay & reward

- Gender pay gap (mean, median, bonus gap)
- Access to benefits (parental leave uptake, flexible work arrangements)

3.4 Culture & experience

- Engagement survey results split by gender (e.g. belonging, career development)
- Incidents of discrimination or harassment (reported & resolved)

3.5 Reporting

We will monitor the above data points, via:

- our HRIS system, HiBob, which supports sophisticated workforce data and demographic profiling;
- annual & biannual employee surveys to collect insights into lived experiences, perceptions of fairness and inclusion;
- exit interviews, which will capture any gendered issues' contribution to turnover.

All collected and reported data will comply with GDPR regulations.

3.6 Reporting dashboard

Example for 2026 annual report tracking:

Category	Metric	Frequency	Target/Benchmark
Workforce composition	Gender split (overall, function, level)	Quarterly	Maintain 45:55 balance overall
	% of women in leadership (SLT & managers)	Quarterly	40% plus
	% of hires by gender	Quarterly	Parity with applicant pool
Recruitment & progression	Application, shortlist, offer, hiring split	Quarterly	No more than 5-10% drop off by gender between stages
	Promotion rates by gender	Annually	Equal across genders
	Internal mobility/lateral moves	Annually	Proportional representation
Pay & reward	Gender pay gap	Annually	5% or less gap
	Bonus pay gap (sales)	Annually	5% or less gap
	Parental leave uptake	Annually	On balance of policies
Cultural & experience	Engagement surveys score (by gender)	Bi-annually	5% less gap between genders
	Perceived fairness in promotion survey	Bi-annually	85% plus positive across genders
	Harassment/discrimination incidents by gender	Annually	Zero tolerance: track & resolve

4.0 Recruitment & hiring

Yaspa will bi-annually review selection procedures. We will remedy any biases and ensure that women and men get equal chances to develop and advance their careers at Yaspa. Hiring with our core values at the heart for each stage of a selection process, coupled with gender equality officers across Yaspa, the company will proactively identify women in underrepresented fields and considering Yaspa. Workload planning will be important measures for Yaspa to implement as we move towards 2026.

4.1 Job adverts

Yaspa uses gender neutral, inclusive language and advertises via diverse channels such as LinkedIn and Welcome to the Jungle who control data, reporting and cultural messaging owned by each platform, not owned, written or reported via any Yaspa employees. These ensure that any future hires have access to a non-discriminatory and unbiased narrative.

4.2 Shortlists

We aim for a gender-balanced and diverse candidate shortlist where feasible.

4.3 Hiring process

- Structured interviews with consistent criteria to reduce bias.
- A diverse and gender balanced panel of interviewers.
- Gender ratios will be tracked at each stage of the hiring process.

5.0 Career development & promotion

At Yaspa, we are committed to ensuring that career growth and promotion opportunities are fair, transparent, and accessible to all employees, regardless of gender. We recognise that true gender equality is not achieved solely by an initial hire, but by supporting employees' progression at every stage of their career.

5.1 Objectives

- Maintain a minimum 50% split of female representation in senior and leadership roles across 2026.
- Ensure promotion decisions are merit-based, transparent, and free from bias.
- Provide equal access to career development, mentorship, and leadership programs.

5.2 Key actions

- **Transparent promotion criteria**
 - Define and communicate clear promotion pathways for each role and level.
 - Ensure all promotion panels include balanced gender representation.
- **Mentorship & sponsorship programs**
 - Establish mentorship programs pairing emerging talent with senior leaders.
 - Encourage sponsorship initiatives to advocate for high-potential female employees.
- **Career development plans**
 - Provide annual individual development plans for all staff, reviewed with line managers.
 - Offer training in leadership and technical skills equally to all genders.
- **Regular monitoring & reporting**

- Track promotions and career progression by gender and report quarterly to SLT and Board.
- Identify any discrepancies or barriers and implement corrective actions promptly.
- **Bias awareness & training**
 - Conduct bi-annual unconscious bias training for managers and promotion panels.
 - Embed gender equity into performance reviews and succession planning.

5.3 Expected outcomes

- Gender-balanced leadership and decision-making teams.
- Reduced gender pay gap over time.
- Stronger retention and engagement of talented employees.
- An organisational where culture continues to provide all employees visible pathways to grow and succeed.

6.0 Work-life balance & culture

Yaspa promotes gender equality through a sustainable culture. We have implemented necessary policies to ensure an open and inclusive working environment, inclusive of, but not limited to:

- Adoption policy
- Bereavement & compassionate leave policy
- Carers leave policy
- Maternity policy (enhanced)
- Miscarriage & stillbirth policy
- Parental bereavement leave policy
- Parental leave policy
- Paternity policy
- Shared parental leave policy
- Time off for dependants policy
- Bullying and harassment policy
- Health, safety and DSE policy
- Supporting employees suffering with domestic abuse policy
- Violence and aggression at work (third parties) policy
- Flexible working policy
- Remote & hybrid working policy
- Working hours policy
- Annual leave policy
- Sickness and absence policy

6.1 Benefits

- **Health and wellbeing:** Yaspa offers all employees and their dependents 24/7 unlimited digital access to a GP, digital physiotherapy sessions and mental wellness support through

our healthcare partner Healthhero, Symbio. This also includes an EAP (Employee Assistance Program) - a confidential benefit that offers employees and their families free support for personal and work related challenges, including counseling for mental health, advice on financial and legal issues and resources for work-life issues like childcare or elder care.

- **Pension:** Yaspa offers a work-based pension through Aviva with a 3% employer and 5% employee contribution. We hope to increase the employee contribution during 2026. This will be reliant upon achieving various revenue milestones.
- **Health insurance:** Likewise we hope to roll out full health insurance in 2026 to protect all employees from the unexpected accidents or health related illness. This will be reliant upon achieving various revenue milestones.

7.0 Pay & progression

At Yaspa, we are committed to ensuring fair compensation and career progression for all employees, regardless of gender. We recognise that equitable pay and structured progression are fundamental to achieving meaningful gender equality across our business.

Objectives

- Ensure equal pay for equal work across all roles and levels.
- Eliminate gender disparities in bonuses, benefits, and other forms of reward.
- Provide transparent, merit-based promotion pathways for all employees.
- Monitor and address any gender imbalances in pay and progression over time.

7.1 Key actions

- **Pay transparency & benchmarking**
 - Conduct annual gender pay audits covering base salary, bonuses and benefits.
 - Compare pay internally and, where possible, against industry benchmarks.
 - Publicly report aggregated pay gap data to the SLT and Board.
- **Fair promotion practices**
 - Define clear, written criteria for promotions across all roles and levels.
 - Ensure promotion panels are gender balanced and trained in unconscious bias mitigation.
 - Track promotions by gender and take corrective action if discrepancies arise.
- **Career development integration**
 - Align progression opportunities with training, mentorship and leadership programs to support underrepresented groups.
 - Encourage regular career conversations between employees and managers to discuss growth plans.
- **Monitoring & reporting**
 - Maintain a quarterly dashboard showing pay gaps, promotion rates, and career progression metrics by gender as established in Clause 3.6.

- Review trends annually at SLT and Board level, updating targets and actions as required.
- **Governance & accountability**
 - Integrate responsibility for pay and progression outcomes into manager performance objectives.

7.2 Expected outcomes

- Reduced gender pay gaps across all levels of Yaspa.
- Increased representation of women and underrepresented groups in leadership roles.
- Transparent, fair career pathways that motivate, retain and attract top talent.
- A culture of accountability and trust where compensation and progression decisions are understood, fair and equitable.

8.0 Governance & review

At Yaspa, effective governance and regular review are central to ensuring that our Gender Equality Plan (GEP) is not only implemented but continuously improved. This ensures accountability, transparency and measurable progress toward our gender equality goals.

Objectives

- Ensure clear accountability for gender equality initiatives at all levels of the organisation.
- Embed gender equality into strategic decision-making, HR practices, and organisational culture.
- Monitor progress against defined KPIs and take timely corrective action where needed.
- Maintain transparency and open communication about progress and outcomes.

8.1 Key actions

- **Accountability**
 - Yaspa's Chief People Officer, Chris Watkins will serve as the GEP sponsor, overseeing implementation and reporting to the board, ensuring alignment between gender equality objectives and broader organisational strategy.
- **Dedicated GEP team**
 - The People & Operation team, supported by Gender Equality Champions across departments, will manage day-to-day GEP initiatives, data collection and monitoring, and act as a point of contact for employees on gender equality matters.
- **Regular monitoring & reporting**
 - Quarterly dashboards to track KPIs including workforce composition, promotion rates, pay gaps and recruitment trends by gender.
 - Annual internal report presented to SLT and Board, highlighting progress, challenges and next steps.
- **Review & continuous improvement**

- GEP reviewed annually to incorporate learnings, industry best practices and regulatory updates.
- Feedback collected from employees through surveys and focus groups to refine policies and initiatives, whilst remaining GDPR compliant.
- **Transparency & communication**
 - Key outcomes and actions communicated to all employees to foster trust and engagement.
 - External stakeholders (investors, partners) may receive high-level summaries to demonstrate Yaspa's commitment to gender equality.

8.2 Expected outcomes

- Clear accountability and ownership of gender equality initiatives.
- Evidence-based decision making, informed by real-time data.
- Continuous improvement of policies, programs and culture to promote gender equality.
- Enhanced organisational credibility and alignment with the European Institute for Gender Equality and industry best practices.

9.0 Awareness & training

At Yaspa, we believe that building awareness and providing ongoing training are essential to embedding gender equality into our culture. Policies alone are not enough. Progress comes when every employee understands their role in creating an inclusive workplace and has the skills to put our values into action.

Objectives

- Raise awareness of gender equality across all levels of the company.
- Equip managers and employees with the tools to identify and mitigate bias in daily decision-making.
- Ensure all staff are aware of Yaspa's policies on diversity, inclusion and respectful workplace behaviours.
- Foster a culture where gender equality is recognised as a shared responsibility.

9.1 Key actions

- **Unconscious bias training**
 - Deliver training to all employees, with enhanced modules for managers and hiring leads.
 - Refresh training annually and integrate into onboarding for all new hires.
- **Inclusive leadership development**
 - Provide tailored workshops for managers on inclusive leadership, fair performance reviews, and promotion practices.

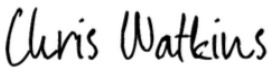
- Encourage leaders to act as role models, embedding inclusive behaviours into team culture.
- **Awareness campaigns & resources**
 - Run internal campaigns around key dates (e.g. International Women's Day, Females in Tech Day).
 - Provide toolkits, guides and resources on inclusive language, allyship and workplace respect.
- **Harassment & respect training**
 - Mandatory sessions on preventing and addressing harassment, with clear communication of reporting channels and protections.
 - Reinforce Yaspa's zero-tolerance stance on discrimination and harassment.
- **Monitoring & feedback**
 - Collect feedback after each training session to refine content and measure effectiveness.
 - Track participation rates and ensure 100% completion across Yaspa.

9.2 Expected outcomes

- Employees understand how gender equality connects to Yaspa's values and business success.
- Increased confidence among managers and staff in applying fair, inclusive practices.
- Reduction in bias across recruitment, promotions and daily decision-making.
- A stronger culture of respect, openness and accountability across the company.

More information

Please see Chris Watkins, Chief People Officer, Yaspa: chris@yaspa.com.

Lead sponsor	Chris Watkins Chief People Officer
Signature	
Date	September 2025