

GENDER PAY GAP REPORT

Today we release our Gender Pay Gap Report covering the period April 2019 – April 2020. This year's data shows good progress in reducing the gender pay gap at Uber Boat by Thames Clippers.

As with any data, its value is in the awareness it raises, the questions it prompts and the action we take. Due to the impact Covid-19 has had on the business, effective April 2020, global salary reductions were implemented and a large percentage of our salaried and zero-hour workforce were placed on the Government Coronavirus Job Retention Scheme. This has affected our headline data for this reporting period and will continue to significantly impact our data for 2020/2021.

The main driver for our Gender Pay Gap is due to a large number of male employees in the most senior or highly paid roles and functions, compared to a lower amount of female employees at this level.

As with many businesses, there are significantly fewer senior roles and the turnover at this level is much lower than at more junior levels, which means vacancies for such roles do not arise as frequently.

Our Gender Pay Gap shows we need to continue to focus on eliminating barriers for our people to fulfil their potential. We are making progress, but we need to do more.

Since publishing our Gender Pay Gap Report in April 2019, we have launched our 'We all Make a Difference Action Plan & Strategy'. Initial focus areas were collated and published from employee feedback (inclusion survey and focus groups).

Employee Opportunity & Development was the first priority; all employees have completed the following training in the last 18 months:

- We all make a Difference, which covers our responsibilities to create an inclusive culture and unconscious bias.
- Think the AEG Way, which provides guidance to help employees understand the behaviour and communication style expected as part of our company culture.

All Line Managers have received training on our 'Recruitment Toolkit' to ensure we deliver an inclusive, objective, and fair recruitment process that minimises the opportunity for bias. Job adverts and descriptions were re-written using a gender bias decoder to remove bias words, interview questions were re-designed to ensure Uber Boat by Thames Clippers represents itself as an inclusive and diverse employer. We have implemented diverse interview panels with hiring managers to ensure a reduction in unconscious bias.

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Uber Boat
by thames clippers

In autumn 2019, ten female leaders from across our businesses participated in a six-month Inspire Leadership Programme. This programme consists of workshops and individual coaching sessions to continue the emphasis of strengths based leadership, helping the individual to understand how they consistently give their best as a leader in our business and inspire others within their teams to achieve the same success.

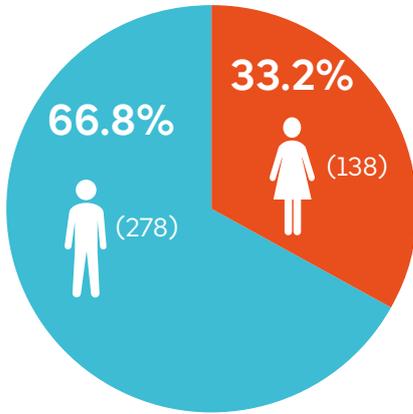
As we bounce back from the effect of Covid-19 on our business, we have a clear set of priorities and actions to enhance our diverse recruitment efforts, and we are committed to narrowing the gap by balancing men and women across our organisation at all levels.

We remain truly committed to fostering an inclusive culture where everyone can be themselves and do their best work, which in turn will continue to drive our Gender Pay Gap down further.

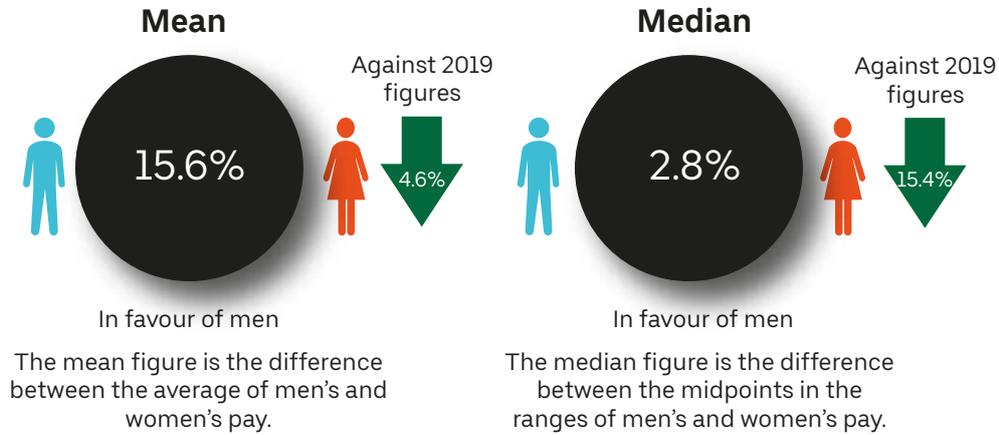
A handwritten signature in black ink, appearing to read 'Sean Collins', with a long horizontal stroke extending to the right.

Sean Collins
CEO
Uber Boat by Thames Clippers

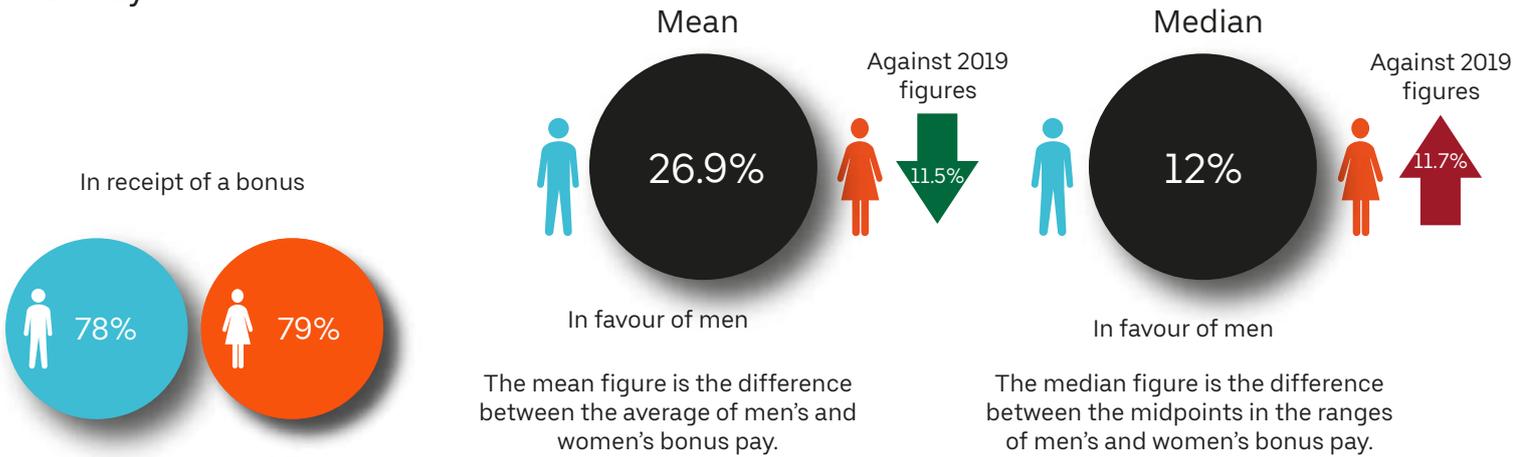
Gender Split



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.

