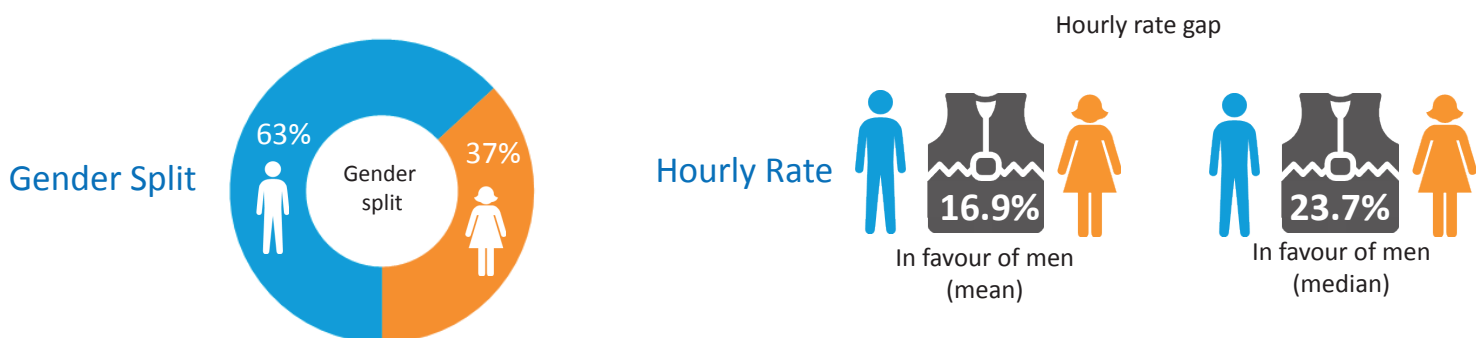


## Overview

The national gender pay gap is 18.1% and here at MBNA Thames Clippers, our gender pay gap is better than the national average.

The maritime industry is known to be male dominated and it is estimated that women make up only 2% of the world's maritime workforce. We believe in job opportunities for everyone irrelevant of gender and we are proud that our business has the best gender diversity statistics in London\*. Our intention is to further improve our current levels of gender diversity to be more representative of the communities in which we operate.

\*Source: Thames Skills Academy Labour Market Intelligence Survey June 2017.



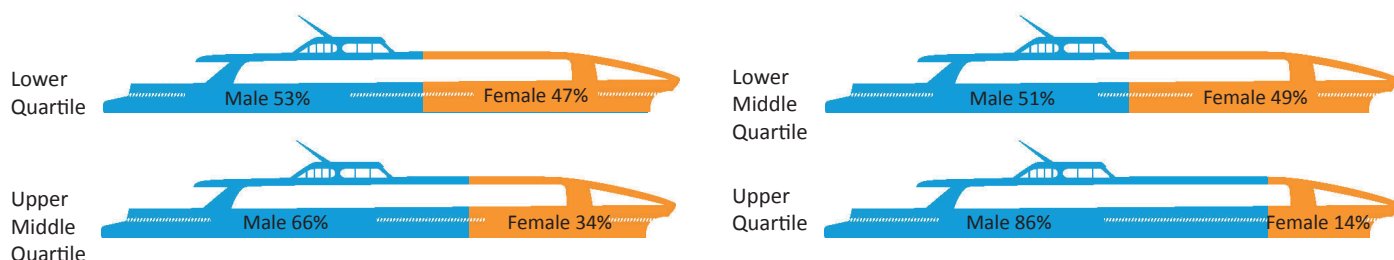
In 2012 we introduced a consultative approach to review enhancements to pay and conditions on an annual basis and we aligned all salaries within our operational roles. We have maintained this structure ever since and have a clear and transparent matrix for assigning salaries regardless of sex, age, length of service or any other irrelevant factor.



In October 2016 we completed a TUPE transfer of a team of 43 employees, this team are made up of mostly female employees. At the time of transfer these employees were not eligible for a bonus. We have since brought them into our bonus scheme so they will be included in 2018 gender pay figures.

## Quartiles

The quartiles show the proportion of male 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.



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## Commitments

Whilst our gender pay gap is better than the national average we have identified the following areas to focus on to further improve the gender pay gap within our business.

### Maintain our fair approach to Recruitment

- Consider where and how we advertise positions to attract the widest possible talent pool
- Assessment centres to be made up of a 50/50 gender split wherever possible.
- Further advertise female case studies on our careers site to promote role models within the organisation and give other women someone to aspire to.
- Implement unconscious bias refresher training to hiring managers.

### Continue to promote a culture of inclusion

- Review our policy/approach to ensure that we are not excluding females from senior roles or promotions.
- Actively promote our existing family friendly policies such as flexible working and shared parental leave.
- Refresher training on equality and diversity in the workplace to be delivered to the team in 2018.

### Employment Strategy Group

- Evaluate the impact that the employment Strategy Group has had on the gender pay statistics year on year.

Signed: .....



Sean Collins, Chief Executive Officer