

2025



WAYVE

Snapshot of 5 April 2025

UK Gender Pay Gap Report

From our Leadership



Alex Kendall

Co-founder & CEO

The gender pay gap is an important measure of fairness, but it's rarely a pay problem. It reflects how the system works. It comes from who you hire, how people progress and who ends up in senior roles.

We've made meaningful progress in improving pay equity, including reaching near parity in the UK. That's a useful signal that our pay processes are working, but it's not the only goal.

The harder problem is representation, particularly in technical, automotive and leadership roles. We're building AI that works for everyone, anywhere in the world. The teams we bring together directly shape what we create, so this matters in a very practical way.

As we scale, these patterns compound quickly. So we're focused on building a system where opportunity is driven by talent and merit, and improving it over time.



Emma Baillie

Chief People Officer

"Our focus is on making sure the systems behind hiring, pay and progression are fair and consistently applied. Over the past year, we've strengthened areas like parental leave, promotion processes and how we review compensation to help level the playing field and support people to build long-term careers here.

We're seeing that reflected in our pay equity data. The more structural challenge is representation. It requires sustained effort across how we hire, develop and retain talent. We're committed to making measurable progress over time.

Our Focus in 2025

At Wayve, we track gender pay gap data to understand how pay is distributed across the organisation and to identify where we need to improve. Our latest results show strong progress on pay equity, alongside ongoing challenges in representation. As a growing company, these figures can shift year to year depending on hiring and organisational changes, so we focus on long-term trends and the underlying systems and processes that drive them.



Building on last year's progress

In 2024, we enhanced our parental leave offering to better support working parents. This included increased paid leave for primary and secondary caregivers, fertility support through paid leave and increased support for returning to work, including a phased transition back to full capacity. These changes were informed directly by employee feedback from our Women at Wayve and Women Who Code communities, and remain an important part of how we support long-term career development.

Strengthening inclusive practices

We piloted workshops across different groups and are now partnering with Mix Works to launch Diversity, Equity, Inclusion and Belonging (DEIB) training across the company. This is designed to build a common understanding of inclusive behaviours, with core training for all employees and targeted sessions for managers on inclusive leadership.

Improving how we attract talent

We remain focused on reaching a broader, more diverse pool of candidates. We do this by casting a wide net from the outset of each search, so we access a wider range of talent early in the process. This includes engaging with external communities to build relationships with underrepresented talent and share the work we're doing. These efforts are focused on long-term impact, helping us strengthen our talent pipeline over time rather than driving immediate hiring outcomes. We are also continuing to improve how we showcase our benefits and employee experience, so candidates have a clear view of what it's like to build a career at Wayve.

Partnerships and community

We are continuing to build the right partnerships and participate in events that help us connect and inspire female talent across our industry. This includes building on initiatives such as our first Women of Wayve: Building the Future of Mobility event, where external guests heard from our engineers and leaders across AI, Product and People, and experienced live demo rides. We also work closely with our Women at Wayve ERG group to shape our approach and ensure it reflects the needs of our own community. While these efforts don't always lead directly to hires, they are an important way for us to build relationships, increase awareness of opportunities at Wayve and contribute to the wider community of women and their allies across our field.

Diversity data

While UK reporting focuses on gender, we continue to monitor broader diversity data internally. This helps us assess fairness across hiring, pay and progression for other underrepresented groups and identify where further action is needed.



Calculating Gender Pay Gap (GPG)

In the UK, organisations with 250 or more employees are required to publish specific figures related to their potential gender pay gap. This report follows the methodology and guidelines set by the UK Government on how to calculate the potential pay gap and present this information.



What is the Gender Pay Gap?

The Gender Pay Gap (GPG) is the difference in average hourly pay between men and women across the organisation, reported relative to men's earnings, regardless of role or seniority. It does not measure equal pay for equal work. Instead, it is a stack rank of the highest- to lowest-paid employees, regardless of role

How is hourly pay calculated?

Hourly pay includes salary, allowances and any salary sacrifice deductions (such as pension contributions or employee-selected childcare). Figures in this report are based on the snapshot date of 5 April 2025, as required.

How is the data calculated?

The gender pay gap can be calculated in two ways:

- **Mean Gender Pay Gap** is calculated by finding the average hourly pay for men and women, then expressing the difference as a percentage of the average male pay.
- **Median Gender Pay Gap** is calculated by listing all salaries from lowest to highest and comparing the salaries at the midpoint.

Distribution of males and females by quartile

Distribution of males and females by quartile ranks all UK employees by pay, split across four groups and assesses the gender balance within each quartile, including reaching near parity in the UK. That's a useful signal that our pay processes are working. For inclusivity, we report this data based on gender identity rather than binary sex categories, as required for UK Government submissions.

UK GPG Report

Snapshot of data from 5 April 2025

Whilst there is no direct benchmark for Wayve within our specific sector, the UK tech industry generally reports a GPG of around 15-17%, with the gap often widening in startups.

In 2025, we have seen a meaningful year-over-year improvement in our UK GPG. Our mean pay gap has reduced from 1.28% in 2024 to -0.81% in 2025 and our median pay gap has reduced from 6.40% to 3.26%. This indicates that we are operating at near pay parity in the UK with a balanced distribution of pay across genders.

Wayve UK Gender Pay Gap
(Mean)

-0.81% ▼

2024: 1.28%

Wayve UK Gender Pay Gap
(Median)

3.26% ▼

2024: 6.40%

UK Tech Sector
Gender Pay Gap

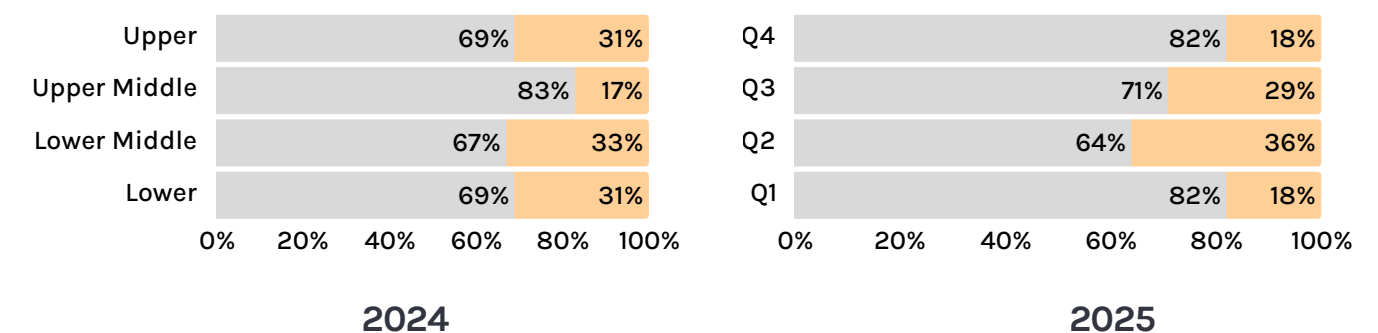
15-17%

UK Gender Distribution across Quartiles

The distribution of men and women across pay quartiles shows mixed movement year-over-year. In 2025, we see improved representation of women in the “Upper Middle” and “Lower Middle” quartiles, from 17% to 29% and 33% to 36%, respectively.

At the same time, the highest and lowest quartiles have become more skewed towards men, with female representation in both declining from 31% to 18% in both quartiles. This highlights that while there has been progress in the middle and upper middle portions of our organisation, representation at the most senior and more junior levels remains a key driver of the overall gender pay gap.

Male Female



Global GPG Report

While our UK results provide an important view, they represent only part of our organisation. As a global company, we take a broader perspective and report on our GPG across all regions. Today, Wayve has over 1,000 employees across the UK, Europe, North America, Japan and Israel. As we scale internationally, differences in regional hiring and workforce composition can influence our global GPG.

Our global GPG is higher than our UK figures, reflecting these broader dynamics. In 2025, our mean pay gap reduced from 10.74% to 5.00%, while our median pay gap increased from 2.42% to 4.57%. This reflects continued progress in some areas, alongside an imbalance in the distribution of roles and seniority as we have expanded into new locations and scaled the organisation. We will continue to monitor our gender pay gap globally and focus on representation over time.

Wayve Global Gender Pay Gap (Mean)

5.00% 

2024: 10.74%

Wayve Global Gender Pay Gap (Median)

4.57% 

2024: 2.42%

Global Tech Sector Gender Pay Gap

16-23%

What's driving our results?

Our progress in pay equity reflects continued focus on:

- Strong pay governance and structured compensation frameworks
- Consistent promotion processes across genders
- Ongoing review of hiring and reward decisions

While we are encouraged by these results, it's important to recognise that GPG is sensitive to workforce composition. As a growing company, changes in hiring and team structure can have a significant impact on reported figures year to year.

Representation

While pay equity is strong, representation remains a challenge. Women represent 23% of our global workforce in 2025, down from 26% in 2024, reflecting broader industry imbalances, particularly in technical roles. Technical, automotive and engineering roles continue to be male-dominated across the industry.

We have seen encouraging progress in some areas, including improved female representation in middle pay quartiles and in specific functions such as Fleet Operations. However, increasing representation, particularly at senior levels, remains a key focus.

Our commitment to Diversity, Equity, Inclusion and Belonging



At Wayve, we embrace new perspectives, backgrounds, and experiences to develop products that cater to the diverse needs of the world. Wayve is filled with unique individuals, and our diversity is a catalyst for fresh ideas, driving impact and helping us solve the big problems.

We'll strive to get it right, but we know the work on Diversity, Equity, Inclusion and Belonging (DEIB) is a journey. We will continue to grow, learn and improve together.

Here's our commitments:

1

We aim to build teams that reflect the diversity of the places where we operate.

Whether that's through how we hire, and how our policies and practices support people to work with us, and thrive.

2

We aim to create a culture of inclusion and belonging where everyone feels valued and empowered to succeed.

Whether that's through education to support stronger allyship or uplifting our Employee Resource Groups.

3

We support you to inspire change.

Outside of Wayve, we want to drive positive change through our events, creating more opportunities in the communities we operate in through partnerships and volunteering.

Our actions



The following actions form part of our DEIB strategy at Wayve. This is not an exhaustive list of all DEIB-related activities at Wayve, but actions that will have a direct impact on improving gender diversity as well as our gender pay gap.

001 Introduction of Competitive Parental Leave Pay and Benefits

These enhancements are intended to better support working parents and encourage more female talent to join Wayve. This is inclusive of up to 24 weeks of pay for primary caregivers, and 10 weeks of pay for secondary caregivers, fertility-related time off and support with transitioning back to work.

002 Supporting our Employee Resource Groups

These include our *Women of Wayve* and *Women Who Code* networks through open dialogue with Leadership and People Teams. This largely influenced our review of the parental leave policy mentioned above.

003 DEIB and Allyship Training

This training will be rolled out to all employees over 12 months, equipping our managers to support in the DEIB space via our Manager Playbook.

004 Using Talent Tools to Match Vacancies with the Local Market Gender Demographics

This helps us understand the talent pool available and leverage regular targeted external outreach to encourage diversity in inbound applications.

005 Representing Wayve via Industry Events and our own Community

We aim to inspire female talent to have careers in our field.

006 Tracking Diversity Data

Inclusive of pay and progression equity via data monitoring and our internal listening strategy.
