



# Clarivate 2019 U.K. gender pay gap report

April 2020

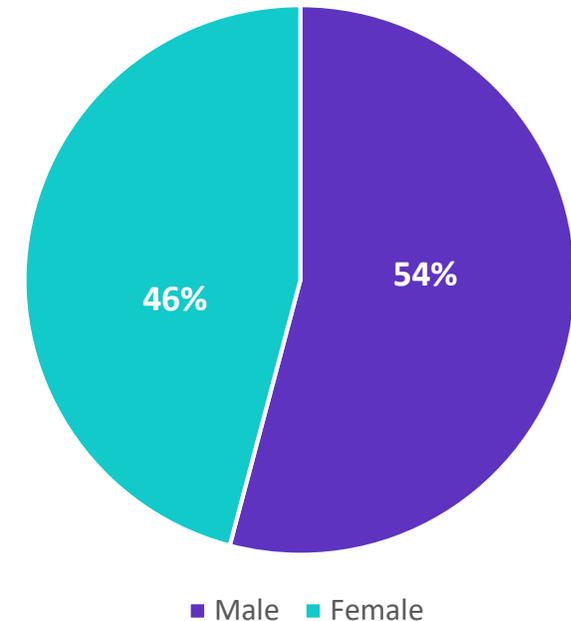
# Introduction

- Since April 2017, it has been mandatory for organizations with more than 250 colleagues in the United Kingdom (U.K.) to publish gender-based pay data. This report reflects the required information for Clarivate, based on payroll information for colleagues in the U.K. up to and including April 2019.
- The 'gender pay gap' is a measure of the difference between the average salaries paid to men and women across an organization. It is different from an equal pay comparison, which looks at the difference in pay of two people doing the same, similar or equivalent work.

## About Clarivate

- 4,746 global colleagues
- 490 colleagues based in the U.K.\*

Gender split of Clarivate U.K.



# Our U.K. gender pay gap

Women's hourly rate is...	18.00%	Lower (Mean)	19.00%	Lower (Median)
Women's bonus pay is...	35.00%	Lower (Mean)	35.00%	Lower (Median)
Who received bonus pay?	82.90%		80.70%	

## What counts as *hourly rate of pay*

'Hourly rates of pay' are calculated based on an individual's base salary and bonuses paid in the month of April 2019. The data excludes any individual not in receipt of their full pay due to a leave of absence during that month.

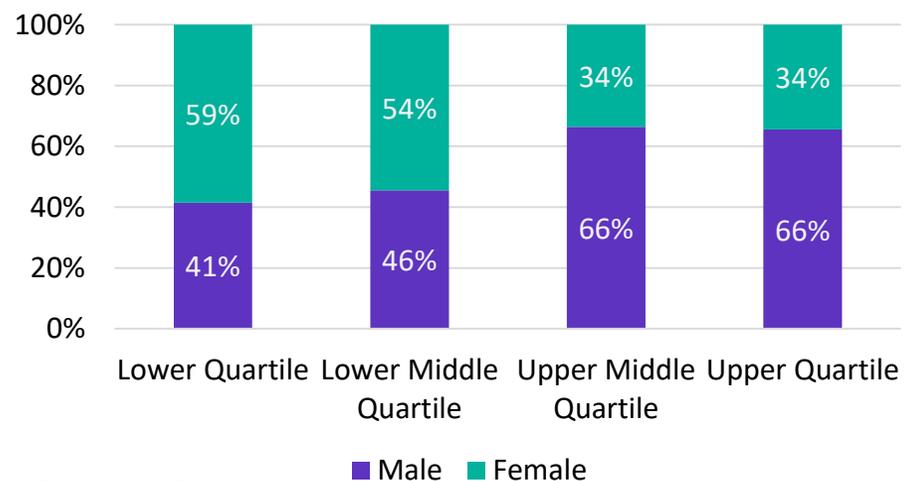
## What counts as *bonus*

The 'bonus gap' is calculated based on the bonuses paid during the period from April 2018 to March 2019 (inclusive) to all individuals employed in April 2019. The data includes, AIP/EIP, commission, one-time payments, retention and discretionary (unless in relation to redundancy) bonuses. The amount used is actual paid and is not adjusted to reflect any proration for part-time working, leaves of absence or joiners during the year.

## About *mean and median*

The 'mean' (average) provides an overall indication of the gap by adding together all the values for the gender group and dividing by the total number of colleagues by gender. The 'median' refers to the midpoint when the values by gender are ranked from lowest to highest.

The percentage of men and women in each quartile pay band

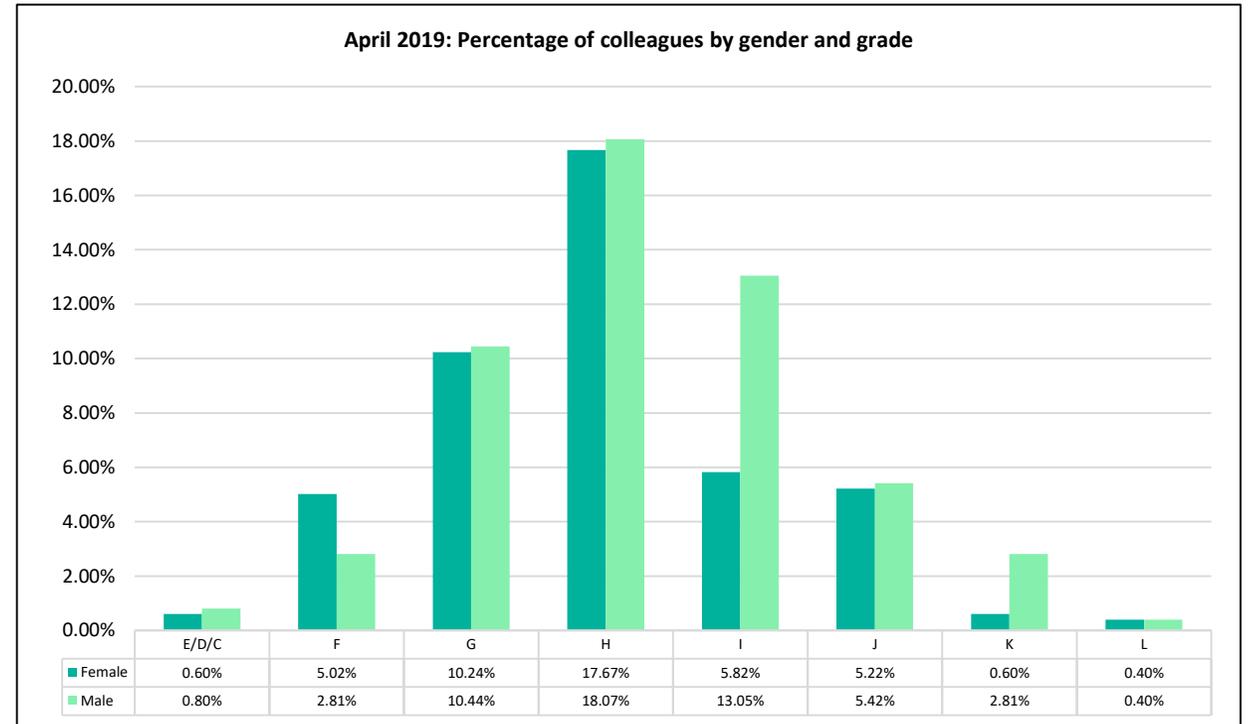


# Why do we have a gender pay gap in the U.K.?

The most significant challenges we face in addressing our gender pay gap

## Colleague distribution at senior levels

- Although we have made some progress in creating gender parity at senior levels in the U.K., we still have a way to go. We remain committed to this endeavour.

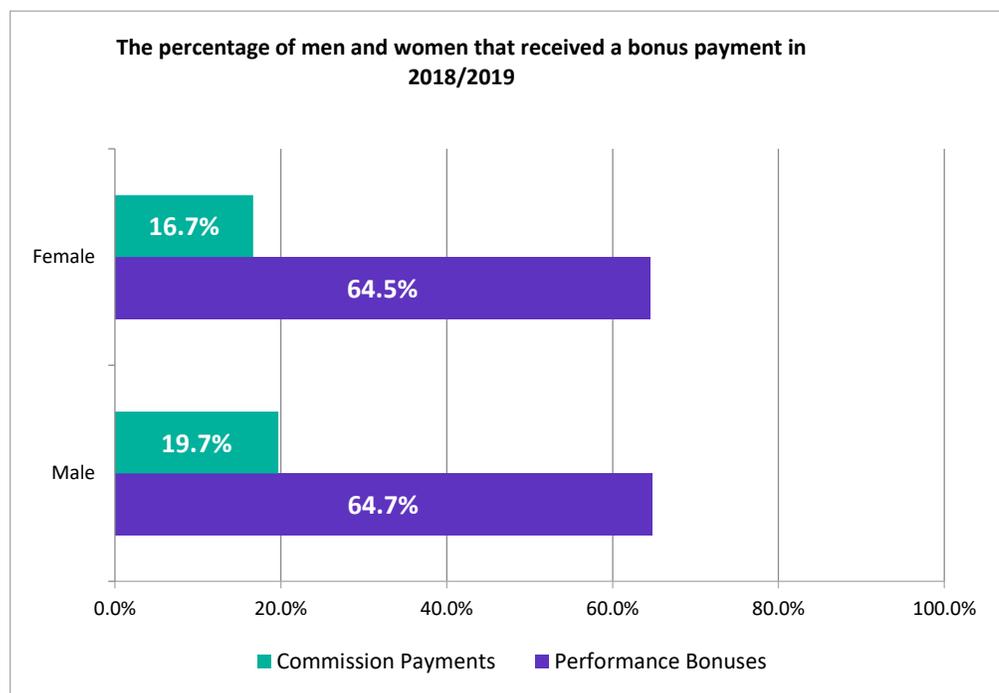


# Why do we have a gender pay gap in the U.K.?

The most significant challenges we face in addressing our gender pay gap (cont.)

## Bonus potential of roles

While the number of male and female colleagues that receive a bonus in the U.K. is roughly equal, the higher proportion of senior roles held by men within the organization continues to impact the differential in amounts received.



## 2017 vs. 2018 vs. 2019 average base salary pay (excludes commission)

This table details the average (mean) pay difference over the past three years when looking only at base salary (not bonuses). While there is still a notable difference, this view demonstrates that a proportion of the pay difference is driven by the larger distribution of men in Sales roles in the U.K. – roles that received a commission payment in April 2019.

2017	2018	2019
19.00%	16.91%	16.97%

# What are we doing to close the gender pay gap in the U.K.?

- At Clarivate, we understand the importance of having a diverse workforce, and recognize that our diversity is one of our key strengths.
- Research proves that companies that retain and attract women to leadership positions are more successful than those that do not.
- To improve diversity at the senior level, we will strive to increase the percentage of women in senior leadership roles to 43 - 45% by the end of 2020 (currently at 38%).
- We are also committed to cultivating all of our talent, both women and men, and realizing the wealth of potential we currently have within our ranks.
- We recognize that these efforts – and others in development – will take time and resources to have the desired impact.
- **We will do more because it is the right thing to do.**

# Actions we are taking to address our gender pay gap

## Leadership and development programs

- Following the success of our leadership development programs in 2018, we offered more opportunities for development in 2019, with the introduction of three courses focused on “Communication, Collaboration and Coaching (3Cs).”
- In 2019, women represented 40% of the participants in these instructor-led courses. In “The Leadership Contract” program, 40% of the 150 participants were women and 32% of the 60 “First Mile New Leader” program participants were women.

## Women at Clarivate

- In 2018 we launched Women at Clarivate, a global colleague resource group targeting women in our organization with the primary purpose of creating a sense of community, developing a shared support network and providing opportunities for women in senior roles to connect and act as development role models for more junior female colleagues.
- In 2019, we expanded the number of chapters to 15 and reenergized the U.K. chapter with new leadership. Our aim is to continue this expansion to all additional Clarivate sites.
- We also fostered global collaboration with world-wide celebrations of International Women’s Day, and

offered quarterly professional development and networking workshops. These sessions focused on building the necessary skills for women to continue to develop in the workforce while promoting networking opportunities across the globe.

- In addition to supporting women within our ranks, we will continue to expand networking opportunities with women outside of Clarivate through participation in external events, volunteering opportunities and meet-ups.

## Talent management

- In the first half of 2019, we planned to launch a succession planning/talent review process across Clarivate. Due to many transformative activities during the year, we were delayed.
- In Q1 2020, we successfully launched the process. Our primary objective is to strengthen our talent ‘pipeline’ to ensure that we have the talent to support our strategy for growth.
- This process will allow us to identify women currently in critical positions and who their back-up may be, to identify high-potential women and provide them exposure through meetings, presentations, project or

committee work as part of their individual development plans.

- We have partnered with Execonline to assist us in this project. This talent review will provide us with the baseline data needed to create targets for women’s professional development within the business.

## General policies and practices

- In 2018, we introduced an initiative to review and normalize our pay, bonus and grading structures. We aim to not only ensure that our framework effectively supports our business strategy, but that it is fair and equitable.
- We are continuing with this significant project. The analysis will ensure that roles are equitable and consistent across the organization and around the world.
- We will continue to work with all colleagues and the recognized U.K. Union, Unite to decrease the gender pay gap where it is relevant and appropriate to do so, and to report on actions taken.

# Commitment



I confirm that the gender pay gap data contained in this report is accurate.

A handwritten signature in black ink that reads "Andrea Degutis". The signature is written in a cursive, flowing style.

Andrea Degutis  
**Chief Human Resources Officer**  
**Clarivate**  
April 2020