

Today we release our Gender Pay Gap Report covering the period April 2018 - April 2019. This year we have made some improvements as outlined below:

- Compared to 2018 we have seen reductions in our median hourly pay gap rate of 1.2% and our median bonus pay gap also decreased by 0.3%

The main driver for our Gender Pay Gap remains with men primarily occupying roles at the top of the organisation and females occupying the majority of roles at the lower to middle area, however, our gender pay gap does not represent an issue of equal pay.

We acknowledge that we still have a considerable journey to close this gap even further and to a level we are truly proud of. We are working extremely hard to ensure we foster a diverse and inclusive culture at Thames Clippers and the past nine months have seen us make considerable progress on this journey as we currently have greater number of females in the roles that offer a greater opportunity for career development and progression.

At Thames Clippers, we believe that our people should reflect the diversity of our customers and the communities in which we operate. Not only does this make good business sense; it is simply the right thing to do.

We have listened to the voice of our employees to help shape our vision of who we are and defining the values that we believe in. Everyone has contributed through attending workshops, focus groups and completing questionnaires. Employee thoughts, ideas and feedback have allowed us to create a clear set of priorities that we have now built into an action plan.

The plan focuses on 4 areas of development that will bring the values we've defined to life. These are:

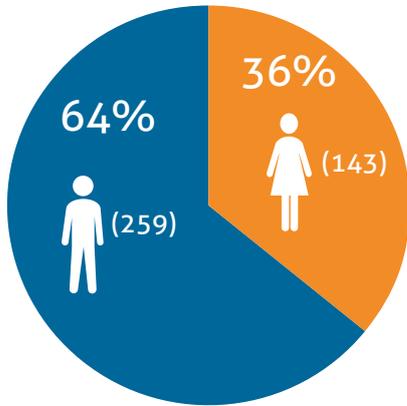
- Fostering an Inclusive Culture
- Employee Opportunity and Development
- The Wellbeing of our People
- Diverse Recruitment

Our 2020 action plan makes clear what we are committed to do and what as individuals we all need to take responsibility for, because it's only together that we all make a difference to drive a more diverse and inclusive culture across Thames Clippers which in turn will drive our Gender Pay Gap down.



Sean Collins  
**Chief Executive Officer**  
**Thames Clippers**

### Gender Split



### Hourly Rate

#### Mean



In favour of men

The mean figure is the difference between the average of men's and women's pay.

#### Median



In favour of men

The median figure is the difference between the midpoints in the ranges of men's and women's pay.

### Bonus Pay

In receipt of a bonus



#### Mean



In favour of men

The mean figure is the difference between the average of men's and women's bonus pay.

#### Median



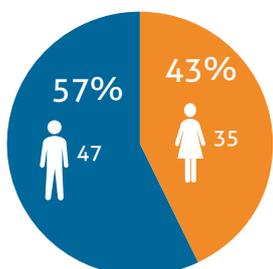
In favour of men

The median figure is the difference between the midpoints in the ranges of men's and women's bonus pay.

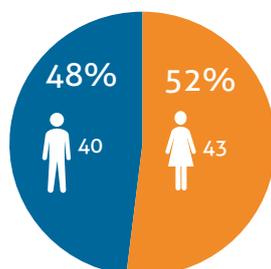
### Quartiles

The quartiles show the proportion of males and female full-pay relevant employees in four pay bands. To calculate the bands we have ranked the full-pay relevant employees from highest to lowest paid, divided these into 4 equal parts ('quartiles') and calculated the percentage of men and women in each of these quartiles.

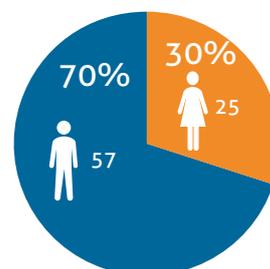
#### Lower Quartile



#### Lower Middle Quartile



#### Upper Middle Quartile



#### Upper Quartile

