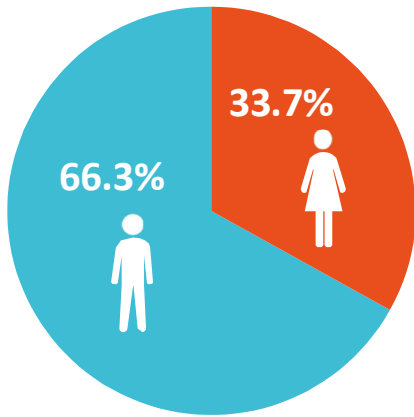
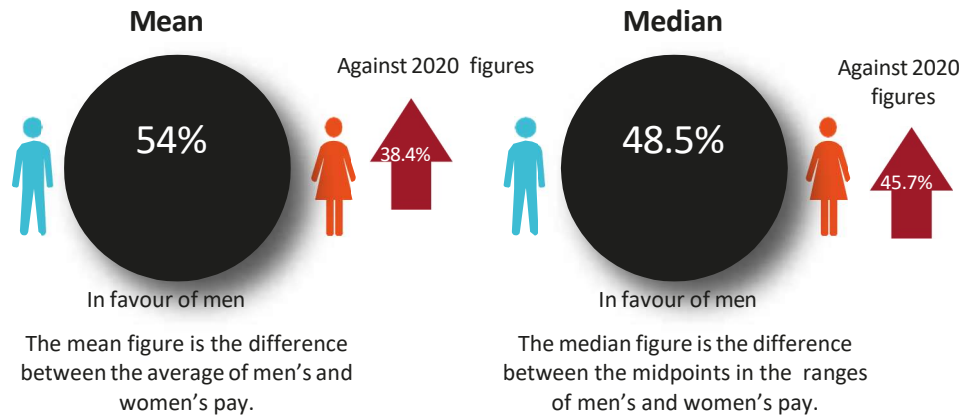


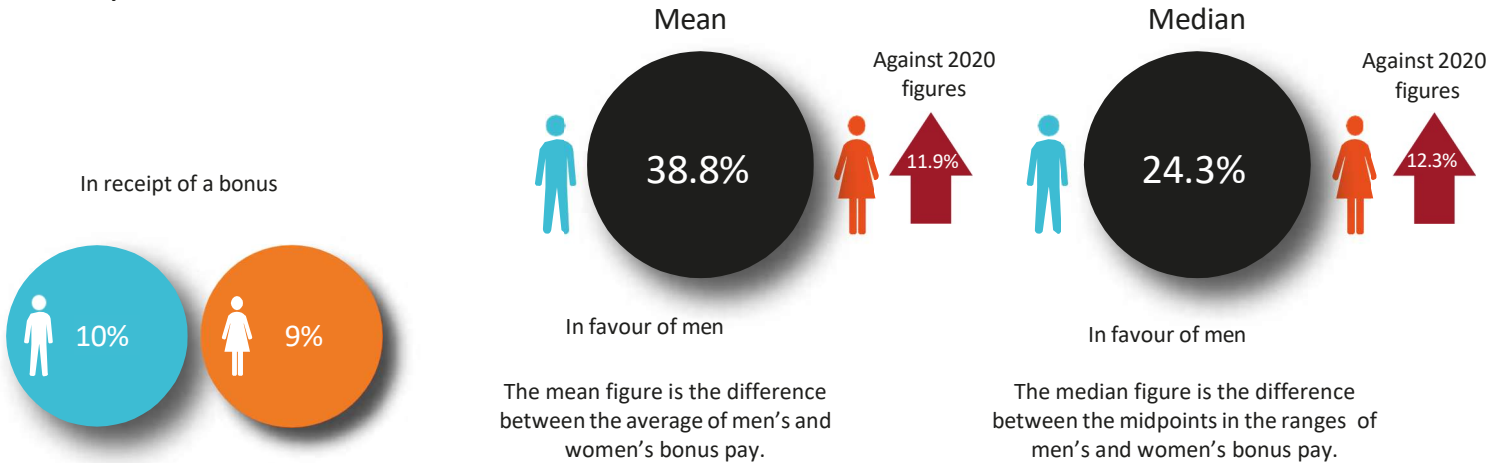
### Gender Split



### Hourly Rate

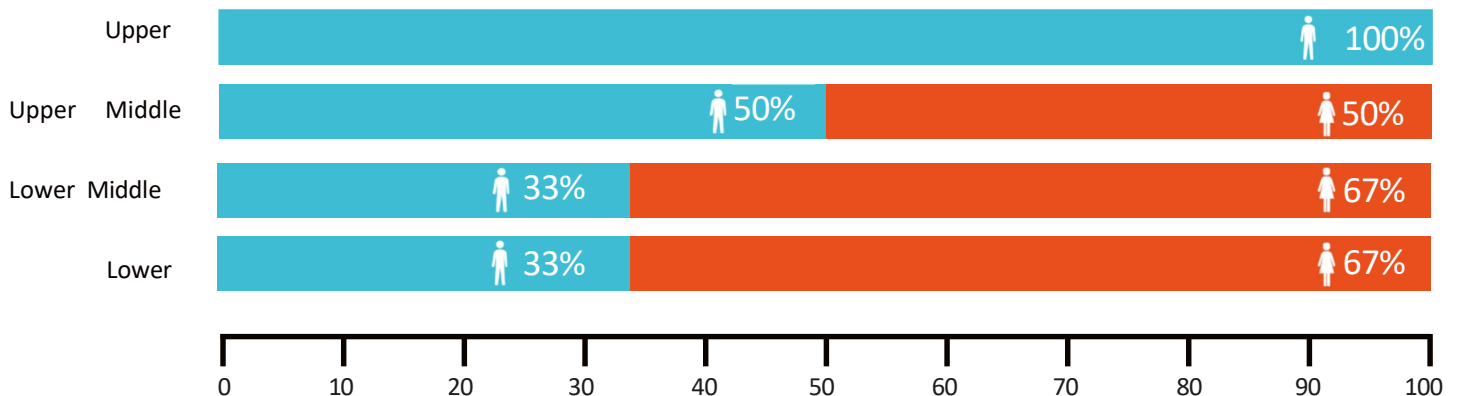


### Bonus Pay



### 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.



I confirm the accuracy of this information.

Signed: \_\_\_\_\_

Sean Collins, Chief Executive Officer

Today marks the release of our Gender Pay Gap Report for April 2020 - April 2021.

We see our Gender Pay Gap Report as one important strand of our wider diversity and inclusion agenda. At Uber Boat by Thames Clippers, we do believe that gender identity is broader than just 'men and women' and although the regulations require us to report in this way, we recognise and welcome to our team colleagues of all gender identities.

This year however, we must view our results with caution as we acknowledge the impact that Covid-19 has inevitably had on our data.

At the snapshot date, there were only 11 employees (3% of our workforce) working full time, and all of those were in senior roles. Over 350 of our employees were placed on the Government Coronavirus Job Retention Scheme (furlough) or were on another type of leave and have therefore not been included in 3 out of 6 of the required statistics for this report, narrowing the pool of employees that have been included in our Gender Pay Gap analysis.

The gender balance of our workforce remains relatively unchanged, with more men working at Thames Clippers: 66.3% male and 33.7% female. As in previous years, the main driver behind our [hourly rate] Gender Pay Gap continues to be the fact that there is a greater proportion of male employees in the most senior and highly paid roles.

## The actions we are taking to address the Gender Pay Gap

We continue to focus on being an organisation which fosters an inclusive culture, in which our employees are valued and respected, and where we can all feel a real sense of belonging and support.

In 2019, we launched our "We All Make A Difference" action plan and strategy outlining a clear set of priorities and actions to foster a more inclusive culture. We are pleased with the progress made so far and have summarised below the key drivers that we believe will help to shift our Gender Pay Gap down further.

In January 2021 we saw the launch of 8 new Employee Network Groups (ENGs) – an important initiative to help drive change by giving our employees a greater voice and supporting our company values: Be Excellent, Trusted to do the Right Thing, Great Place to Work and Respect. Each ENG promotes their own mission in eliminating barriers for our employees to fulfil their potential.

Under the guise of 'We All Make A Difference', our ENGs launched an employee-led survey in summer 2021, and these results have then been used to help shape and support initiatives across the business to continuously improve our culture.

Together with the ENGs, we have also launched 'ENGgage – The Speaker Series' to share experiences, build awareness, educate and encourage participation. Subjects discussed to date include Imposter Syndrome, Choose to Challenge, Allyship In Action and The Bias Breakers – How To Be A Role Model.

Leadership Training continues to be a key focus for us into 2022/2023, as we are committed to investing in our Inspire Programme to further support our female employees with their career development. We will also continue investing in important equity, diverse and inclusive leadership skills, and driving new educational programmes with subjects such as Inclusive Behaviour & Conduct and the prevention of Bullying & Harassment.

Finally, when it comes to attracting new people to the business, our Diverse Recruitment Charter (which launched in April 2021) ensures that opportunities are accessible and equal to all. As a business, we are committed to always running an anonymised recruitment process to remove any unconscious bias, we openly advertise a salary band on all vacancies and welcome flexible working conversations for all roles. At interview stage, we ensure that decisions are reached by a diverse panel of hiring managers. All our recruitment agency partners support our Diversity, Equity & Inclusion (DEI) strategy and we seek to attract a diverse pool of candidates through our key partnerships.

As the business continues to bounce back stronger than ever from Covid-19, we strive to build on the progress already made in narrowing our Gender Pay Gap and remain committed to fostering an inclusive culture at Uber Boat by Thames Clippers, so that we can truly be Best in Class.

Sean Collins

**Chief Executive Officer, Uber Boat by Thames Clippers**