

Strategic report (continued)

Section 172 (1) Statement

The directors have a duty to act in a way that they consider, in good faith, would be most likely to promote the success of the company for the benefit of the shareholder and in doing so have regard to a number of broader matters, including the interests of and relationships with other stakeholders.

Decision making

As directors of one of the major operating companies within the Group, decisions are taken in consultation with the Group's board of directors and Executive Leadership Team (ELT) as well as relevant functional team experts. The directors feel confident that by aligning both the Company's and Group's purpose, vision and business strategies they are most likely to promote the success of the Company.

Clarivate Plc (NYSE: CLVT) is a global leader in providing solutions to accelerate the lifecycle of innovation. Our bold mission is to help customers solve some of the world's most complex problems by providing actionable information and insights that reduce the time from new ideas to life-changing inventions in the areas of science and intellectual property.

We help customers discover, protect and commercialise their inventions using our trusted subscription and technology-based solutions coupled with deep domain expertise.

We have a clear purpose. We believe human ingenuity can transform the world and improve our future. Our vision is to improve the way the world creates, protects and advances innovation.

To do this we focus our business strategy on five continuous measurable goals:

1. Increasing customer delight score
2. Improving colleague engagement score
3. Focusing on strong top- and bottom-line growth revenue and EBITDA
4. Providing superior investor returns
5. Building a world-leader in sustainability

Customers

The directors believe that the best results come from working together in respectful partnership with our colleagues and customers. We aim to delight our customers in all that we do – by gathering facts and insights and delivering what they need when they need it, before they've had a chance to ask. We are committed to acting with integrity and are accountable to ourselves, our colleagues, our customers and our communities.

Twice a year we send out a customer delight survey to understand how we can serve customers better. Based on the results we design initiatives and programs to ensure we continually improve and deliver a better customer experience.

Colleagues

We recognise that our people are our most important asset. Engaged colleagues who feel included will be the most proactive and productive. Colleague engagement is core to our business and one of our key strategic pillars.

We survey our workforce on a bi-annual basis to understand our colleagues' engagement, motivations and confidence. The results of the survey are rolled out to team managers and everyone is encouraged to share with their teams and individuals, to gain feedback and build a plan from the bottom up to help colleagues become more connected to the company's purpose and activities.

In addition, all colleagues are invited to attend regular online Town Hall meetings. These meetings include open question and answer sessions with the ELT as well as the Executive Chairman and CEO.

Strategic report (continued)

Colleagues (continued)

As a Company, we understand the importance of having a diverse workforce. People coming together from different ethnicities and backgrounds, with different life experiences, is a key driver of innovation and transformation.

Our strategic plan around diversity, equality and inclusion contains specific programs and measurable actions designed to weave these core attributes into the fabric of our corporate culture because we are committed to living our company values and cultivating talent and harnessing the potential we currently have within our ranks from all walks of life.

As part of our commitment to closing the gender pay gap, we publish our gender pay data for our U.K. business on an annual basis and the reports can be accessed online at: <https://clarivate.com/legal/uk-gender-pay-gap-report/>.

Suppliers

At Clarivate, we value innovation, integrity and exceptional customer service, which is why we are committed to developing strong business relationships with quality suppliers that agree to operate ethical standards consistent with our own. The Clarivate Supplier Code of Ethics seeks to ensure comparable standards of behaviour for our suppliers worldwide, thereby driving a commitment to ethical improvements throughout our supply chain. We have a zero-tolerance approach to any form of modern slavery, servitude, forced or compulsory labour and human trafficking.

We are committed to acting ethically and with integrity and transparency in all business dealings and to putting effective systems and controls in place to safeguard against any form of modern slavery taking place within our business or our supply chain.

We are firmly opposed to forced labour and all forms of labour exploitation. We continually work towards minimising the risk of human rights violations throughout our supply chain and encourage and support equality.

We value all people and, through our colleague resource groups and community engagement efforts, strive to engage and role model equity and equality in all we do. Our anti-slavery statement can be accessed online at: https://clarivate.com/wp-content/uploads/dlm_uploads/2019/07/UK-Modern-Slavery-Act-Clarivate-Analytics-Group-Statement-approved-Board-Meeting-20190225.pdf.

Governance and risk

Conducting business with honesty and integrity is one of our most important goals. Ethical governance is fundamental to how we operate. Our Code of Conduct is one of the cornerstones of our compliance program. It covers a broad range of topics, which all speak to the principles and values that help us build a strong culture of ethics.

Our code of conduct is reviewed and approved by the Board annually and all colleagues are required to adhere to it. Additional training covering anti-bribery and anti-corruption is also mandatory for all colleagues and the group operates a confidential whistle-blower hotline.

Our governance documents can be accessed online at: <https://ir.clarivate.com/Governance-Documents>

This report was approved by the board and signed on its behalf.

Director:

Date: