

GENDER PAY GAP REPORT - 2025

Uber Boat
by thames clippers



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A MESSAGE FROM OUR LEADERSHIP



Sean Collins
Co-Founder and CEO

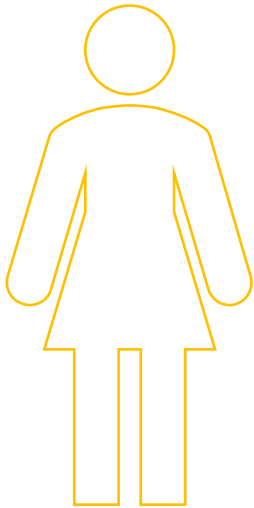
At Uber Boat by Thames Clippers, we recognise the importance of transparency in addressing gender pay disparities. While our industry remains traditionally male-dominated, we are committed to improving representation and creating equitable opportunities for progression. This report outlines our current position and the steps we are taking to build a more balanced and inclusive workforce.

Our focus is on ensuring that reward, development and progression opportunities are fair and transparent. Through improvements to organisational structure, clearer career pathways and enhanced pay review processes, we are working to reduce barriers and support greater gender balance across all levels of the business.



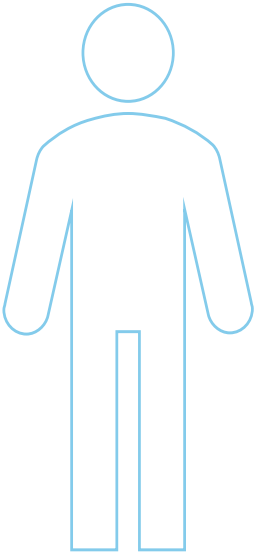
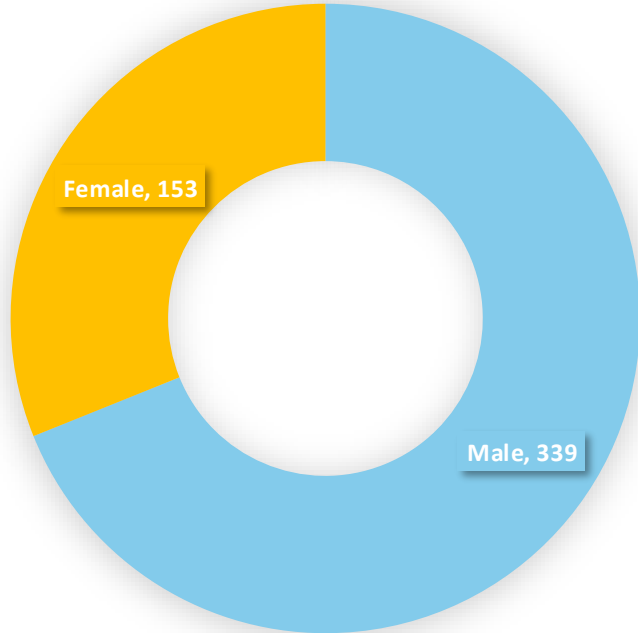
Annaliesa Chapman
Chief People Officer

TOTAL HEADCOUNT SPLIT BY GENDER



Females:
31%

TOTAL EMPLOYEES: 492



Males:
69%

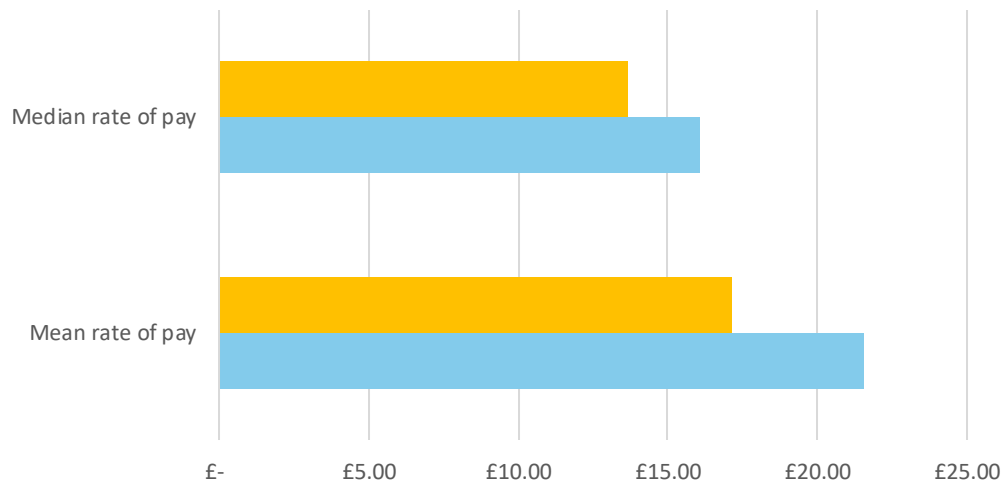
Our workforce remains male-dominated, although female representation has increased slightly compared with 2024 (from 30% to 31%).

DEFINITIONS

- **The Gender Pay Gap**
 - The gender pay gap is the difference between the average pay of men and women in the workplace. Organisations with a workforce exceeding 250 employees are obligated to publicly disclose and report data relating to their pay gap. The information contained within this report reflects the organisation's status as of the snapshot date, 5th April 2025.
- **Definition of Pay**
 - For the purposes of this gender pay gap report, pay encompasses basic salary in addition to regular allowances, leave compensation, bonuses, and commissions. It excludes overtime payments, redundancy or termination payments, and the monetary value of non-cash benefits.
- **Equal Pay vs Gender Pay Gap**
 - Equal pay requires that employees performing the same or equivalent work receive the same remuneration, as mandated by the Equality Act 2010. In contrast, the gender pay gap reflects the average difference in earnings across the entire workforce, irrespective of role or position.
- **Bonus**
 - For the purposes of gender pay gap reporting, bonus pay includes any compensation linked to profit-sharing, productivity, commission, performance, or vouchers.

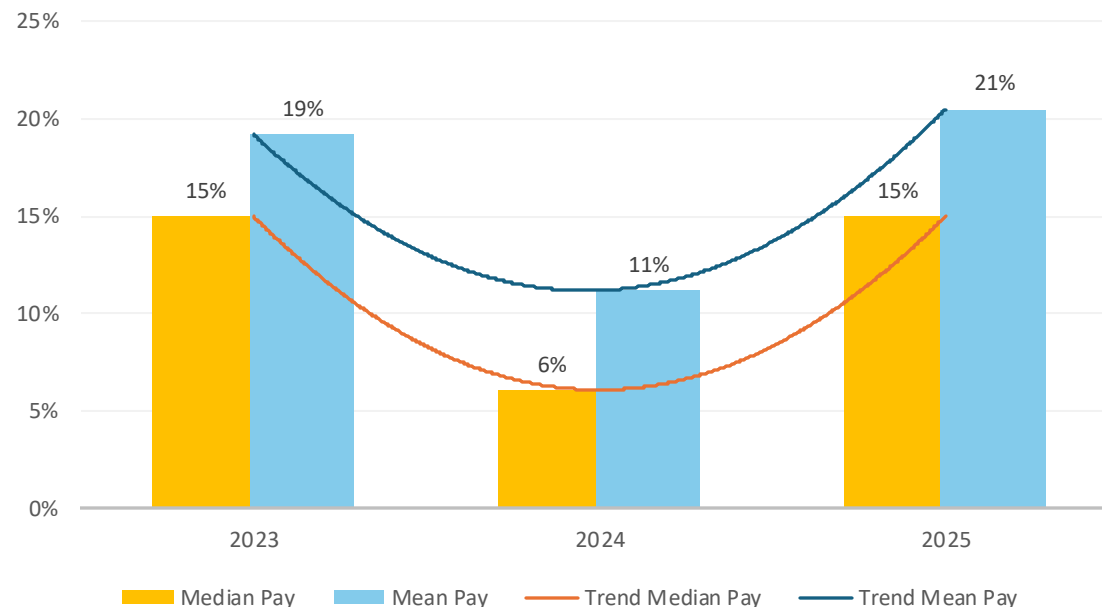
2025 GENDER PAY GAP – KEY OUTCOMES

2025 Median & Mean Rates of Pay



	Mean rate of pay	Median rate of pay
Female	£17.13	£13.67
Male	£21.55	£16.05

Gender pay gap - key insights



MEAN HOURLY RATES: Average hourly pay
 MEDIAN HOURLY RATES: Midpoint of hourly pay

In 2025 the median gender pay gap returned to 15% and the mean pay gap increased to 21%. This change reflects the continued higher representation of men in senior and technical roles across the organisation.

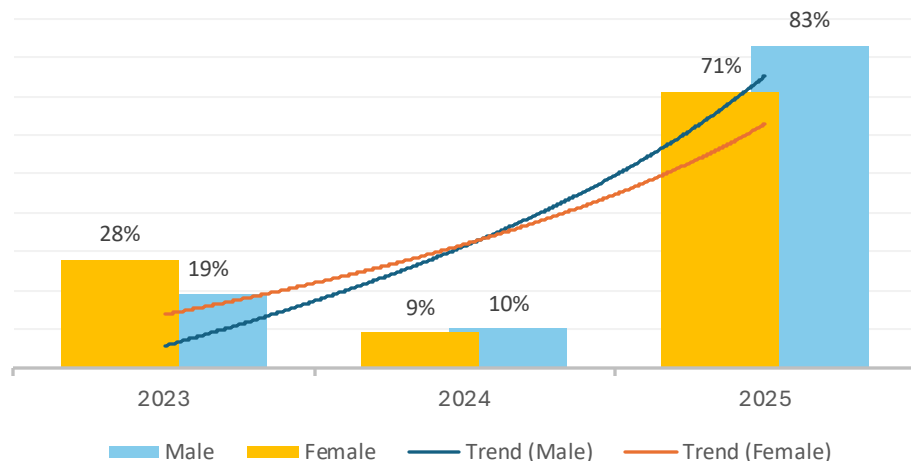
While female representation has increased overall, women remain more concentrated in lower pay quartiles, which continues to influence the overall pay gap.

B O N U S E S

	Male (£)	Female (£)	Pay Gap %
Mean	£1,001.68	£815.44	19%
Median	£187.50	£112.50	40%

The difference between the average bonus of men & women over the last 12 months was 19%, whilst the difference between the median bonus was 40%.

% of Gender Receiving a Bonus



Proportion of employees within each gender group who received a bonus year on year since 2023

Bonus in the company refers to annual once-off payments, commissions, productivity and performance linked bonus'. The data shows that there has been a significant improvement in the % of both males and females receiving a bonus in 2025. In addition, in comparison to 2024, the mean bonus pay gap has reduced from 52% to 19% however, the median bonus pay gap has increased from 18% to 40%, which is driven by the higher representation of males in more senior roles within the business.

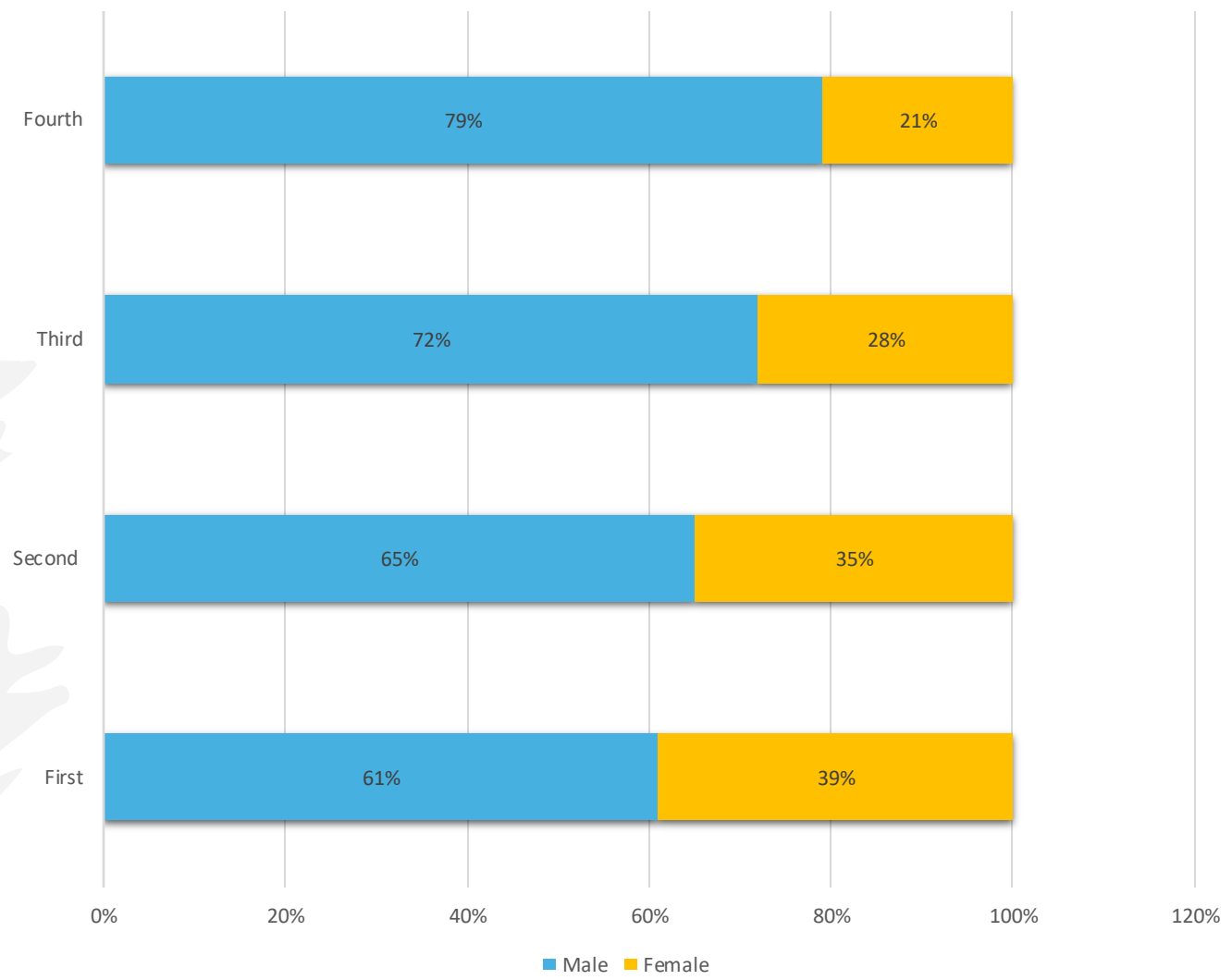
PAY QUARTILES

The pay quartiles presented here illustrate the distribution of male and female employees across four pay bands.

Employees were ranked by remuneration and divided into four quartiles, allowing us to calculate the percentage of men and women in each quartile.

The data show that women are more represented in the lower pay quartiles (first & second) and there is higher male representation in higher-paid roles (third & fourth quartile) which drives the gender pay gap within the organisation.

2025 -Pay Quartiles %





OUR COMMITMENTS

At Uber Boat by Thames Clippers, we are committed to fostering an inclusive workplace where all employees are valued for their contribution and dedication to our core values.

Whilst our mean gender pay gap has increased since 2024, the significant improvement in our bonus pay gap highlights the steps we have taken to ensure productivity and performance-related reward is applied more consistently and transparently across the business.

We are continuing to take steps to improve gender representation and reduce the gender pay gap, including:

- Increasing female representation across operational and leadership roles
- Strengthening transparent pay review and reward processes
- Creating clearer career pathways through our newly established functional organisational structure
- Monitoring pay, promotion and engagement data to support fair decision-making
- Encouraging diverse recruitment within a traditionally male-dominated industry

I confirm that the published information is accurate.

A handwritten signature in black ink, appearing to read 'Sean Collins'.

Sean Collins
Chief Executive Officer