Clarivate™

2022 Clarivate sustainability report

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Introduction and strategy

Letter from the CEO

Jonathan Gear
CEO, Clarivate

I am very proud of how our over 11,500 colleagues at Clarivate continue to work together to drive responsible business practices, increase environmental stewardship and deliver customer impact – all to advance a more sustainable and healthier world.

This is our third sustainability report, but my first as Chief Executive. The report shows how far Clarivate™ has come as a company on driving sustainability, from improving our own performance to helping our customers find a strategic way to achieve their own sustainability goals.

Our solutions and deep domain expertise help our customers solve some of the world's most complex challenges across the spectrum of research, knowledge and innovation. Whether our data and insights are used to explore more sustainable resources or accelerate delivery of life-changing drugs and treatments, our vision is to fuel the world's greatest breakthroughs by harnessing the power of human ingenuity.

We are committed to driving responsible business practices to advance a more sustainable and healthier world throughout our value chain, in alignment with our core values: aim for greatness, own our actions and value every voice. We accomplish this by caring for our colleagues, customers, shareholders and communities, operating ethically and eco-efficiently, and partnering wherever possible to create the world we want today and preserve it for generations to come.

In 2022, we made notable progress by reaching the 90th percentile in the S&P Corporate Sustainability Assessment (CSA) for the Professional Services industry, increasing our score from 11 to 56 within just two years. We are proud to be part of the global community of business leaders who are signatories to the United Nations Global Compact, United Nations Women's Empowerment Principles, CEO Action on Diversity and Inclusion, the Stonewall Transgender Rights are Human Rights campaign and Science-Based Targets initiative.

In addition, we began capturing and reporting on our environmental metrics as well as our social metrics, highlighting how our global business operations, company culture and customer solutions impact both. Clarivate colleagues volunteered more than 25,000 hours around the world in 2022 and we continue to provide 40 hours of paid volunteer time off for all colleagues to make a positive impact in their communities. I couldn't be more proud of how our over 11,500 Clarivate colleagues continue to drive more responsible business practices, environmental stewardship and customer impact, to advance a more sustainable and healthier world.

We are progressing at a rapid pace since launching our ESG journey, with ambitious goals to increase our S&P Corporate Sustainability Assessment (CSA) score from 56 to 62 in 2023, set a science-based target by the end of 2024 and become net-zero for all known and measurable emissions before the end of 2040. We are working to increase the visibility of ESG throughout our colleague engagement initiatives and value chain, connecting how we operate and how we innovate to the UN Sustainable Development Goals (SDGs).

We are making great progress towards becoming one of the top companies to work for. With 46% of our 2022 revenue aligned with the SDGs, we are proud of our progress in helping our customers solve some of the most pressing global issues, from climate change to disease management to sustainable resource use. We have helped over 50 customers deliver on initiatives to meet their own sustainability goals.

We are encouraged to share our progress and way forward in this report. We welcome your feedback, and partnership, in our efforts to build a sustainable company that drives long term success for our customers, colleagues, shareholders and communities.

With deep appreciation,

Jonathan Gear

About Clarivate

As a leading provider in information services and trusted insights worldwide, our vision at Clarivate™ is to fuel the world's greatest breakthroughs by harnessing the power of human ingenuity.

We connect people and organizations to intelligence they can trust to transform their perspective, their work and our world. Our subscription and technology-based solutions are coupled with deep domain expertise, covering the areas of Academia & Government, Life Sciences & Healthcare and Intellectual Property. We aim to build a lasting legacy by supporting the world's explorers, researchers and innovators as they help people and our planet for years to come.

Our customers are some of the world's leading researchers and problem solvers. More than 50,000 universities, non-profits, funding organizations, libraries, corporations, law firms, government organizations and independent researchers trust us to provide them with the right information at the right time to discover, protect and commercialize new ideas.

When it comes to sustainability, it remains at the center of our circle of business goals and we are making it fundamental to our decision making. We have created an interconnected, shared purpose and a strong operating philosophy that guides the actions of our leadership and colleagues around the globe. All these elements are built on the foundation of our purpose, vision and mission, underpinned by our values to help guide our colleagues every day – so our collective focus remains growth for the greater good.

Our core values are cultural cornerstones that guide our actions from the day-to-day decisions we make to how we interact with each other to how we prioritize building trusted partnerships with every customer, worldwide.

Our purpose, vision and mission

Our purpose: To elevate the ideas that will benefit everyday life.

Our vision: To fuel the world's greatest breakthroughs by harnessing the power of human ingenuity.

Our mission: To advance the success of people and organizations through transformative intelligence and trusted partnership.

Our values

We aim for greatness: We challenge the status quo, pursuing continuous performance improvements and aiming for greatness and customer delight in all we do.

We value every voice: We work together in respectful partnership with our colleagues and customers which is our evergreen source of sustainability and success. The best results come from an inclusive, diverse and collaborative environment.

We own our actions: Trust is built on actions. We act with integrity and are accountable to ourselves, our colleagues, our customers, shareholders and our communities.

Shareholder engagement

Proactive, transparent engagement with our shareholders is essential to our success, especially when it comes to our Environmental, Social and Governance (ESG) commitments. We have designed our disclosures to be as open and clear as possible in order to fuel insightful discussions and gain valuable input and feedback to advance our programs around the world.

We have open discussions with our shareholders on topics such as executive compensation and corporate governance practices. We will continue to reach out on these types of issues, enabling our shareholders to help us focus on meaningful priorities, drive accountability and shape our future programs.

We serve customers across a wide variety of business verticals and primarily focus on helping professionals in the fields of:

- Academia & Government
- Life Sciences & Healthcare
- Intellectual Property

Clarivate at a glance

$2.66B

Total net revenue in 2022

50K+

Customers in approximately 180 countries

11.5K+

Colleagues located in 42 countries around the world

Americas		26%
APAC		47%
EMEA		27%
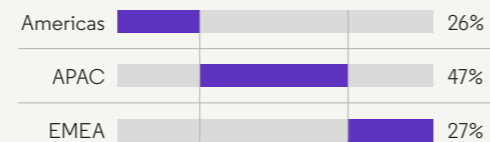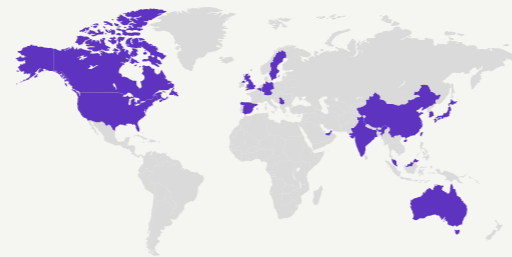
APAC = Asia-Pacific
EMEA = Europe, Middle East and Africa

Sustainability and Environmental, Social and Corporate Governance (ESG)

Sustainability sits at the heart of our circle of business goals and is the foundation for our global business strategy and mission. We are committed to driving responsible business practices throughout our value chain to advance a more sustainable and healthier world. This includes caring for our colleagues, customers, shareholders and communities, operating ethically and efficiently, and partnering wherever possible to create the world we want today and preserve it for generations to come.

Colleague engagement

Voice of customer

Environment

Sustainability

Governance

Social

Investor returns

Strong growth

Governance to support focus, progress and accountability

Risk and Sustainability Committee

The Committee oversees our leadership's development of metrics and analyses to understand the impact of ESG and stakeholder interests on our company, balancing these interests to promote long-term success at Clarivate.

Clarivate has established dedicated oversight of our ESG program from our Risk and Sustainability Committee which reports directly to the Board of Directors, ensuring sustainability is on the agenda at every Board meeting. The Committee consists of four directors satisfying the independence requirements of the New York Stock Exchange (NYSE) and meets quarterly.

Sustainability Steering Committee

The Sustainability Steering Committee was created to ensure our ESG initiatives remain top of mind across Clarivate and galvanize our strategic commitments to take action across all business functions, segments and teams globally. Committee members help us identify strategic priorities to fulfill our organizational purpose and create long-term stakeholder value.

The Committee meets quarterly and reports progress to our CEO, Jonathan Gear, and our Board of Directors' Risk and Sustainability Committee.

Key objectives

• Lead, support and execute strategic priorities within key areas of responsibility based on agreed scope and budget,

• Provide consistent stewardship and visibility around our sustainability commitments worldwide,

• Provide necessary updates and metrics to drive comprehensive, transparent reporting and communication of our ongoing sustainability efforts.

Global leadership commitments

• United Nations Global Compact

• United Nations Women's Empowerment Principles (WEPs)

• CEO Action on Diversity & Inclusion

• U.K. Stonewall Trans Rights are Human Rights initiative

• Science-Based Targets initiative

Our methodology

Our annual sustainability report is aligned with the following reporting frameworks: UN Sustainable Development Goals, Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

Risk and Sustainability Committee
Endorses ESG vision as part of annual strategy review

Sustainability Steering Committee
Facilitates ESG strategy and oversight, guides and enables category owners

Our vision statements

Advancing customer innovation, market growth and company brand by aligning and building sustainability into Clarivate solutions.

Implementing world-class responsible business practices strengthening ESG throughout our supply chain.

Developing and implementing a comprehensive climate transition plan towards carbon neutrality and eco-efficiency across our operations.

Facilitating and strengthening strategic business and community partnerships across the value chain, in support of advancing the sustainable development goals.

Prioritizing diversity and inclusion throughout our colleague journey, creating a culture of belonging.

Our bold commitments to become leaders in sustainability

As we continue to integrate sustainability and ESG principles into what we do at Clarivate, our actions and commitments roll up into two overarching goals.

01

To achieve leadership in driving sustainability by providing tangible solutions that help our customers advance SDGs worldwide.

02

To implement responsible business practices across our entire business and expect everyone we do business with to do the same.

Currently, 46% of our 2022 revenue at Clarivate is aligned with SDGs. We anticipate this number will climb over the next couple of years as we increase the pace of executing our climate transition plan, set a science-based target and remain laser focused on driving a net-zero future before 2040.

Our ESG strategy

Our ESG strategy continues to evolve as we shape and refine it through materiality mapping to address the needs of our key stakeholders and focus on the issues and priorities that matter most.

We are rapidly integrating sustainability into our business goals, ensuring our strategic priorities are focused on advancing a more sustainable world through our customer impact and by operating sustainably through responsible business practices. We recognize our unique role in advancing innovation to drive ESG and have mapped our products and services to the UN Sustainable Development Goals, directly impacting all 17.

Our global impact on SDGs

We are encouraged and proud of the progress we have made to map our products and solutions to the SDGs and are focused on making these part of our culture, aligning our mission and strategy to continue to grow our global impact on SDGs worldwide.

All SDGs	**Quality Education**	**Multiple SDGs[1]**
46% of 2022 Clarivate revenue is aligned with SDGs	**130M+** students use our solutions to enhance their learning and research experience	**2.7M+** inventions in the Derwent World Patent Index™ relate to green energy technologies
Partnership for Goals	**All SDGs**	**Quality Education**
55% of companies ranked in Dow Jones Sustainability World Index 2022 work in partnership with us	**7.4M+** citations in the Web of Science™ are related to SDG research areas	**26K+** public and academic libraries rely on our solutions
Good Health & Well-being	**Good Health & Well-being**	**Industry, Innovation & Infrastructure**
81M+ patients supported through chronic diseases by improving understanding of their medicines	**80+** health technology assessments supported (2019-22) expediting the approval of life-changing drugs	**48/50** of the top R&D companies work with us to accelerate innovation

"One of our most valuable milestones when it comes to driving responsible business practices at Clarivate is our framework for quantifying our contribution towards the 17 United Nations Sustainable Development Goals. This highlights our product portfolio's contribution to SDGs, helps us focus on where we can drive maximum impact now and enables us to further accelerate our contributions by embedding sustainability into our culture and long-term business strategy."

Marko Damjanovic, Head of Corporate Sustainability, Clarivate

[1] SDGs 2, 6, 7, 9, 11-15

Mapping our solutions to UN Sustainable Development Goals

46%

of 2022 Clarivate revenue is aligned with UN Sustainable Development Goals.

55%

of companies ranked in the Dow Jones Sustainability World Index 2022 work in partnership with us.

Our impact spans all 17 UN Sustainable Development Goals (SDGs)[2]

Our team mapped the breadth and depth of coverage within the portfolio of Clarivate solutions against all the SDGs to identify where we have an impact. We then ranked our impact across each of the 17 SDGs, determining those that are most important based on our current SDG alignment as well as our potential to increase SDG alignment. We used the chart below to prioritize four SDGs for maximum impact.

SDG Score (4) Significant activity towards meeting the UN goal and target
SDG Score (3) Moderate activity towards meeting the UN goal and target
SDG Score (2) Specialized activity towards meeting the UN goal and target
SDG Score (1) Marginal activity towards meeting the UN goal and target

[2] There is currently no industry standard methodology for reporting individual sustainable development goals and reporting frameworks may vary. Clarivate has scored its performance against the United Nations Sustainable Development Goals based solely on data available at this time and the output and scoring can change materially in the future. Clarivate undertakes no obligation to update or revise these statements, except as otherwise required by applicable law.

Our focus on the four SDGs where we can make the strongest impact

By mapping our solutions to the 17 UN Sustainable Development Goals, we gained a clear view of our current state, identified four key focus areas where we are making the biggest impact and uncovered opportunities where we can continue to embed sustainability into our business strategy to broaden our impact worldwide. The following are some examples of how we are bringing our sustainability commitments to life in four of the SDGs.

3 GOOD HEALTH AND WELL-BEING

Ensure healthy lives and promote well-being for all at all ages

Clarivate data and insights are trusted by life sciences companies around the world and support them in their mission to create innovative treatments and solutions that save lives and improve quality of life.

81M+
chronic disease patient data help pharma companies better support health care professionals as they help patients have an improved understanding of their disease and medication.

80+
health technology assessments supported, expediting the approval of life-changing drugs (2019 – 2022).

Personalized medicines meet personalized care

Healthcare organizations are increasingly looking to the vast amounts of de-identified data generated by hospitals, healthcare centers and pharmacies to better understand patient needs and improve patient outcomes.

Clarivate uses this type of data to help healthcare stakeholders worldwide get the essential information they need to provide quality care and to continuously fuel life-changing medical innovations. For example:

- During the early months of the COVID-19 pandemic, Clarivate partnered with pharmaceutical manufacturers to help them model where to best stage clinical trials on developmental drugs using predictive analytics at a time when many trials were being disrupted by outbreaks and lockdowns.

- Makers of prescription drugs and medical devices use anonymized longitudinal patient data from Patient Connect™, part of Clarivate, to understand how patients progress from one line of therapy to the next and identify the points at which they may be most susceptible to treatment drop off. Additional data sets provide insights into the drivers of non-adherence to medication, enabling interventions such as tweaks to product design or opportunities to improve patient and physician education.

- Governments and private payers source health outcomes, technology assessment and pricing data to understand how therapeutics and providers are performing in their health systems and analyze the value of their spend, in order to pinpoint problems in healthcare delivery, evaluate products and better negotiate with their suppliers.

- Hospital systems use survey data to gain insights into common pain points and best practices across varied geographies and types of institutions serving diverse patient populations around the world.

- Academic medical centers use data from research publications to gauge the output of their researchers and understand how they are contributing to advancing medical science.

"Whether they're fighting cancer, cholera or COVID-19, the companies making the next generation of medicines and medical devices rely on data analytics and insights to speed up the innovation cycle and get treatments to the patients that need them. We are proud to be helping these miracle workers answer unmet patient needs and build a healthier, more sustainable future for people all over the world."

Jonathan Gear, CEO Clarivate

Drugs to Watch report continues to identify the most promising advancements

In its 10th year, the Drugs to Watch™ report provides in-depth predictive analysis of drugs with the potential to transform treatment paradigms and serve unmet patient needs. The 2023 analysis identifies drugs entering the market or launching key indications in 2023 which are predicted to achieve blockbuster status by 2027 or be clinical game changers for millions of patients worldwide. This year's list is made up almost entirely of personalized medicines and treatments targeted to a particular biomarker, ensuring greater efficacy and reducing time to providing critical benefits.

Clarivate analysts identified 15 late-stage experimental treatments that are each forecast to deliver annual sales of more than $1 billion within five years. These promising advancements include a broad spectrum of therapeutic developments for rare diseases and tough-to-treat conditions, including HIV, Parkinson's disease, Crohn's disease, alopecia, multiple myeloma and breast cancer.

In addition, the report examines the industry's progress in addressing the diseases highlighted in the United Nations Sustainable Development Goals.

These goals address infectious diseases such as tuberculosis, malaria, neglected tropical diseases and water-borne diseases, as well as maternal mortality and non-communicable diseases like mental illness and substance abuse.

"Despite the many urgent challenges life science companies will face in 2023, from patent cliffs to capital investment, the industry is on the cusp of unlocking revolutionary technologies that could greatly advance human health. Clarivate is well-positioned to provide valuable data and transformative insights to support life sciences organizations achieve game-changing breakthroughs – a key focus of our segment strategy."

Mike Ward, Global Head of Life Sciences and Healthcare Thought Leadership, Clarivate

Tackling obesity through a new generation of drugs

According to the World Obesity Federation, one billion people globally will be living with obesity by 2030. With medical researchers focused on finding solutions to address the obesity epidemic, momentum is building around the next generation of drugs in development to help adults shed excess weight. While new weight loss drugs are an extraordinary advance in medicine and will likely become some of the most prescribed of all medications in the upcoming years, perceptions in the medical community around the role of fitness in weight loss and overall health will surely evolve.

A new special report BioWorld™, published by Clarivate, provides in-depth analysis of the latest advances in metabolic health, how fitness may play a role in these shifts and how scientist perceptions of the obesity epidemic may shift. BioWorld Science™ Managing Editor Anette Breindl discusses her new analysis of multiple studies related to weight loss, metabolic health and fitness, which in many ways goes against the mainstream health care state of mind about obesity in the BioWorld Inside podcast.

4 QUALITY EDUCATION

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Our content, analytics and workflow tools support students, academic institutions and public libraries around the world educate the next generation of pioneers and enhance their learning experience.

130M+

students use our solutions to enhance their learning and research experience.

26K

public and academic libraries rely on our solutions.

All three of our corporate values: own your actions, aim for greatness and value every voice, align with the development of Diversity, Equity and Inclusion (DEI) resources to help:

• build trust and act with integrity within communities and our partnerships,

• pursue hard-to-get content, from underrepresented communities and historically silenced groups and

• represent every voice internally and in our products to respond to the needs of research institutions, libraries and their patrons.

This is particularly relevant when it comes to our ProQuest™ portfolio of products. ProQuest has offered DEI resources for decades, building diverse collections of educational materials for libraries, enhancing greater representation of collections focusing underrepresented regions and communities. Its primary source research collections deal with topics such as women's equality, incarceration and discrimination, disabilities, racial injustice and more. ProQuest offers consultative services, special pricing

and unique buying plans to help libraries offer more DEI resources in alignment with their curriculum, existing collections and their budget.

To identify and fill the gaps in our collections, ProQuest colleagues work with the academic community including academic advisory boards, partner with faculty on projects and talk regularly to their librarian partners and archivists.

For example, one person in seven experiences disability, yet the story of this community and its contributions is largely absent from the scholarly record. Disability in the Modern World is a multimedia collection which enables students and researchers to include this important piece of the puzzle in their research.

In 2022, we added archival material from an organization called Humanity and Inclusion that won a Nobel Prize for their international campaign to ban landmines. The new collection brings together pamphlets, reports, case studies, workshop material, manuals, guides and videos created by Humanity and Inclusion from 1985 to 2021, highlighting this important work to a global audience for the first time.

We are mindful of how our own products may perpetuate non-inclusive terms in the literature. Our indexing team has established procedures to review metadata and indexing terms that could potentially harm marginalized communities and ensures that our choice of indexing terms is non-discriminatory and reflects recent moves towards more inclusive language. For example, we recently changed the word *Aliens* (used in the context of immigration) to *Noncitizens* per the Biden administration's announcement in the United States of this change to government language. Ex Libris is another part of our business that is actively implementing processes and technologies to prevent, detect, respond, solve and mitigate any unintentional or implicit bias that may appear in our services.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Our data and insights support customers along the innovation lifecycle and bring innovations to market faster. Our data empowers policy makers to understand global technology landscape and inform sustainability policies.

48/50

of the top R&D companies work with us to accelerate innovation.

Clarivate continues to work with our colleagues and customers every day, harnessing the power of human ingenuity to fuel innovations for sustainable industry and infrastructure.

Through the Web of Science and the Derwent World Patents Index we bring together the world's peer reviewed research and combine it with global invention information to create a vast library of humanity's current level of scientific and technological knowledge.

Clarivate enhances the data and metadata, classifying it for technical approach and industrial use and overlaying measurements of impact, expenditure and rarity of the innovation.

With >200 million individual documents detailing research and development outcomes, our unique approach to data and insights supports our customers in their development lifecycle and helps them bring innovations to market faster. Our data empowers policy makers to understand the global technology landscape and inform sustainability policies.

Top 100 Global Innovators

How we will live in the 2030s is being defined now. Our health, our prosperity and the sustainability of our very world is built on the ideas created today. Some, more than others, define our future – those who employ thousands of researchers, who invest in science and engineering, who are happy to see results outside the current quarter and who practice leadership. Those who know that innovative new ideas and solutions to current problems influence not just their financials but foster genuine improvement in the human condition and the health of our habitats. Those who choose to lead. For 12 years Clarivate has found these companies.

The Top 100 Global Innovators™ report identifies companies and organizations which sit at the very top of the global innovation ecosystem, with the most consistent above-the-bar innovation performance.

In 2023, for the first time we identified the 50 research organizations which are most often cited by the Top 100 Global Innovators 2023. These are global institutions whose intellect underpins the design of engineered solutions.

In 2023, we found that Asia continues to extend its leadership in the global innovation ecosystem with 58 organizations listed, four more than in 2022. Japan tops the list once again with 38 organizations named; Taiwan has 11, South Korea has five and Mainland China has four. Outside of Asia, the United States is home to 19, while France and Germany have seven each.

Electronics and computing equipment is the largest industry sector of the Top 100 Global Innovators 2023, boasting 26 companies. The chemicals and materials sector identifies 11 organizations, as does the semiconductor category, while 10 companies in the automotive sector are named.

"At Philips, our purpose to improve people's health and well-being through meaningful innovation is the great driving force behind everything we do. It's why we exist, and it's never been more relevant than in these challenging times…It's a great honor to be recognized as a Top 100 Global Innovator for the 10th consecutive year, along with so many esteemed companies. And we are excited about the future and the potential of innovation to help solve the world's most pressing issues."

Roy Jakobs, CEO of Philips

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Promoting sustainable consumption and production practices

Clarivate helps customers develop sustainable innovations and establish, protect and promote ESG-focused brands to enable consumers make more sustainable consumption choices.

7.4M+
citations in the Web of Science are related to SDG research areas.

Identifying the sustainable energy technologies of tomorrow

Scientists agree that a third of the projected world population could face unliveable conditions by 2070, if the current rate of climate change persists. If the world is to achieve net zero by the middle of this century and secure a liveable earth, efforts to identify and implement more sustainable energy resources need to be accelerated.

Acceleration is partially dependent on overcoming an inherent information gap – between the ambition of governments and corporations and realistic, concrete actions that can be undertaken. The ecosystem of capital investment for renewable energy needs information on not just desire and ambition, but measures of actual outcome and capability.

To help fill this gap, Clarivate developed a new data collection process to assess research and innovation for sustainable energy sources. The process harnesses the power of industry-leading research, patent and patent enforcement data.

Within our special report, *A study of energy in transition*, we look at the relationship between global research and innovation in the roll out and development of sustainable energy sources. We identify the gaps that exist today along with trends and needs of further research concentration, while looking at where capabilities lie, by sustainable energy source and geography.

"At Clarivate we are committed to integrating our portfolio of data, software and insights to help our customers deliver better, more impactful solutions that advance global sustainability and improve the quality of people's lives."

Gordon Samson, President, Intellectual Property, Clarivate

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Spotlight on Ukraine

It is now over a year since the Russian invasion of Ukraine. Since the start of the invasion, Clarivate has respected and supported the rule of international law and joined the global community in condemning Russia's attack on Ukraine.

We made the decision to close our office in Russia effective immediately and ceased all commercial activity in Russia. We worked closely with our customers to manage the impact of our actions to their business and focused on supporting the well-being of our colleagues and contractors across the region, offering them help with any necessary relocation. We are still working continuously to understand their needs and are doing all we can to provide support during this incredibly difficult time.

Clarivate continues to support calls for a cease-fire, the end to hostilities, the protection of civilians and a negotiated settlement to peacefully resolve any differences.

Our analysis of the Ukraine research landscape

For more than a decade, Ukraine has been a valuable contributor to the world's scientific research with over 52,000 papers, many highly cited, written by Ukrainian researchers. In this episode of our podcast Gali Halevi, Director at the Institute for Scientific Information (ISI)™ at Clarivate, shares her perspectives on the impact on scientific research and discovery and how Clarivate is supporting displaced researchers in Ukraine. We have also analyzed Ukraine's contribution towards the UN Sustainable Development Goals.

Materiality mapping to drive stakeholder engagement

When it comes to driving long-term sustainability, we know that stakeholder engagement provides opportunities to further align our ESG actions with the needs and expectations across our company.

In short, we're improving our chances of success. To do this, we leveraged our Enterprise Risk Management (ERM) program to engage stakeholders in our sustainability dialogue and identify wider issues to consider, improving clarity, decision-making and accountability. To ensure we keep up with evolving risks and opportunities from our stakeholder perspectives, we have committed to performing materiality mapping every two years.

Below are some highlights of our process.

- To assess the importance to our business, we reviewed and synthesized 12 material issues and mapped them to our three sustainability pillars based on our assessment results, making sure to consider any top risks we identified.

- To assess the importance to our stakeholders, we engaged four stakeholder groups to help us establish our material ESG issues based on importance. We analyzed investor ESG ratings (S&P CSA, Bloomberg ESG, MSCI, Sustainalytics, ISS ESG), customer ESG survey data (EcoVadis), regulatory frameworks (TCFD, EU Taxonomy, SASB) and colleague feedback to identify the level of importance for our 12 topics.

- Finally, we added the values from the first two exercises to our materiality map and came up with the most relevant, impactful topics for our business. Please see the map to the right for more details.

We strive to be a leader in all material priorities by staying focused on continuously improving our results and corresponding ratings and expanding our performance disclosure on ESG targets as we advance our strategy and plan. In addition, we have identified new targets and will add them to our external disclosures moving forward for full accountability and transparency.

"With the increasing global focus on sustainability, we are actively engaging with our shareholders to identify key topics we should address as part of our long-term ESG strategy. We are determined to be a leading sustainable company, which will help to attract new customers, colleagues and shareholders aligned with our ESG goals."

Mark Donohue, Vice President, Investor Relations

Materiality mapping of key priorities
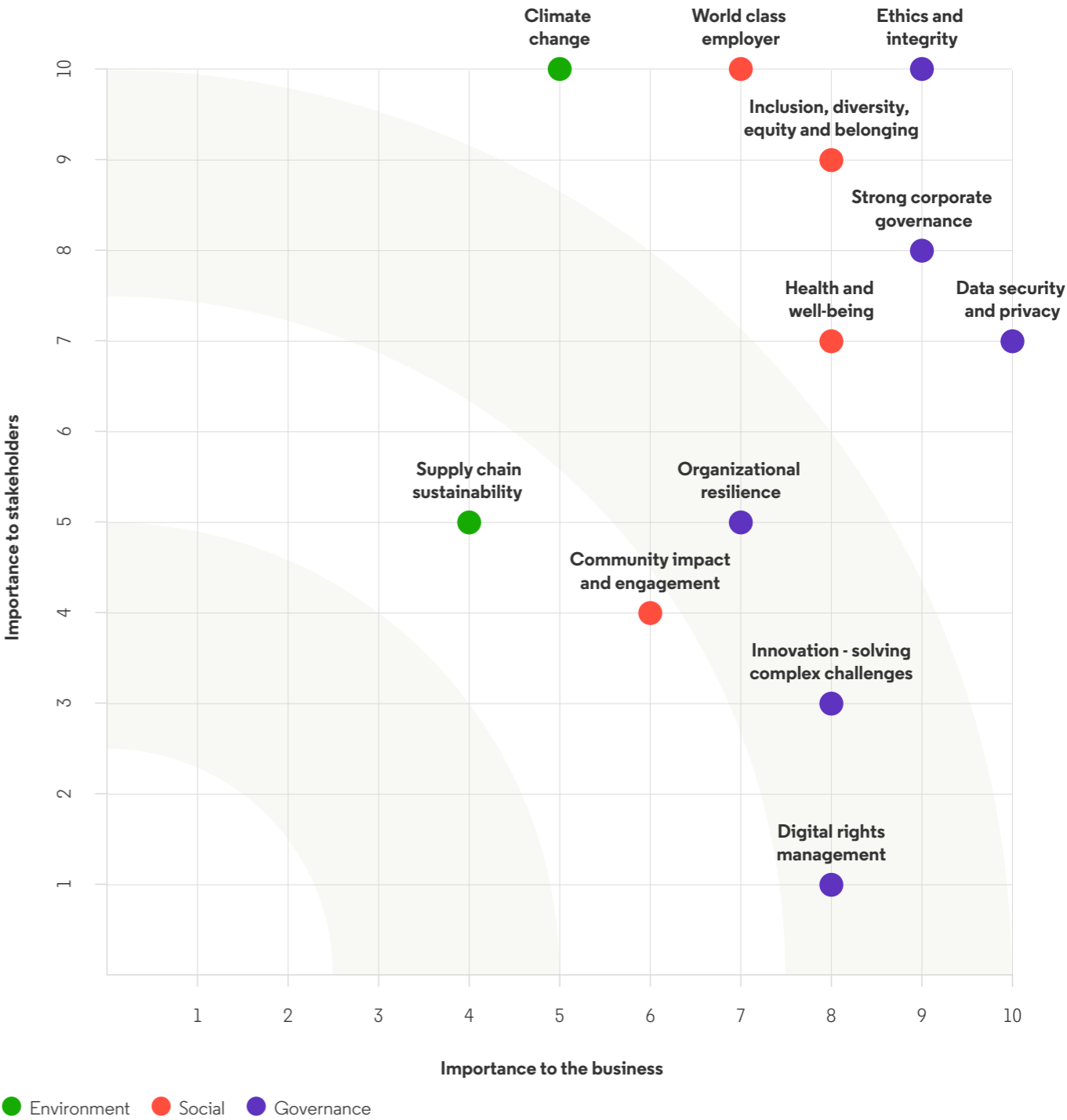
Our customers

Trusted partnerships to help our customers think forward

At Clarivate, we believe that the best results come from strong, authentic partnerships between our colleagues and customers, while keeping a keen eye on what is ahead of us. Our commitments to customer satisfaction and loyalty include enhancing our Voice of Customer (VOC) program to use industry standard principles and provide customer centric insights, which are at the heart of our ability to deliver on our business, brand and customer experience promises.

Creating an exceptional experience with passion and purpose

Continually listening and learning from our customers

In 2022, more than 37,000 customers shared their feedback specific to five critical questions in our global customer feedback survey, improving our customer feedback results by two points overall.

We asked our customers five critical questions specific to:

- information and insights,
- quality of solutions,
- ease of doing business,
- value of solutions and
- positive interactions.

We know it takes focus, hard work and continuous progress to deliver an exceptional customer experience. In 2023, our enhanced Voice of Customer program will propel our focus on the following areas to improve customer satisfaction year over year:

- Grow our data and tools capabilities to improve our customer experience.

- Improve our products and services based on current and future customer needs.

- Enhance our support process and service experience.

Customer survey[3] satisfied respondents year over year

	2019	2020	2021	2022	Target for 2023
Customers/consumers surveyed	100%	100%	100%	100%	100%
Satisfied respondents	76%	79%	76%	78%	79%

□ Customers/consumers surveyed   ■ Satisfied respondents
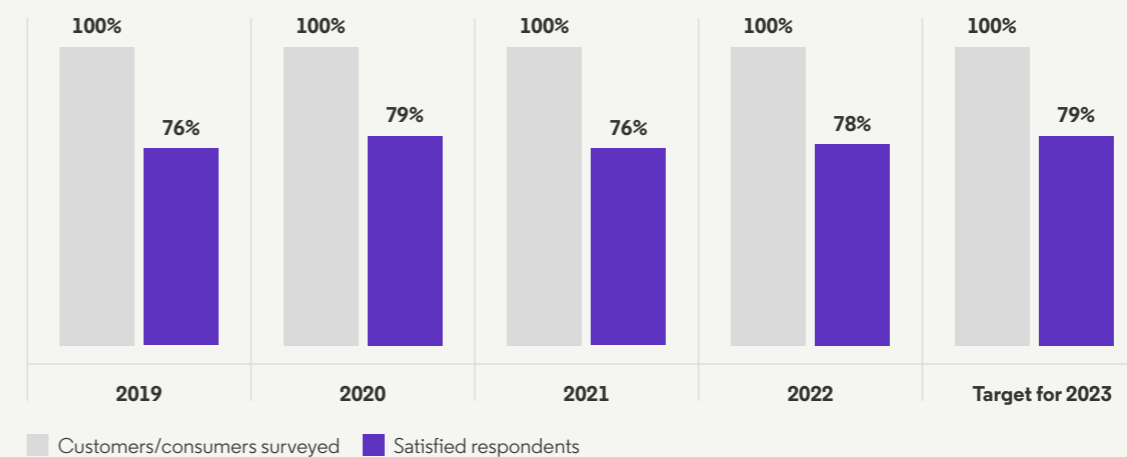
[3] Response rates present a statistically significant sample size yielding a +/- 3% error rate in our sample data.

2022 milestones

- 37,000+ customers responded to our Customer Delight survey in 2022.

- USD $2,500 of restricted stock units (RSUs) awarded to all eligible colleagues for hitting the 2022 stretch goal; in total, we distributed approximately USD $27 million in RSUs to our colleagues.

2023 Voice of Customer goals

- Incent all colleagues to ensure that our customers are satisfied with our value, products and services.

- Survey two million customers and users across 166 countries, with translations into nine languages twice per year.

- Establish a new baseline score by segment and include Net Promoter Score (NPS) and Customer Satisfaction (CSAT) scores in 2023.

- Increase the total company Voice of Customer survey score to 79, measured in a bi-annual survey.

- Launch simplified customer satisfaction surveys after each engagement to obtain more frequent, real-time feedback.

"I am very proud of the Voice of Customer momentum building across Clarivate, enabling us to continue to listen to our customers, improve their experience and deliver on our forward looking brand promises."

Jody Buchman, SVP, Customer Experience and Data Science

Accessibility to our digital brand

Promoting a more accessible, inclusive user experience

The diverse needs of our colleagues, customers and shareholders are the center of our digital communications strategy to reduce barriers to equality and create inclusive, engaging interactions aligned with our values.

Key focus areas

- Voice of Customer – Our accessibility principles are closely related to general usability and aim to define and deliver a simpler, more intuitive user experience of our brand.

- Inclusion and Diversity – Considering users with disabilities is an essential aspect of diversity and inclusion planning. The non-discrimination or accessibility laws of many countries specifically refer to enabling web accessibility.

- Sustainability – The internet is responsible for roughly one billion tonnes of greenhouse gases a year. However, developing elegant digital first solutions, we can provide inclusive access to information and reduce our digital carbon footprint.

The four pillars of accessibility compliance according to Web Content Accessibility Guidelines (WCAG)

- Perceivable – Website information and the user interface must be available to view and understand by all users, regardless of disability.

- Operable – Users should be able to interact with web content using a variety of adaptive devices, including keyboard, mouse, screen readers, etc.

- Understandable – Interaction and content should be easy to understand for as many people as possible.

- Robust – Web content should work well across browsers and platforms, including assistive technologies.

Resource: Customer Delight

2022 milestones

- WAVE accessibility rank for clarivate.com increased from the 66th percentile in 2021 (WebAIM Million) to 88th percentile in 2022.

2023 goals

- Continue our progress towards achieving "AA" compliance with our website.

- Expand accessibility testing and assess solutions to improve pdf resources.

- Plan and conduct accessibility testing of our website to ensure we are continuing to improve the user experience.

	Color blindness	Visual impairment	Cognitive and neurological	Auditory impairment	Motor impairment
Color	✔	✔	✔		
Layout		✔	✔		✔
Text		✔	✔		
Icons		✔	✔		
Imagery	✔		✔		
Data visualization	✔	✔	✔		
Production		✔	✔	✔	✔

"Every step we take to being a more accessible brand enables us to put people first – our customers, colleagues, shareholders and communities – creating purposeful, human-centered experiences and reinforcing customer loyalty."

Julie Carney, Vice President Brand & Web, Clarivate

Accessibility of our solutions

Mission statement and our approach

Web accessibility is the inclusive practice of ensuring there are no barriers that prevent people from interacting with your website. Clarivate is working towards providing all our users with a fully accessible experience for research, insights and analytics. We strive to make every effort to ensure that our platforms and workflow solutions can be used by everyone. Clarivate platforms aim to meet Level AA of the W3C Web Content Accessibility Guidelines (WCAG 2.1) and Section 508 of the U.S. Rehabilitation Act for features and functions.

2022 milestones

- Defined and communicated standard best practices for regular accessibility auditing and documentation for product development teams. Inventoried 161 Clarivate products to determine state of accessibility audits and documentation.

- Increased colleague awareness and adoption through educational webinars for product management, new intranet webpage of guidelines and resources and contacts, and created an Accessibility 101 training module to explain every team member's role in creating accessible products.

- In 2022, 31 Voluntary Product Accessibility Templates were updated, increased from 15 in 2021.

- 14 associates in the user experience and Development teams signed up to participate in Deque University's Web Accessibility Specialist training.

2023 goals

- Streamline accessibility workflow across Clarivate.

- Create a public accessibility directory across Clarivate.

- Pair teams with resources to continue progress in achieving "AA" compliance in our products.

- We aim to have 100% of the sales team take the accessibility 101 training.

Environment

At Clarivate, prioritizing environmental stewardship is not a new concept

Over the last couple of years, we have amplified our actions and elevated our focus on protecting and preserving the environment. Through our products and services, we help customers develop sustainable innovations and establish, protect and promote ESG-focused brands to help consumers make smarter, more sustainable consumption choices.
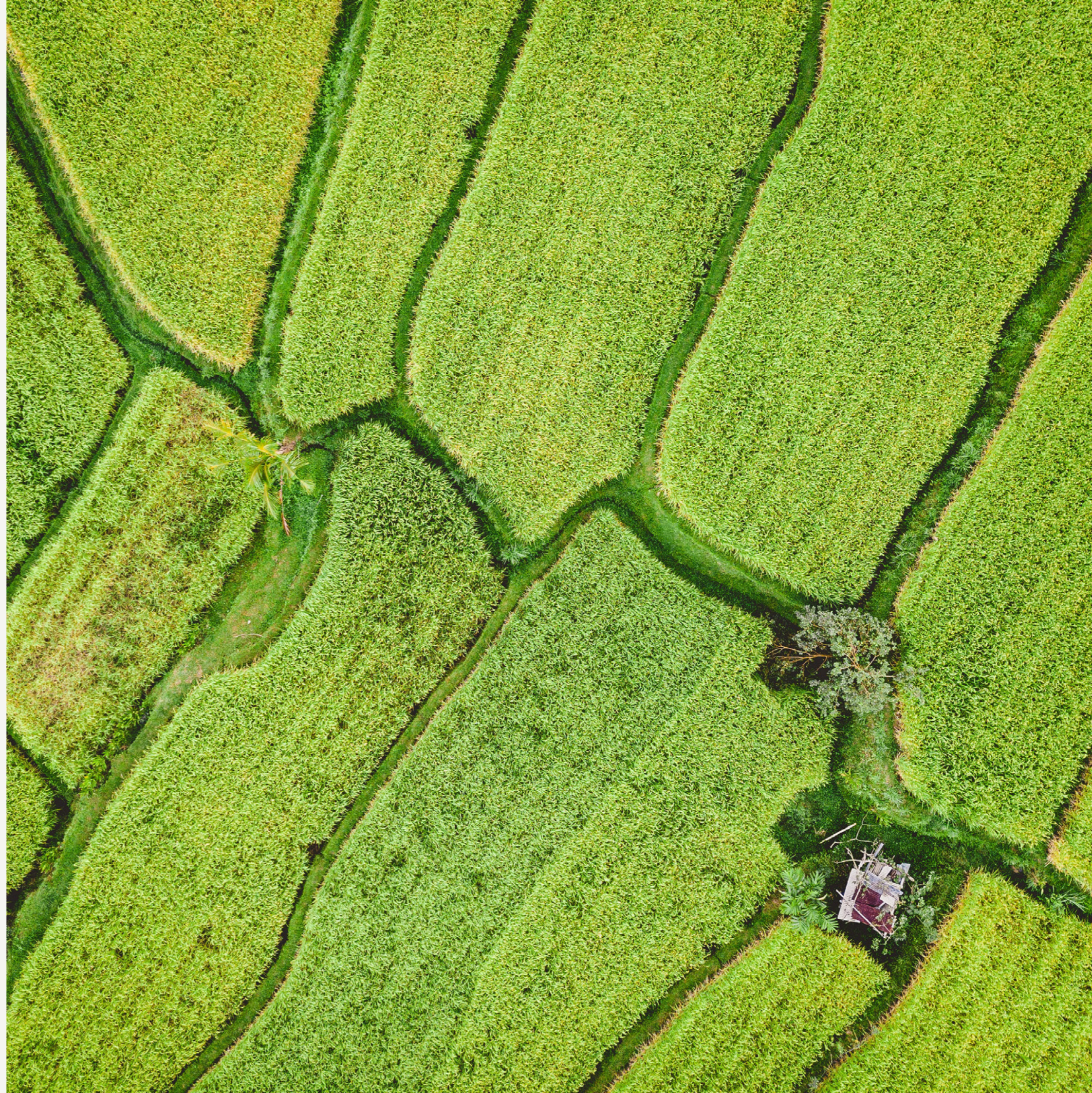
Our commitment to net-zero before 2040

Addressing climate change requires data, focus and resolute, accelerated action. At Clarivate, we are committed to doing our part to create a better world today and for future generations. We have committed to setting a science-based target and to achieving a net-zero future. We support these ambitious goals by being members of the Business Ambition for 1.5 campaign – an urgent call to action from a global coalition of UN agencies, business and industry leaders, in partnership with Race to Zero.

data, reliable measurement and a solid understanding of our current emissions output. We are building a comprehensive climate transition plan that includes setting an ambitious science-based target.

While continuously working to reduce our overall energy use, we are also increasing our use of renewables and identifying workplaces with sustainability and environmental certifications wherever possible. In addition, we have publicly declared support for the Task Force on Climate-Related Financial Disclosures (TCFD) and its recommendations.

Our approach

We aim to operate eco-efficiently across everywhere we work, from our mailroom to our boardroom, our home offices, supply chain and beyond. Our net-zero journey began with obtaining accurate

BUSINESS AMBITION FOR 1.5°C

"Sustainability is cause and effect and everything we do must be interconnected. Reducing our carbon footprint across our global real estate portfolio enables us to proactively achieve more sustainable, long-term results versus implementing mitigation solutions after the fact."

Jason Nichols, Vice President, Real Estate and Facilities, Clarivate

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2022 milestones

- Carbon reporting is based on the AA1000 Assurance Standard (AA1000AS v3) and the AA1000 Accountability Principles.

- Committed to set a Science Based Target (SBT).

- Participated in 6-month UN Global Compact Climate Ambition Accelerator.

- Joined UNGC TCFD working group.

2023 goals

- Align with Task Force on Climate Related Disclosure requirements.

- Define scope and boundaries for setting Science Based Targets.

- Publish our Environmental Management Statement.

2022 environmental performance	Absolute performance			Intensity ratio (absolute/$m revenue, net)[4]		
	2021	variance	2022	2021	variance	2022
Scope 1: Direct greenhouse gas emissions (tCO2e)	256	11%	284	0.14	-22%	0.11
Scope 2: Indirect greenhouse gas emissions - location (tCO2e)	13,576	-19%	10,976	7.23	-43%	4.13
Scope 3: Business travel (tCO2e)	332	1,586	5,597	0.18	1090	2.10
Total energy (MWh)	27,662	-7%	25,693	14.74	-34%	9.66
Total water (m3)	62,546	-8%	57,785	33.32	-35%	21.73

[4] 2021 revenue, net: $1,876.9 M, 2022 revenue, net: $2,659.8 M

Guiding environmental sustainability with data driven insights

At Clarivate, we use data as the foundation for transparency and to highlight why strong environmental stewardship is essential and identify where we can make the greatest impact now and in the future. Through our materiality mapping, we ensure stakeholder alignment in our aim to become carbon neutral and operate eco-efficiently in all we do.

Our approach

Clarivate is working with JLL, a leading global real estate services company, to help analyze our carbon footprint. Since we maintain a fully leased real estate portfolio, with energy primarily procured through our various landlords around the world, our current carbon emissions are predominantly categorized as Scope 2.

We are continuing to track and report consumption by fuel source wherever data is available.

In 2022, of the 68 workplaces cited in the report, covering 1,127,792 square feet, we have received specific data (directly metered or sub-metered) for 43% of the square footage. For an additional 10% of the square footage, a landlord calculates our usage based on the space we occupy because they do not have submetering capability. This leaves 47% of square footage unaccounted for, so we have instead used benchmarks for these areas. We used location-based carbon emissions from either country-specific sources (e.g., U.K. Greenhouse Gas Protocol) or the factors given by the International Energy Agency (IEA).

We made great improvement and have expanded our overall visibility and data collection in 2022. Data is key to truly understanding our impacts and to further implementing effective reduction and mitigation efforts.

Energy consumption

25.7K
MWh

48%
Reduction from baseline

Electricity mix

97%
Fossil fuels

3%
Clean and renewable

Water consumption

57.8K
m³

25%
Reduction from baseline

Resource: 2022 JLL Methodology Statement

Climate change
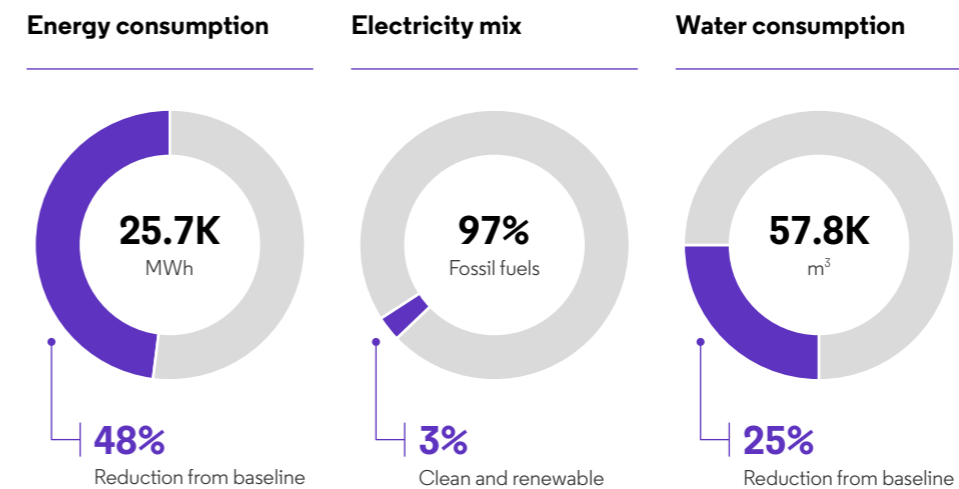
Our growing list of sustainability certifications

We know the organizations and partners we do business with matter – especially when it comes to sustainability credentials such as green building and sustainability certifications within our global footprint. As a company that leases our workplaces around the world, we choose to work with organizations who are also committed to sustainability, as evidenced through their actions, such as the use of renewables, implementing eco-efficient business practices and seeking third-party certification such as LEED, Energy Star, BREEAM and NABERS.

9 out of our 68 worksites currently have green building certifications

Stockholm
Toronto
Alexandria
Philadelphia
Chandler
London
Beijing
Shanghai
Sydney

18%

of the workplace square footage is under green building certifications.

Region	Worksite	Sustainability certifications	Square footage	Renewable energy (%)
Americas	Alexandria	Energy Star	11,574	–
Americas	Chandler	LEED Silver	35,213	–
Americas	Philadelphia	LEED Gold	78,778	–
Americas	Toronto	LEED Gold	16,786	–
APAC	Beijing	LEED Silver	13,551	–
APAC	Shanghai	LEED Platinum	3,534	–
APAC	Sydney	5* NABERS	2,703	–
EMEA	London	BREEAM Excellent	17,800	100%
EMEA	Stockholm	LEED Gold	6,620	–

APAC = Asia-Pacific
EMEA = Europe, Middle East and Africa

Resource: 2022 JLL Methodology Statement

Advancing our ethical, sustainable supply chain

When it comes to sustainability, we know we cannot do it alone. To impact global change, we are making conscious choices to engage with suppliers who align with our sustainability goals – whose solutions and services are produced in a way that treat people and the environment ethically and responsibly.

Our approach

With the help of EcoVadis, a supply chain sustainability ratings platform, we are evaluating our suppliers for their sustainability policies, ratings, implementation measures and more. Our goal is to gain better insights into all aspects of our supplier responsibility and diversity. We are using data to make more responsible, impactful decisions about who we partner with in order to build a resilient and sustainable supply chain.

We use metrics to help us better understand and advance supplier diversity, such as:

- Tracking the number and percentage of suppliers against our spend, completing a comprehensive sustainability assessment, and, using EcoVadis, analyzing 78 management indicators, across 21 sustainability criteria.

- Understanding the performance of suppliers in all aspects of Environmental, Social and Governance criteria.

- Performing an ongoing review of Clarivate suppliers to drive positive impacts and a more sustainable supply chain.

2022 milestones[5]

- Invited 200 of the top suppliers by spend to participate in the EcoVadis platform to be benchmarked for ESG performance.

- 41% of defined supplier spend has gone through our ESG assessment, an increase over our 2021 target which was 35%.

- Published Clarivate Anti-bribery and Anti-corruption Policy, Supply Chain Code of Conduct and the first Sustainable Procurement Report.

2023 goals

- Launch a global procurement transformation across Clarivate to enable a strategic long-term sustainable procurement strategy.

- Create processes, policies and change management to improve our capacity to positively impact our supply chain across ESG criteria in the coming years.

"Sustainability is not possible without embedding it throughout our entire global supply chain. Where we purchase, what we purchase, how we purchase and from whom we purchase all matter in advancing a better world for today and for years to come."

Peter Frein, Vice President, Transaction Processing, Clarivate

Resources: Supply Chain Code of Conduct, Anti-Bribery and Anti-Corruption Policy

[5] 2022 Milestones are based on 2021 spend from NetSuite

Our commitment to sourcing sustainable merchandise

Our approach

As we make strides towards achieving our sustainability milestones, we are looking across our entire supply chain for ways to integrate sustainability principles. Where we source and from whom we source our branded promotional merchandise is one area we are focusing on applying these efforts. Our goal is to ensure everything that carries our brand is selected and sourced in accordance with one or more of the following eight guiding principles for sustainability.

Recycled: Using recycled materials with post-consumer recycled content greater than 10%.

FSC certified: Ensuring Forest Stewardship Council (FSC) certification (paper products only).

Locally sourced: Purchasing closest to delivery location to minimize carbon footprint.

Renewable: Consisting of rapidly renewable materials[6] of greater than 50%.

Non-hazardous: Does not contain known hazardous materials such as Bisphenol A (BPA).

Waste reducing: Choosing items that have an identifiable waste reducing impact such as being made from biodegradable or compostable materials that can be recycled.

Durable and reusable: Selecting durable versus one-time use disposable products such as reusable cups, mugs and water bottles.

Sustainable suppliers: Using suppliers that are recognized sustainability leaders, through their policies and/or certifications.

[6]Rapidly renewable materials are natural, non-petroleum-based materials that have harvest cycles under 10 years.

Social

Our commitment to social sustainability

At Clarivate, we are committed to continuously identifying and managing our business impacts on people. We aim to improve the experience of colleagues, customers and suppliers to increase the positive impact we have in our communities around the world. We recognize and respect the significance of every relationship we engage in, which we highlight in one of our core values – value every voice.

World-class employer

Prioritizing people and our social responsibility

Percentage of colleagues by age group

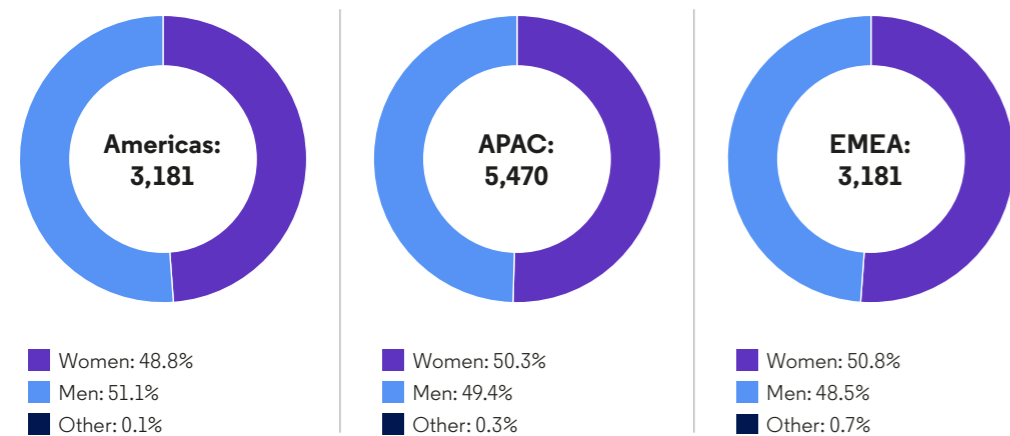| 19-29: 24%	30-39: 37%	40-49: 21%	>50: 16%

Our approach

At Clarivate, we have prioritized enhancing the colleague experience and creating a work environment and experience that attracts and retains top talent from around the globe. Our overarching goal is to create a strong foundation on which we can build for the future to ensure we have career pathways and development opportunities for our talented workforce.

In 2022, we implemented our Global Roles Framework initiative to align all roles into a common architecture to create a consistent way that our jobs are described and understood. Implementing this globally consistent and
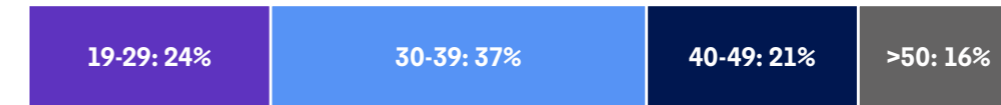
equitable method of defining jobs across the organization has created one of the building blocks for our colleagues to position themselves for growth. By understanding what is expected in their current job and aspirational jobs, they can develop the competencies and skills needed to improve their future.

We invested time in conducting a Talent Review utilizing the 9-box methodology and have piloted mentoring and leadership development programs for key talent pools as a result. We believe continuing to build on these foundational human capital elements will propel us toward our goal of being a world-class employer.

Colleague engagement

Listening to our colleagues through their feedback on our engagement surveys and understanding what is important to them is what helps us shape a more positive culture and identify compelling programs to keep them engaged.

	2018	2019	2020	2021	2022
Engagement score	72%	69%	77%	75%	74%
Data coverage	71%	81%	90%	88%	84%

■ Engagement score: % of actively engaged colleagues
■ Data coverage: % of total colleagues

Total number of colleagues

Americas: 3,181
- ■ Women: 48.8%
- ■ Men: 51.1%
- ■ Other: 0.1%

APAC: 5,470
- ■ Women: 50.3%
- ■ Men: 49.4%
- ■ Other: 0.3%

EMEA: 3,181
- ■ Women: 50.8%
- ■ Men: 48.5%
- ■ Other: 0.7%
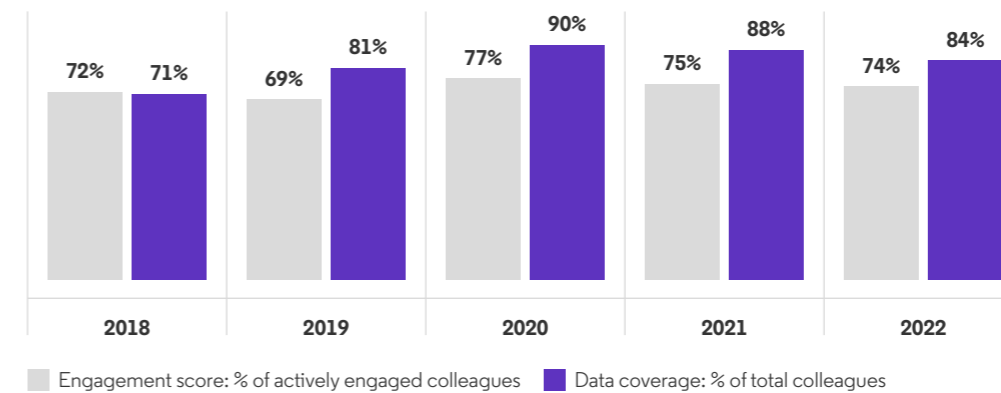
"We have made a strategic commitment to foster inclusion and diversity and to building a culture focused on social responsibility in order to drive authentic, lasting change. Our goal is to enable our colleagues around the world to thrive with opportunities to learn, engage and grow – all positively impacting our overall, long-term success."

Julie Wilson, Chief People Officer, Clarivate

Human rights – a shared imperative for sustainable development

Our approach

One of our core company values at Clarivate is 'value every voice.' As we work together to bring this concept to life, we believe in treating everyone the same, no matter the person's background, culture or situation in life. We strive to treat everyone with dignity and respect, and we're committed to doing what's right to lift people and communities up wherever we can. We take a stand against modern slavery and human trafficking across our business and hold our partners and our global supply chain accountable to do the same. Our goal is to provide a work environment that is safe, inclusive, diverse and inspiring, while striving for equal opportunities for all colleagues, wherever they live.

By adhering to the 10 principles of the UN Global Compact and the United Kingdom Modern Slavery Act, we promise to conduct business in a manner that respects the rights and dignity of all people. We strongly support the principles contained in the United Nations Universal Declaration of Human Rights.

We require our suppliers to treat their employees fairly and in accordance with applicable laws and regulations regarding labor, employment and the following principles:

- Freely chosen employment

- Respect for freedom of association and the right to collective bargaining[7]

- Safe, healthy and hygienic working conditions

- No child labor

- Fair and equitable wages and benefits

- No excessive working hours

- No discrimination is practiced

- No harsh or inhumane treatment

- Promotion of supplier diversity

2022 milestones

- Built an Employment Relations team to provide expertise for addressing employment issues.

2023 goals

- Implement a globally relevant anti-harassment and discrimination policy.

- Develop and implement training on prevention of discrimination and harassment.

- Continue our progress toward fair and equitable pay practices across gender.

- Submit second UNGC Communication on Progress.

"We value every voice and celebrate our people as our most important, sustainable advantage we have. We commit to treating everyone with dignity and respect and doing what's right to provide opportunities to advance people and communities wherever we can."

Stephanie Roberts, Vice President, Employment Practices, Clarivate

Resources: Modern Slavery Statement, Code of Conduct, Supplier Chain Code of Conduct

[7] All colleagues in Spain, France, Brazil, Italy, Singapore, Belgium, Germany are covered under Collective bargaining agreements. This represents 8.5% of total colleagues.

Our commitment to inclusion, diversity, equity and belonging

We believe inclusion, diversity, equity and belonging are foundational and should be prioritized for organizations to successfully achieve their sustainability goals. It is the right thing to do and the additional benefits of this approach – from higher productivity, better colleague retention and a boost in morale, to increased innovation and creativity from a variety of perspectives - are significant and have become embedded in our global business strategy in order to impact real, lasting change.

Our approach

Treating one another with fairness, dignity and respect are fundamental to our purpose and mission. Yet we know it takes prioritizing these tenets to impact real cultural change. We believe that people coming together from different cultures and backgrounds, with different life experiences, is essential to sparking new ideas and accelerating our progress.

We know that colleagues who feel engaged and included will be the most proactive and productive.
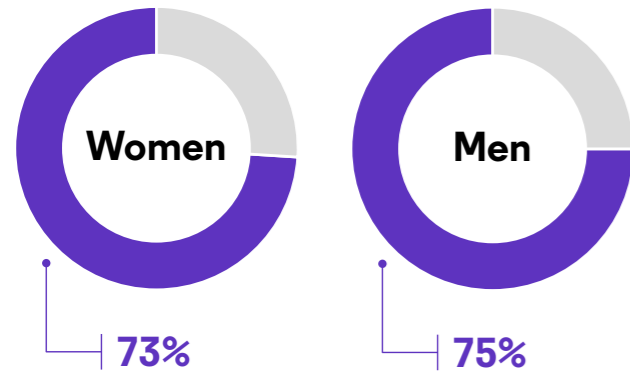
Our goal is to weave these principles into the fabric of our culture to become a recognized global employer of choice. Throughout our organization, we are accelerating progress and action in support of a more inclusive and diverse workforce.

Workforce breakdown: Gender	FY20	FY21	FY22
Share of women in total workforce (as % of total workforce)	47%	49%	50%
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	36%	38%	39%
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	37%	53%	42%
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)	26%	29%	37%
Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	35%	39%	49%
Share of women in technology positions (as % of all technology positions)	22%	25%	25%
Share of women in science positions (as % of all science positions)	53%	51%	55%

Workforce Breakdown: Race/Ethnicity[8]	FY20	FY21	FY22
Asian	10.89%	12.24%	13.39%
Black or African American	3.52%	4.99%	5.23%
Hispanic or Latino	3.18%	3.89%	3.91%
White	54.27%	72.9%	70.4%
Indigenous or Native	–	0.13%	0.4%
Other	28.14%	5.85%	6.68%

[8] Number of colleagues based in U.S. is 2,966 which is 25% of our total workforce.
All indicators related to race/ethnicity in our reporting include only our colleagues based in the United States.

10 REDUCED INEQUALITIES

Inclusion, diversity, equity and belonging

Colleague engagement score by gender

Women **73%**

Men **75%**

Colleague engagement score by age group

Under 25
25-29
30-34
35-39
40-44
45-49
50-54
55-59
60-64
65-69
69+

25% 50% 75% 100%

■ FY21 ■ FY22
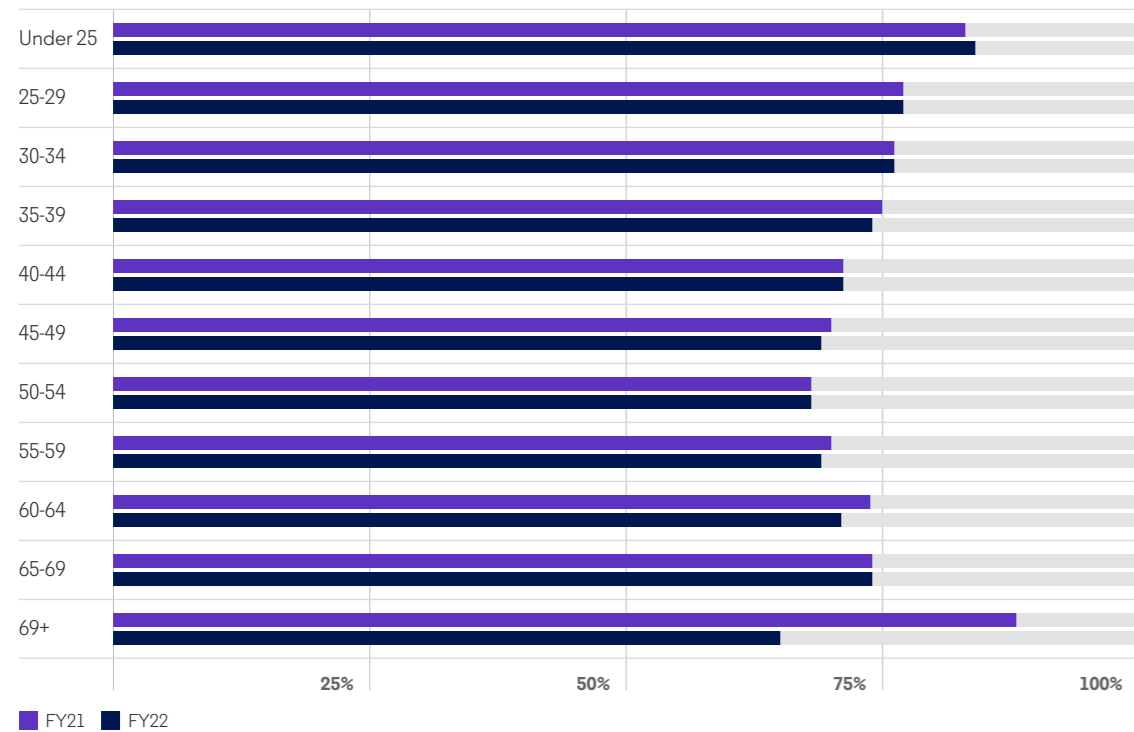
2022 milestones

- Increased our number of Colleague Resource Groups from 6 to 7.

- 99.5% of colleagues completed Anti – Bias Training.

- Continued participation in the CEO Action for Racial Equality fellowship focused on addressing racism, social injustice and improving society.

- Maintained a score of 75 in our second year participating in the Human Rights Campaign Corporate Equality Index (CEI) baselining our work to achieve LGBT+ equality.

2023 goals

- Launch the CEO Council for Inclusion and Diversity with active participation from a cross-functional group of leaders.

- Increase Human Rights Campaign Corporate Equality Index (CEI) score from 75 in 2022 to 80 in 2023.

"When it comes to inclusion, diversity, equity and belonging at Clarivate, our goal is to promote a workplace that provides an inclusive environment for all colleagues worldwide. I'm proud of the progress we have made and want to ensure we embed these tenets into our corporate culture."

Kelley Nakamura Montoya, Vice President, Change Management and Inclusion & Diversity Programs, Clarivate

Resources: www.clarivate.com/news/clarivate-celebrates-women-scientists-who-contributed-to-covid-19-research-with-new-video/

Clarivate enables libraries and classrooms to broaden their spectrum of voices: Learn how our partnerships with organizations like the NAACP and minority publishers enable curation of learning and research materials that offer diverse perspectives and reflect every voice.

Attracting, hiring and retaining the best talent

Our approach

At Clarivate, we have a dedicated Talent Acquisition team whose priority is to attract the best, most suitable candidates using a broad variety of channels such as proactive sourcing, connecting through universities, ad campaigns, referrals and more. Their goal is to identify a diverse, qualified candidate pool and to provide a great candidate experience throughout the interview and hiring process. Current colleagues are also a great source of talent, and we have a number of opportunities enabling colleagues to thrive and advance their careers. Recently we launched a new approach to our internal mobility process with the goal of making it easier for our colleagues to grow their career internally than seeking an opportunity with another employer.

Total number of new hires[9]

FY20	712
FY21	2,377
FY22	2,593

Total colleague turnover rate %

FY20	17.3
FY21	25.4
FY22	19.5

Voluntary turnover rate %

FY20	11.9
FY21	16.0
FY22	15.7

Involuntary turnover rate %

FY20	5.4
FY21	9.4
FY22	3.8

Colleague Return on Investment[10] (in USD)

FY20	1.00
FY21	0.89
FY22	1.57

■ FY20 ■ FY21 ■ FY22

[9] Total number of new hires does not include contractors who were employed as new hires.

[10] Colleague Return on Investment = (Total net revenues – (Total operating expenses – Total colleague-related expenses including salaries and benefits)) / Total colleague-related expenses including salaries and benefits

2022 milestones

- 16.3% of open positions filled by internal candidates (increase from 12% in 2021).

- $3,370 average hiring cost per colleague.

- Median tenure by gender:
  Women: 3.6 years
  Men: 4 years

- Initiated a focused effort on increasing female talent pools for technology hires in India.

2023 goals

- Promote internal opportunities for existing colleagues.

- Launch interviewer training to ensure we are upskilling hiring managers to select the best talent available.

- Invest in a new Employer Value Proposition to develop a new recruitment brand and to use internally to advance company culture.

World-class employer

People analytics drivers at Clarivate

- We establish performance and development goals with colleagues at the beginning of each year and evaluate individual performance annually. We request 100% of our colleagues to participate, as achievement of goals and objectives impacts their performance rating, bonus attainment and annual compensation increases based on eligibility.

- Business teams including HR Business Partners and Finance Partners work together to assess the market opportunity to develop financial, operational and hiring plans designed to successfully achieve the company's goals and objectives. A specific example is the partnership between the Technology leadership team and the HR/Talent Acquisition team focused on the technology organizational design initiative which has a worldwide scope and established set of deliverables.

- We implement a job architecture process and global roles framework to align roles, responsibilities, skills and competencies with our business requirements.

- We make significant investments to build our internal recruiting capacity in addition to securing external partners worldwide which enables us to establish an agile, scalable supply and demand model. We also invest in technology and tools to help us understand the marketplace and available talent in specific geographies for skillsets required.

- Clarivate has completed a talent assessment process and attrition analysis to identify key areas of focus for retention initiatives. Areas of focus include attrition hot spots, business continuity, as well as identifying key leaders, high performing talent and critical skills.

- Clarivate is using talent market data and services as well as compensation consulting services to support our workforce supply and demand planning.

Clarivate Futures graduate program

Clarivate Futures is our program for targeted, proactive university recruitment. Our Talent Acquisition team is working to develop a global program for hiring directly from college campuses to fulfill our growing talent needs. As part of this initiative, we will:

- Develop and centralize best-in-class campus recruiting efforts.

- Build long term relationships and plans with universities to help fulfill our talent needs.

- Enhance our brand awareness across colleges and universities.

- Be accountable to deliver a clear, end-to-end process and positive candidate experience.

"Our people remain a key driver to accelerating sustainability action and growing our competitive advantage. Our priority is to continue to attract, hire and retain the best colleagues around the world, maintaining an inclusive process while fostering opportunities for developing competencies and skills to help us achieve optimum performance, increase engagement and attain our long-term strategic objectives."

Troy Teague, Vice President, Talent Acquisition Strategy and Delivery, Clarivate

Learning and development fosters our high-performance culture

Our approach

Our learning and development (L&D) philosophy is about bringing our values, our diverse culture and a world of opportunities to life. It's about empowering each colleague to bring their best self to work every day and providing a wide range of opportunities to help them develop the knowledge and skills that are applicable now and into the future. Some of our guiding principles include:

- We develop our L&D plans and programs in alignment with our key business functions to help further our mutual success and avoid creating silos.

- Our L&D commitments are performance related and designed to improve corporate, functional, team and individual accountability.

- We believe that every colleague across our entire business should be provided with equal opportunities to learn, develop and grow.

- We believe in empowering individual colleagues with their own L&D milestones. With ownership comes commitment, responsibility and greater chances of success for ongoing personal and career growth.

- We continuously focus on outcomes and business impact when it comes to evaluating L&D programs. We always ask the question, "How will you apply what you have learned in your day-to-day job?"

"A growth mindset and continuous learning are the lifeblood of every successful individual, team and organization. At Clarivate, we strive to give our colleagues the resources required to continually elevate their knowledge and skills."

Dan Meloni, Director, Learning & Development, Clarivate

Colleague development programs

At Clarivate, our aim is to continually build our reputation as a great place to work and a best-in-class organization by developing and retaining our people and attracting new talent. Our goal is to enable every colleague to fulfill their potential, collaborate across the business, and work efficiently and effectively to deliver customer satisfaction and loyalty. Learning and development plays an essential role in making that possible.

We believe that the best, most impactful learning experiences arise organically where most colleagues learn best by doing – both within and outside the context of their day-to-day responsibilities. However, we also encourage all our colleagues to take advantage of the 5,000+ self-paced eLearning resources which are available on our Learning Management System platform as well as the many live/virtual training sessions we offer regularly, throughout each year.

2022 milestones

- Implemented a new corporate-wide onboarding program, Illuminate, with more than 700 new colleagues beginning their employment journey in this two-day experience.

- Piloted new leadership development programs aimed at new and mid-level managers.

- Aligned our training offerings to our competency model, building a foundation for career pathing and development.

2023 goals

- Enhance programs to grow our learning culture and reward high-performing talent such as inclusive interviewing training, high performing pool, adopting a learning governance model and piloting a mentor program tied to Inclusion and Diversity (I&D) initiatives.

- Support sustainability and diversity by continuing to provide diversity education, supporting our colleague engagement survey and increasing colleague resource group activities and participation.

World-class employer

Leadership development programs

Successful leaders produce exceptional results by bringing out the very best in their teams and their people – and in 2023 we are launching three new leadership development series – with a keen focus on equipping leaders to do just that.

Our **Emerge** series is designed to give each of our new-to-role leaders a strong foundational skillset in the areas of effective one-on-one coaching, tracking individual and team progress, time and priority management and developing a leader's mindset. On completion of this series, graduates will have the opportunity to further hone the application of their new skills by participating in periodic, small group collaboration sessions. These one-hour, ad hoc forums will provide an opportunity for our newest leaders to share current challenges and help one another more effectively apply the Emerge content to those real-world challenges.

Our **Ascend** series has been designed to directly address the challenges and roadblocks that experienced, mid-level leaders encounter as they seek to build high-performance environments within their teams. More specifically, this series emphasizes:

• how what you do or not do as a leader directly impacts colleague engagement and ultimately drives bottom-line metrics like profitability, productivity, Voice of Customer and colleague retention

• how to leverage five core principles and thirteen supporting behaviors in your daily approach to leading

• how to use four interaction-focused coaching steps to guide one-on-one, action-oriented conversations

• how to more effectively approach individual and team motivation – and the critically important conversations leaders tend to sometimes avoid and

• how providing opportunity for greater autonomy, mastery and purpose inspires colleagues to reach higher levels of engagement and creates a high-performance environment for everyone.

Finally, our **Soar** series will serve as a catalyst for strategic thinking, planning and execution amongst our most senior leaders. This both live and virtual workshop series leverages a fundamental, yet critical principle of effective organizational change. Participants will learn principles such as it is not how fast we implement, but how quickly our efforts make an impact – and how we further cultivate that impact so that it is sustained and increased over time.

Let's Illuminate

In May of 2022 we launched a new learning initiative we call, Illuminate. This two-day both live and virtual, instructor-led program is specifically intended to provide our newest joiners with a solid foundational understanding of who we are, what we do, and the difference we make for our customers across the globe.

Currently, new joiners from the Americas, India and Malaysia benefit from our Illuminate program in the earliest stages of their onboarding experience. It is making a real difference in terms of fostering a more thorough understanding of our vision, mission and purpose, our customer segments, and our values amongst our newest colleagues.

3.4 hrs
required online training
completed by colleagues

7.6 hrs
(average) professional development
hours pursued by colleagues

$3.1M
total investment in learning
and development

$268
total investment in learning
and development per colleague

Health and well-being

Empowering colleagues to take charge of their health and well-being

Our approach

We recognize that well-being means something different to each of us: Being kind to yourself, being healthy and happy, being safe and prepared, being active, creative or free, being balanced, or being together are some examples.

At Clarivate we want our colleagues to be well – whatever that looks like to each individual. Well-being shouldn't be about checking boxes. It can be about transformation, growth and possibilities – enabling colleagues to be better every day. Our mission is to give every colleague a way to improve their individual well-being experience with sophisticated, customized support. Through our Be Well program, we are committed to providing colleagues with meaningful resources to support their personal, family and community needs using a holistic approach that focuses on four key pillars of well-being: Physical, Financial, Social and Emotional.

Health and Safety management system

Clarivate currently has a Health and Safety management system in place which is primarily managed locally. Our systems and protocols are aligned with local country regulations, which include site risk assessments, risk reporting with action plans, and quality assurance meetings with the facilities teams to monitor and address any concerns and identify areas to improve.

In 2023, Clarivate is moving to a centralized Health and Safety Management System that will enable better auditing and reporting and provide digital records of inspections, risk assessments, accident reporting and more. These new systems and documentation will link to our emergency notification systems and business continuity plans to enable fast and effective responses to any emergency situations that may arise in a Clarivate site or with colleagues who may be traveling.

We have begun planning for these systems and are gathering required information to attain ISO45001 at key Clarivate sites in 2023. In addition, we are reviewing our systems to develop and deliver Health and Safety Management System training and guidelines to our colleagues around the world.

2022 milestones

- Grew colleague usage of our 'Be Well' worldwide platform– a comprehensive online well-being platform offering colleagues a health assessment, tracking daily health habits, health and fitness challenges, syncing mobile and fitness devices and more — all while earning rewards along their personalized journey.

- Continued our mindfulness and resiliency programming aimed at helping colleagues find more focus and build critical skills in areas such as reducing stress and anxiety, improving mental health, building emotional intelligence, improving relationships, boosting physical health, parenting/caregiving and more.

  – Colleagues completed 193,046 minutes of mindfulness training.

  – 96% of participating colleagues reported reduced stress and anxiety.

  – Improved our global Employee Assistance Program (EAP) to provide all colleagues with the support they need.

  – Integrated our well-being program with colleague resource groups and our career development system to ensure more impactful participation.

  – Absentee rate[11] (% of total days scheduled): 3.95%.

2023 goals

- Introduce a quarterly leadership series for people managers through the BeAP, with four workshops aimed at effective management and well-being of direct reports and leaders.

- Support our colleagues with their health and well-being journeys as they return to a hybrid model of working from an office and from home.

[11] The calculation took all of the hours submitted that fell into the categories: COVID-19 time off, personal time off, and sick time off over the number of scheduled hours for the year. For the scheduled hours, we took those with a termination date and calculated the number of weeks worked times their scheduled hours. For those active, we took their scheduled hours at year end times 52.

Advancing our flexible, Connected Workplace model

Our Connected Workplace model is about creating a flexible, productive and healthier workplace where we can continue to delight our customers while increasing colleague engagement.

Our approach

Clarivate evolved our organization to be a Connected Workplace, where, since March 2020, most of our colleagues around the world have worked remotely, primarily in response to keeping colleagues safe during the COVID-19 pandemic. Based on feedback from colleagues, this flexibility fostered more creative and inclusive ways of communicating, collaborating and advancing teamwork to improve work-life balance.

We have remained focused on safety and have since opened all of our workplaces around the world. Since the end of April 2022, 100% of our colleagues have access to a workplace as needed between our portfolio of Clarivate workplaces plus 3,500 third-party workplaces around the world.

Our results

Our global colleague engagement survey revealed that 78% appreciated the model with flexibility to work from home (work life balance CE score). We are continuing our Connected Workplace journey with an evolving hybrid working approach wherein colleagues are able to productively work in Clarivate offices and remotely to ensure our business stays relevant, profitable and sustainable for years to come.

Health and well-being:

- Rolled out flexible working model where every colleague can go into a workplace for team meetings, collaboration, training, or work from home if there is no office in close proximity.

- Promote work-life balance, health and well-being best practices via Ways of Working content.

- Use of Everbridge (contact tracing app) and Clarivate Onsite, our office booking system to monitor workplace usage and COVID cases.

Working conditions:

- Implement strategy of working in the office where we have Clarivate offices and support colleagues as they continue working in a hybrid environment.

- Conduct 25 colleague round tables in 2023 to get feedback on what is working and what is not.

- Provide access to over 40+ Clarivate workplaces and 3,500 third party sites globally to enable better team collaboration.

- Develop colleague and manager resources to support working in a hybrid environment employing the use of Clarivate, third party and remote working environments.

2022 milestones

- 22 regional colleague roundtables were conducted globally throughout the year to listen to our colleagues and take meaningful actions by site.

- 100% of our workplaces open and implemented our Connected Workplace model for ProQuest colleagues by the end of April.

- 95 virtual and onsite social activities and events to enable colleagues to improve connections, focus on well-being and work-life balance and have fun together.

2023 goals

- 100 virtual and onsite social activities and events by the end of the year.

- 25 regional colleague roundtables conducted around the globe by the end of the year to listen to our colleagues and take meaningful, localized actions by site.

- Implement a return to working in the office strategy and support a hybrid working model in locations where we have Clarivate offices.

- Develop a robust roadmap to enrich and expand our Connected Workplace and support colleagues as we continue our evolving hybrid working model globally.

"Connected Workplace is about our people – keeping colleagues and customers safe, engaged and happy globally. Our flexible, hybrid model enables our colleagues to effectively deliver on our customer commitments while enhancing their work-life balance. We are continuously listening to our colleagues and turning their feedback into meaningful actions to make Clarivate a great place to work."

Kelley Nakamura Montoya, Vice President, Change Management, Clarivate

Colleague Resource Groups

One of our key areas of focus at Clarivate is to create a fair and equitable workplace that fosters inclusion, diversity and a culture of belonging. By continuously engaging colleagues and providing purposeful opportunities to connect, we strengthen our ESG focus and increase our global, colleague-led impact.

Our approach

Clarivate supports colleagues around the world in the pursuit of meaningful connections and impact through participating in one or many of our Colleague Resource Groups, to learn, listen and lead. We welcome all colleagues to engage in the areas of greatest personal interest at global, regional and local levels to share information, have open conversations, debate new ideas and improve work practices.

2022 milestones

- In November 2022 we added a new Colleague Resource Group called Limitless that supports colleagues and/or relatives with functional diversity, or disabilities.

- 80 global and local teams in the network, across our 7 Colleague Resource Groups.

2023 goals

- Our CRGs will host a recruitment fair in February and another event in May to support 'May Volunteer Month'.

- Cross promote activities with the Connected Workplace team to improve colleague awareness, engagement, and participation.

- Establish promotional partnerships with our site leader teams around the world.

- Each Colleague Resource Group will have at least one key non-governmental organization strategic partnership to advance the SDGs and create measurable impact.

Our Clarivate Colleague Resource Groups include:

Clarivate Volunteer Network: Volunteering is such an important priority at Clarivate that we provide every colleague with 40 hours of paid, volunteer time off or VTO annually. Our volunteer network provides a tremendous opportunity for colleagues to engage, grow, learn, develop new skills, network and connect with others – while making a difference in the world we live in.

Element: Our internal network of colleagues focused on the environment and climate change, aims to raise awareness of environmental concerns and promote activities that drive change. We work together to leverage our industry position to make an impact at scale through innovation and support of our customers and their environmental initiatives.

SPECTRUM Pride Alliance: Our LGBTQ+ and Allies resource group drives continuous awareness and improvement in company policies, provides support and networking opportunities for our members, and promotes activities within Clarivate that help make Clarivate an employer of choice for LGBTQ+ talent.

Military Veterans@Clarivate: Supporting members with military backgrounds, including military family members and their care givers with challenges such as adjusting to post-military life is vital. Our goal is to foster career growth, establish support networks for new colleagues to assimilate into the corporate culture, and build strong relationships in the community with volunteer outreach.

Vibrant: Focused on driving racial and ethnic diversity, inclusion and equity, colleagues are helping embrace these tenets as a key strength at Clarivate. By uniting a multi-faceted workforce through cultural awareness, representation and community engagement, we will make Clarivate a more creative, innovative and competitive company.

Women@Clarivate: By cultivating an environment in which women flourish through meaningful opportunities for social interaction, networking, community engagement and professional development, we lift up all colleagues and enable long term, sustainable growth.

Limitless: Our newest Colleague Resource Group was created to expand our commitment to inclusivity and support colleagues and their relatives with functional diversity, or disabilities.

Advancing our community impact around the world

Our approach

We champion community partnerships and innovative contributions by motivating and mobilizing our colleagues to give back and support social impact initiatives worldwide. In 2021 we built the foundational elements to encourage our colleagues to share their time, talent and resources wherever possible to make a measurable difference. Every Clarivate colleague is provided five days or 40 hours of paid volunteer time off (VTO) each year.

We made volunteering easier and more inspiring by collaborating with the Clarivate Volunteering Network (CVN) which supports organizing and communicating various events and initiatives around the world. The CVN is aligned with the UN Sustainable Development Goals, with a focus on quality education, gender equality, decent work and economic growth, industry innovation and infrastructure, reduced inequalities and sustainable cities and communities.

2022 milestones

- 40 hours of paid time off to volunteer for all colleagues.

- Over 25,000 (includes during non-working) hours of global volunteering in support of the SDGs.

- We recorded in our systems that 8.72% of colleagues participated in volunteering activities in 2022.

2023 goals

- 17,000 hours (during paid working hours) of global volunteering by Clarivate colleagues.

- Increase colleague volunteering participation rate to 20%.

- Grow our impact and participation in mentorship with the Global Mentorship Initiative as a key partner.

"The volunteer network at Clarivate is a happy hub that truly empowers each and every colleague to do good, give back, learn and grow while having fun. Every one of us, whether we realise it or not, can make a difference to the lives of others and create a meaningful impact in the world."

Aman Gata-Aura, Strategy Manager and co-lead of Clarivate Volunteer network

Our commitment to volunteering, partnerships and donations

Our corporate citizenship strategy

4 QUALITY EDUCATION

Global Mentorship Initiative (GMI)

We know that no one can change the world alone. As an information insights company, we pair human expertise with enriched data, analytics and workflow solutions – to help spark new ideas, fuel transformative breakthroughs and drive progress. Enabling continuous learning and full, meaningful career opportunities for all, are fundamental to our core values and how we drive progress within our company, with our customers and in our communities.

Clarivate is the second leading company of GMI's top five corporate partners, where, in 2022 we sponsored 141 students who successfully completed the GMI 14-week program, through a $5,000 donation and over 2,300 hours in volunteer time. This enriching, global initiative brings together mentees who reside all over the world, with our Clarivate mentors in many countries/regions, including the United States, India, United Kingdom, Spain, Canada, Serbia, Mainland China, Germany, Australia, Singapore and South Africa.

10 REDUCED INEQUALITIES

Racial equity fellows

As a global company, we are committed to growing and nurturing a diverse workplace. We believe that advancing a more inclusive world is the foundation to achieving a more sustainable world. We are signatories to the CEO Action for Diversity and Inclusion and enabled one of our full time colleagues to serve as a Racial Equity Fellow to support the work of addressing areas where systemic racism exists in the United States and beyond. This important work supports SDG 5, SDG 8 and SDG 10.

Number of Racial Equity Fellows: 1

8 DECENT WORK AND ECONOMIC GROWTH

Kiva Microlending

As a global company whose mission is to advance the success of people and organizations through transformative intelligence and trusted partnerships, we value entrepreneurship at all levels. As a way for our company and colleagues to help small business owners be self-sufficient, run their business and earn a living even when there is a lack of access to traditional funding, we have partnered with Kiva to provide access to funding and meaningful, personal ways for colleagues to engage and provide support. Clarivate donated $2,500 to Kiva in 2022. This vital work supports many SDGs, particularly SDG 5, SDG 8, SDG 10.

41 Kiva Cares Team members from Clarivate in 2020	
126 Kiva Cares Team members from Clarivate in 2021	
200 Kiva Cares Team members from Clarivate in 2022	
55 loans made and entrepreneurs supported by Clarivate colleagues in 2020	
242 loans made and entrepreneurs supported by Clarivate colleagues in 2021	
445 loans made and entrepreneurs supported by Clarivate colleagues in 2021	
79% of loans have been received by female borrowers	
Loans have supported entrepreneurs from **57** countries	

	FY22
Clarivate philanthropic cash contributions	235,000
Clarivate charitable donations	57
Clarivate community investments	43
Time: colleague volunteering during paid working hours	14,899 hours
Time: total colleague volunteering	25,203 hours

Governance

Conducting business with trust, honesty and integrity is one of our most important commitments

Adopting ethical governance is fundamental to how we operate, from our Board governance to our Code of Conduct, cybersecurity policies, human rights position and customer commitments. By maintaining robust corporate governance facilitated by purposeful strategies including sustainability and corporate responsibility, we create a roadmap for long-term success and increased shareholder value.
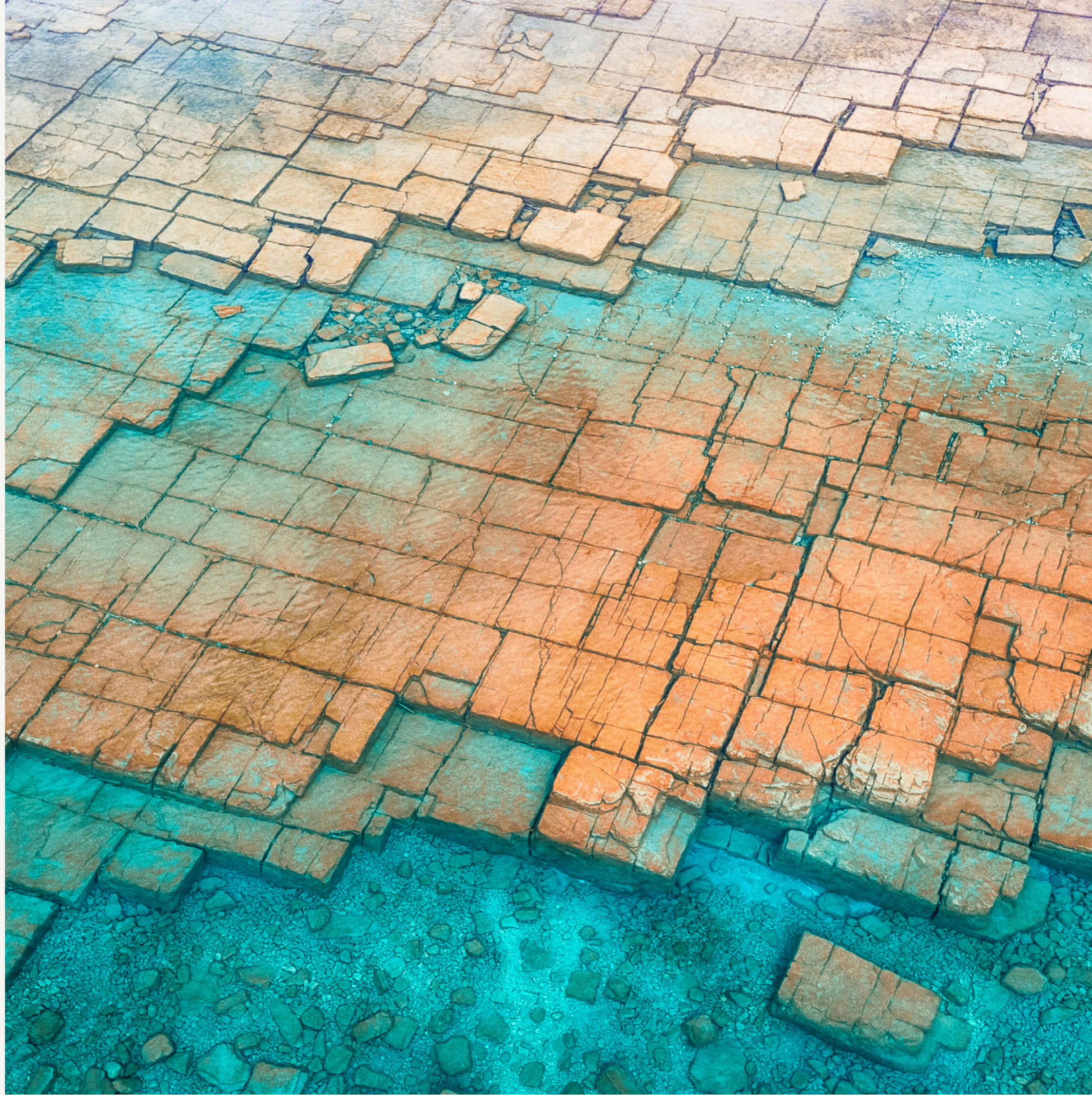
Ethical leadership

Our approach

At Clarivate, our Board of Directors plays an essential role in prioritizing Environmental, Social and Governance (ESG) strategy across our organization. With growing awareness, attention and action from investors, customers and other stakeholders, our Board and Committees provide our leadership with much more than oversight and guidance. They keep us focused on driving real accountability to continually 'do what is right' when it comes to advancing ESG. ESG issues have an expanding impact on our business strategy, risk management and overall performance so we are committed to being 'all in' across all regions, every role and every way we do business at Clarivate.

Diversity is an integral part of our principles of corporate governance and the Board believes that its membership should be composed of highly qualified directors from diverse backgrounds, who reflect the qualities enumerated above. As such, the Nominating and Governance Committee actively considers diversity (including gender, age, ethnicity and geographic background) in the recruitment and nomination of directors.

In 2021, we were proud to be named in Inc.'s first annual Best-Led Companies list, their data-driven list of the strongest U.S. firms with revenue of $50 million to $2 billion that looks at a 12-point measure of management excellence across the middle market.

Board meetings

The Board meets at least four times a year, and special meetings may be called from time to time as determined by the needs of our business. Our directors take their roles and responsibilities very seriously to prepare for, attend and participate in meetings and in all committees which they are on. Directors who are unable to attend a Board or Committee meeting are expected to notify the Board Chair or appropriate committee in advance of the meeting and participate via teleconference if possible. Sustainability is a key topic at every Board meeting with dedicated oversight from the Risk and Sustainability Committee which reports into the Board at each meeting.

>75%

Average Board meeting attendance (of the 13 held in 2022)[12]

Board independence statement

Our Board is composed of a majority of directors who qualify as independent directors as required under NYSE rules and our committees are composed exclusively of independent directors. Our Audit Committee and Human Resources and Compensation Committee each satisfy the applicable enhanced independence criteria set out by NYSE and the SEC.

10/11

independent Board members as of December 19, 2022

[12] The Board held 13 meetings during 2022. Each director attended at least 75 percent of the total regularly scheduled and special meetings of the Board and the committees on which they served.

Our four standing committees

The Board had four standing committees in 2022 with the membership set forth below as of year-end.

- Audit Committee
- Human Resources and Compensation Committee
- Nominating and Governance Committee
- Risk and Sustainability Committee.

	Audit Committee	Nominating and Governance Committee	Human Resources and Compensation Committee	Risk and Sustainability Committee
Adam T. Levyn				Member
Andrew M. Snyder		Member		
Anthony Munk	Member			
Dr. Wendell Pritchett		Chairperson		Member
Jane Okun Bomba			Chairperson	
Michael J. Angelakis		Member		
Richard W. Roedel	Chairperson			Member
Sheryl von Blucher		Member		Chairperson
Usama N. Cortas		Member	Member	
Valeria Alberola	Member		Member	

○ Chairperson 👤 Member

Board members with relevant work experience according to Global Industry Classification Standard[13] (GICS) Level 1 sector classification
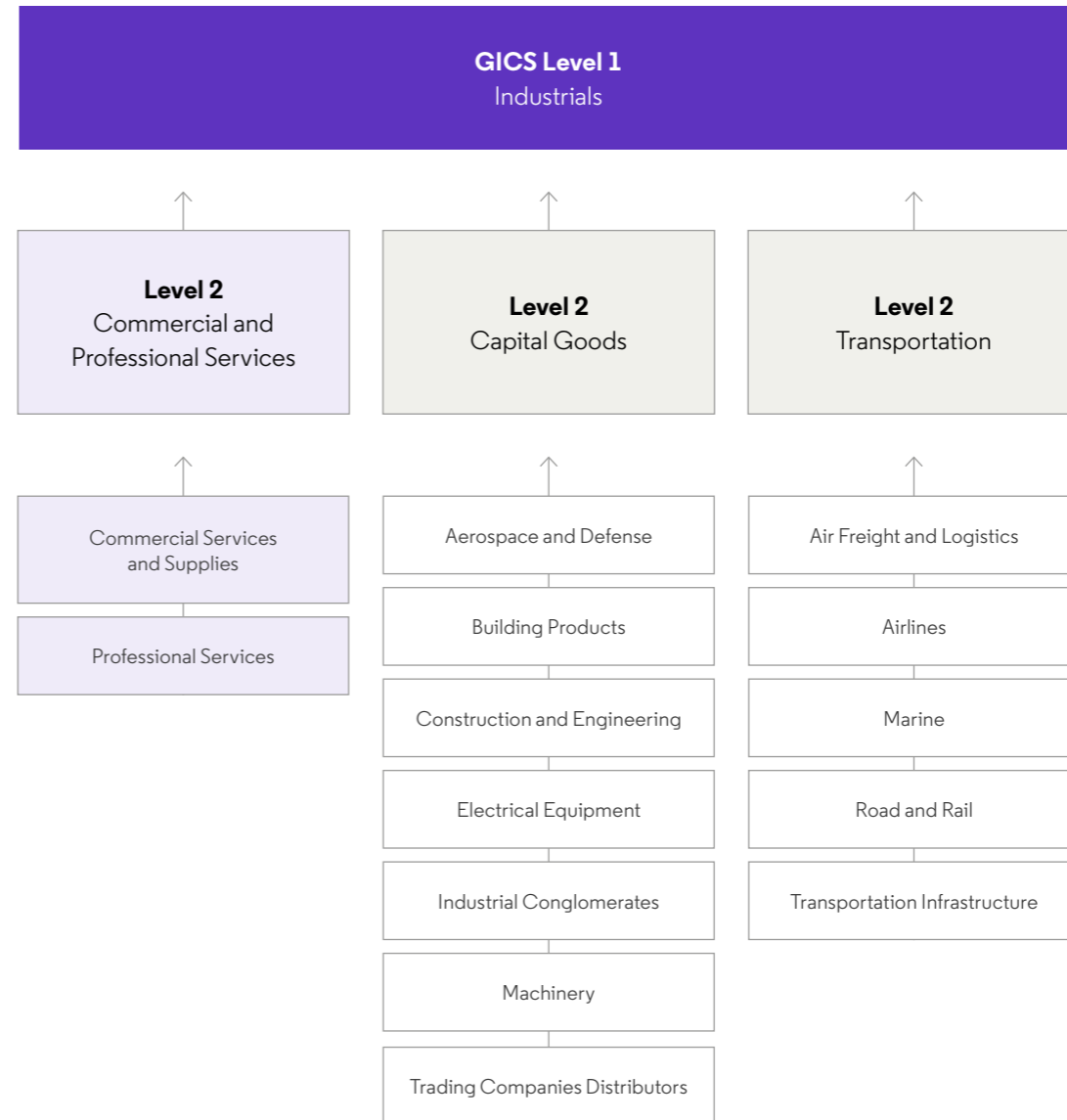
Business experience and qualifications of Board Members and Director Nominees can be found in our Proxy Statement for our 2023 Annual General Meeting of Shareholders, pages 10-13.

Total Board size

FY20: 11
FY21: 15
FY22: 11

% Independent directors

FY20: 91%
FY21: 93%
FY22: 91%

% female directors

FY20: 18%
FY21: 27%
FY22: 27%

Average tenure of board members in years

FY20: 2
FY21: 1
FY22: 2.4

Median Board age

FY20: 58
FY21: 57
FY22: 52

■ FY20　■ FY21　■ FY22

2022 milestones

- Our Board continued to focus on inclusion and diversity in 2022. We published our Board of Directors Equity, Inclusion and Belonging Policy in 2021. To the left are our Board's composition and related metrics.

2023 goals

- Increase transparency of our progress toward achieving ESG goals at all levels of the business by setting a Science-Based Target (SBT) and supporting the Task Force on Climate-Related Financial Disclosures (TCFD).

- 1 management director on the Board.

"At Clarivate, we believe that effective corporate governance is driven by the highest levels of ethical leadership where we set an example and act with integrity in everything we do. Our Board helps elevate the importance of ESG and guides our responsibility to address some of the greatest challenges of our time, including partnering with our customers to help them create a more sustainable future."

Richard W. Roedel, Board member

Bringing our Code of Conduct to life

At Clarivate, our Code of Conduct is foundational for establishing global leadership as a sustainable company. We have embedded it into our corporate culture as our guide for behaving with trust, respect and ethics — and we bring it to life with our actions. Throughout our global organization, it's the cornerstone of our compliance program and provides guidance on how we represent our brand in everything we say and do. It reflects our mission, vision and purpose, especially when it comes to fostering trust, respect, integrity and sustainability.

Our approach to reinforcing ethics and integrity

Our Code of Conduct covers a broad spectrum of guidelines including proper use of assets, confidentiality, health and safety, gift giving, conflicts of interest, anti-fraud and more. We supplement it with targeted training, best practices and continual leadership guidance. Our commitment is to have all colleagues worldwide complete our online Code of Conduct training course and acknowledge our Code of Conduct annually. All new colleagues must complete and acknowledge this training shortly after joining, with progress monitored by our Compliance team.

100%
of colleagues completed Code of Conduct training.

100%
of colleagues acknowledged Code of Conduct.

"Our aim is for our colleagues to live the values embodied in our Code of Conduct and we make adherence to our Code an integral part of our culture. This is supported by guidance and training from our experienced Compliance team and helps drive the strong sense of ethics that permeates and defines our organization."

**Julio Martin, Vice President,
Deputy General Counsel & Chief Compliance Officer, Clarivate**

Resources: Code of Conduct, Anti-Bribery and Anti-Corruption Policy

Managing risks to accelerate sustainability

By taking a strategic approach to risk management, we are better equipped to anticipate the direction and impact of change across our business and around the world. It also helps us connect our long-term vision and our sustainability principles so we can avoid barriers to success and actively pursue opportunities to achieve and maintain our sustainability goals.

Our approach

We continue to mature our Enterprise Risk Management (ERM) program. To gain valuable feedback and better understand our critical success factors, we developed a comprehensive approach to assessing strategic, operational, financial, legal, regulatory and compliance risks across our global business. We initiated regular risk reporting to better identify issues as they arise or better yet - before they arise.

As we continue advancing our risk management practices, in 2022 we completed an external capability maturity assessment to benchmark our ERM program to identify leading practices and opportunities for improvement. We are in the process of incorporating our learnings into program improvements.

Enterprise risk management governance

Risk Management is essentially the responsibility of every colleague in the company, however, different stakeholders have different objectives and levels of accountability with respect to monitoring and implementation.

- The Risk and Sustainability Committee was created by the Board of Directors to discharge the responsibilities set forth in the Risk and Sustainability Committee Charter.

- The Management Risk Committee (MRC) is an integral part of the Governance Framework for Enterprise Risk Management and has been established to serve as an internal forum for identifying, communicating, assessing, responding to and monitoring risks and issues that could impact Clarivate.

– Business Segment and Functional Leaders are responsible for maintaining a sustainable risk management program following the company wide ERM Framework.

– Operational Risk Forums at our Business Segment level serve as an internal forum for identifying, communicating, assessing, responding to, and monitoring risks and issues that could impact Clarivate at an operational level.

– The Chief Risk Officer (CRO) is responsible for establishing the ERM process within the organization and instituting the relationship between risks across different categories and risk interdependencies. The CRO facilitates the process to define risk oversight and accountability for managing risks at all levels of the company by presenting best practice, common risk management techniques and driving a consistent risk appetite.

"We are embracing Enterprise Risk Management as part of our core management philosophy and business strategy, so we can not only proactively focus on potential threats and opportunities but consider the environmental and social impacts tied to each of them."

Liliana Hinderman, Chief Risk and Sustainability Officer, Clarivate

01 Board of Directors Risk and Sustainability Committee

02 Management Risk Committee

03 Enterprise Risk Management

Emerging risks

Emerging risk 1: Our business continuity plans need to be fortified to mitigate events that may adversely impact our business.

There could be a variety of causes for unexpected events such as human error, natural disasters (such as hurricanes and floods), infrastructure or network failures (including failures at third-party data centers, by third-party cloud-computing providers, or due to aging technology assets), and other disruptions to our business that could cause an adverse effect.

- Category: Environmental

- Description and impact:

  – Adverse impact from climate action failure could have an impact on key assets, global real estate footprint and key infrastructure

- Mitigation:

  – Business Continuity Planning and incident response

  – Ongoing review of our global real estate footprint to prioritize alignment with TCFD framework

  – Setting science-based targets (Net-zero)

Emerging risk 2: Our ability to attract and retain colleagues with specific knowledge, experience and skillsets must be strengthened in order to ensure our future success.

- Category: Social

- Description and impact:

  – Social cohesion erosion can lead to the fracture of social networks and negatively impact social stability and economic productivity as well as increase polarization and divisiveness within societies

  – Livelihood crisis can impact an organization's ability to maintain labor costs at pre-COVID-19 levels due to increased costs of living and inflation.

- Mitigation:

  – Strategic workforce planning

  – People analytics

  – Strengthen Inclusion and Diversity (I&D) initiatives

2022 milestones

- Conducted 40+ enterprise risk interviews.

- Assessed 100+ risks.

- 10 top risks identified with related response strategies.

- 24 distinct risk assessments covering functional areas and business units, including workshops with MRC members, functional and business line leaders.

- Conducted 10+ ERM workshops.

- Higher priority/focused risks identified determined by likelihood of occurrence and impact to the organization.

2023 goals

- Continue to monitor and prioritize emerging risks.

- Advance our risk-aware culture by providing awareness and training to all colleagues.

- Ensure consistent ERM framework across business segments/functions supporting our risk assessment and business continuity efforts by leveraging a central repository of risks, ERM guidelines and documentation, consistent methodology and approach for existing and newly integrated businesses.

- Continue to focus on organizational resilience, as we continue to mature our Business Continuity governance framework by developing consistent discipline across segments.

Resources: Clarivate Risk Framework, Risk and Sustainability committee Charter

The risks noted herein are not exhaustive. Important factors that could cause our actual results and financial condition to differ materially include those factors discussed under the caption "Risk Factors" in our annual report on Form 10-K, along with our other filings with the U.S. Securities and Exchange Commission ("SEC"). However, those factors should not be considered to be a complete statement of all potential risks and uncertainties. Additional risks and uncertainties not known to us or that we currently deem immaterial may also impair our business operations. Please consult our public filings with the SEC or on our website at www.clarivate.com.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Data security and privacy

Our continuous commitment to cybersecurity

At Clarivate, cybersecurity remains a top priority across our organization. Our Information Security Risk Management program helps safeguard company, colleague and customer data and builds trust and loyalty across our platforms. We are committed to staying proactive, informed and vigilant by continually reviewing, testing and strengthening our Information Security Risk Management program.

2022 milestones

- Deployed Security Champions Program across the organization.

- Normalized security tooling across acquired environments.

2023 goals

- Complete deployment of network access controls (NAC) for VPN (Virtual Private Network).

- Complete annual, mandatory secure developer training.

Our approach

We use a risk-based approach to address compliance requirements by establishing continual, lock-step alignment with business priorities and customer needs. We make sure our standards, policies and security controls are defined, managed and tracked across all our products and solutions as well as our internal support platforms. To accomplish this, we have assembled a talented team of certified security subject matter experts located around the world who are highly focused on reinforcing our cyber security standards at all levels.

ISO 27001 CERTIFIED by schellman

In 2022, we completed our revalidation against ISO 27001, meeting the global standard for managing information security. ISO 27001 is the only auditable global benchmark that defines the requirements of an information security management system (ISMS) which includes a set of policies, procedures, processes and systems that manage information risks, such as cyber-attacks, hacks, data leaks or theft.

"As we continue our digital evolution, we are working hard to remain nimble and vigilant. We've assembled an expert, global team to proactively monitor, identify and secure areas of potential exposure to keep our company, colleague and customer information and systems safe."

Christian Wagner, Chief Information Security Officer, Clarivate

Resources: Information Security Program, Product Security, Information Security Standards, Responsible Vulnerability Disclosure Program

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Data security and privacy

Our commitment to safeguarding personal data

Incorporating sustainability principles into the Clarivate Privacy Program ensures cross-functional alignment with data protection and best practices for lean, responsible collection, usage and storage of data. This collaborative approach also helps ensure our solutions and corporate functions adopt the data minimization principle by only collecting the data needed or required.

Our approach

At Clarivate, data is the fuel for our business. We know that our commitment to promoting responsible data use helps drive a more sustainable society and strive for trust and transparency, especially when it comes to protecting personal

data. We've created a robust and effective data protection program with policies and procedures that reflect internationally accepted principles of transparency, accountability and individual rights.

To be effective, data protection policies must be managed as an evolving program that is continually reviewed, advanced and tested to make sure our actions reflect our promises. In addition to investing in data protection technology, we've built a team of full-time, dedicated privacy professionals led by our Chief Privacy Officer. They are diligent guardians of our privacy policies and practices, helping us adhere to our guiding principles and stay ahead of evolving privacy and data protection laws.

"Our goals continue to focus on delivering world-class analytics and insights while respecting the right to privacy and managing personal data entrusted to us with fairness, transparency and rigorous legal compliance."

Lisa Smith, Chief Privacy Officer, Clarivate

Our guiding principles

Transparency and choice: help individuals understand how their personal data is used, what their rights are and how they're empowered to control their data

Accountability: remain accountable for our practices by reporting how we are complying with data privacy legislation

Security: reinforce processes that define policies and procedures to manage risk and reduce vulnerabilities as part of our ongoing commitment to security and privacy

2022 focus areas

- Continue to enhance and strengthen third-party privacy oversight.

- Enhance the data minimization principle across the company to promote lean data.

- Create a privacy network team to channel privacy notifications and initiatives across the company.

- Conduct privacy impact assessments to measure the current state of the data minimization principle and privacy by design effectiveness.

2023 goals

- Implement and adopt the newly defined Corporate Privacy Framework for corporate functions and products, to align privacy requirements with new and enhanced privacy laws.

- Continue to enhance the data minimization principle across Clarivate to promote lean data.

- Perform privacy impact assessments for corporate functions and products to monitor risks, adhere to the data minimization principle and determine privacy by design effectiveness.

Resources: Privacy center, Privacy notice

ESG Appendix

Reporting overview

Key performance indicator summary

By continuously focusing on actions and outcomes at Clarivate, we are making a positive impact on humanity and on our planet. By working together, we are helping to shape a more sustainable and equitable future for our colleagues, customers, shareholders and communities worldwide.

Environment KPIs

We are reporting on 100% of our 68 worksites and excluding data centers, per-desk sites, subleased sites, registered offices, virtual addresses, work councils, union locations, legal, third-party locations, and regulatory offices.

In 2022, we disclosed 1 out of 15, Scope 3 categories and are working on increasing the range of reporting moving forward. We set 2019 as our baseline year due to the impact of COVID-19 in 2020 and 2021. Our environmental metrics for 2019 through 2022 include data for all entities and organizations we had acquired thus far, including DRG in January 2020, CPA Global in October 2020 and ProQuest in December 2021. Our aim is to appropriately capture, measure and report on any change to our environmental metrics so we know what is working and identify opportunities to improve.

Environment	FY19	FY20	FY21	FY22	Unit
Number of reporting worksites	95	95	87	68	#
Operational square feet	1,415,005	1,415,005	1,334,666	1,127,792	sq. ft
Worksites with sustainability certifications	17	17	18	18	% of sq. ft
Total electricity consumption	35,127	31,483	26,300	24,474	MWh
Total heat and steam	839	871	307	123	MWh
Renewable energy	2,141	1,237	875	803	MWh
Energy mix	–	–	–	–	–
Renewable energy (biomass, solar, wind energy, Hydro, etc.)	6	4	3	3	%
Fossil Fuels mix	94	96	97	97	%

Energy	FY19	FY20	FY21	FY22	Unit
Scope 1	1,952	1,175	1,055	1,096	MWh
Scope 1: Natural gas	32	71	72	69	%
Scope 2: Fuel oil	68	29	28	31	%
Scope 2	35,966	32,354	26,607	24,597	MWh
Scope 2: Purchased electricity	98	97	99	99.5	%
Scope 2: Purchased steam & chilled Water	2	3	1	0.5	%
Total energy consumption (Scope 1 + Scope 2)	37,918	33,528	27,662	25,693	MWh
Reduction in global electricity consumption from 2019 baseline	–	-12	-27	-48	%
Global renewable energy consumption	2,141	1,237	875	803	MWh
Percent renewable energy	6	4	3	3	%

Water	FY19	FY20	FY21	FY22	Unit
Global water use	77,146	71,128	62,546	57,785	m3
Reduction in global water withdrawal from baseline	–	-8%	-19%	-25%	%

Greenhouse gas (GHG) emissions	FY19	FY20	FY21	FY22	Unit
Scope 1: Direct greenhouse gas emissions	583	255	256	284	tCO2e
Scope 1: Natural gas	114	134	151	161	tCO2e
Scope 1: Fuel oil	469	121	105	123	tCO2e
Scope 2: Indirect location-based greenhouse gas emissions	19,439	16,819	13,576	10,976	tCO2e
Scope 2: Purchased Electricity	19,250	16,625	13,509	10,950	tCO2e
Scope 2: Purchased Steam & Chilled Water	189	194	67	26	tCO2e
Scope 2: Indirect market-based greenhouse gas emissions	17,857	15,863	1,926	10,450	tCO2e
Scope 2: Purchased Electricity	17,667	15,670	12,799	10,424	tCO2e
Scope 2: Purchased Steam & Chilled water	189	194	67	26	tCO2e
Scope 3: Indirect greenhouse gas emissions not included in Scope 2	13,676	13,676	332	5,597	tCO2e
Scope 3, category 6: Business travel*	1,926	1,926	332	5,597	tCO2e
Total market-based emissions: Scope 1 & 2	18,440	16,119	13,122	10,734	tCO2e
Total location-based emissions: Scope 1 & 2	20,022	17,074	13,832	11,260	tCO2e
Total market-based emissions: Scope 1 & 2 (market) and 3 (business travel)	32,116	13,676	13,454	16,331	tCO2e
Total location-based emissions: Scope 1 & 2 (location) and 3 (business travel)	33,698	19,000	14,164	16,857	tCO2e
Total location-based emissions: Scope 1 & 2 (location) and 3 (business travel) per revenue	34.59	15.15	7.55	6.34	tCO2e/$M
Total location-based emissions: Scope 1 & 2 (location) and 3 (business travel) per colleague	8.02	2.19	1.25	1.42	tCO2e/colleague

Waste	FY19	FY20	FY21	FY22	Unit
Global Business Waste	1,224	1,219	1,084	944	metric tons
Recycled/composted material	30	30	30	30	%
Landfilled Material	70	70	70	70	%

* Business travel includes air travel and hotel emissions.

Social KPIs

All our social key performance indicators (KPIs) include 100% of our colleagues worldwide, except for indicators related to race/ethnicity where we captured only our colleagues based in the United States, who represent 25% of our total workforce.

	FY18	FY19	FY20	FY21	FY22
Total colleagues	**4,580**	**4,203**	**8,690**	**11,353**	**11,832**
Full-time	4,450	4,090	8,445	11,095	11,627
Part-time	130	113	245	258	205
Total colleagues = Full Time colleagues + 0.5 * Part Time colleagues	4,515	4,147	8,568	11,224	11,730
Net revenues	**$968,468,000**	**$974,345,000**	**$1,254,047,000**	**$1,876,894,000**	**$2,659,823,483**
Operating expenses[14]	$1,074,176,000	$1,017,432,000	$1,251,242,000	$1,963,874,000	$1,040,437,623
Total employee-related expenses (salaries + benefits)	$401,265,343	$450,539,350	$561,157,424	$814,193,474	$1,029,109,450
Colleague return on investment[15]	$0.74	$0.90	$1.00	$0.89	$1.57

	FY22
Colleagues based in the United States	**2,966**
Women	1,456
Men	1,510
Colleagues by employment contract	
Women - Permanent	5,827
Women - Temporary	94
Men - Permanent	5,811
Men - Temporary	62
Other - Permanent	37
Other - Temporary	1
Colleagues by employment type	
Women - Full-time	5,759
Women - Part-time	162
Men - Full-time	5,830
Men - Part-time	43
Other - Full-time	38
Other - Part-time	0

[14] Operating expenses include the impact from goodwill impairment reported in 2022. Please refer to our Annual Report. We normalized this data to compare against prior years.

[15] Colleague Return on Investment = (Total net revenues – (Total operating expenses – Total colleague-related expenses including salaries and benefits)) / Total colleague-related expenses including salaries and benefits.

United Nations Global Compact Communication on Progress

We are committed to making the United Nations Global Compact (UNGC) and its principles part of our strategy, culture and day-to-day operations at Clarivate and to communicating our progress according to UNGC requirements. We submitted our UN Global Compact letter of commitment in December 2020 and have been a member since February 2021. We pledge our continued, ongoing support to align our business practices to the 10 UNGC principles in the areas of human rights, labour, environment and anti-corruption. This report serves as our annual UNGC Communication on Progress. The table below shows the reference location of our disclosures against each UNGC Principle.

Human Rights

Principle: Businesses should support and respect the protection of internationally proclaimed human rights.
Disclosure: Human rights – a shared imperative to advance sustainability

Principle: Businesses should make sure that they are not complicit in human rights abuses.
Disclosure: Human rights – a shared imperative to advance sustainability

Labour

Principle: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
Disclosure: Human rights – a shared imperative to advance sustainability

Principle: Businesses should uphold the elimination of all forms of forced and compulsory labour.
Disclosure: Human rights – a shared imperative to advance sustainability

Principle: Businesses should uphold the effective abolition of child labour.
Disclosure: Human rights – a shared imperative to advance sustainability

Principle: Businesses should uphold the elimination of discrimination in respect of employment and occupation.
Disclosure: Human rights – a shared imperative to advance sustainability

Environment

Principle: Businesses should support a precautionary approach to environmental challenges.
Disclosure: Our commitment to net-zero before 2040

Principle: Businesses should undertake initiatives to promote greater environmental responsibility.
Disclosure: Our commitment to net-zero before 2040

Principle: Businesses should encourage the development and diffusion of environmentally friendly technologies.
Disclosure: Our commitment to net-zero before 2040

Anti-corruption

Principle: Businesses should work against corruption in all its forms, including extortion and bribery.
Disclosure: Bringing our Code of Conduct to life

Alignment with sustainability standards

At Clarivate, we have closely aligned our sustainability initiatives and disclosures to satisfy investor and stakeholder expectations for sustainability performance data. We continue to highlight our accelerated actions and opportunities in addition to driving long-term profits by aligning with accepted, standard reporting frameworks for disclosing impacts on the environment, society and the economy.

• GRI content index: This report has been prepared in accordance with the GRI Standards: Core option.

• SASB – professional and commercial services

Topic	Accounting metric	Category	Unit of measure	Code	Disclosure
Data Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	SV-PS-230a.1	Our commitment to safeguarding personal data, page 46
	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and Analysis	N/A	SV-PS-230a.2	Clarivate Privacy Program overview
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, Percentage	SV-PS-230a.3	Clarivate did not have a reportable data breach in 2022.
Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Quantitative	Percentage	SV-PS-330a.1	Our commitment to inclusion, diversity, equity and belonging, page 27
	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	Rate	SV-PS-330a.2	Attracting, hiring and retaining the best talent, page 29
	Employee engagement as a percentage	Quantitative	Percentage	SV-PS-330a.3	Prioritizing people and our social responsibility, page 25
Professional Integrity	Description of approach to ensuring professional integrity	Discussion and Analysis	N/A	SV-PS-510a.1	10-K, Item 3. Legal Proceedings, page 28
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	Reporting currency	SV-PS-510a.2	10-K, Item 3. Legal Proceedings, page 28
Activity Metric	Number of employees by: (1) full-time and part-time, (2) temporary and (3) contract	Quantitative	Number	SV-PS-000.A	ESG Metrics, page 49
	Employee hours worked, percentage billable	Quantitative	Hours, Percentage	SV-PS-000.B	N/A

About this report

Clarivate publishes its Sustainability report every year. Our 2022 Sustainability Report is published in May 2023 and contains results from the previous year and forward-looking goals for the current year.

This sustainability report includes statements that express our opinions, expectations, beliefs, plans, objectives, assumptions or projections regarding future events or future results and therefore are, or may be deemed to be, "forward-looking statements." These forward-looking statements can generally be identified by the use of forward-looking terminology, including the terms "believes," "estimates," "anticipates," "expects," "seeks," "projects," "intends," "goals," "plans," "strives", "forecast", "outlook", "may," "will", "should" or similar expressions or, in each case, their negative or other variations or comparable terminology. These forward-looking statements include all matters that are not historical facts. They appear in a number of places throughout this report and include, without limitation, statements regarding our intentions, beliefs or current expectations concerning, among other things, anticipated Environmental, Social or Governance impacts, goals, targets and strategies.

The forward-looking statements contained in this report are based on our current expectations, beliefs and forecasts concerning future events, trends and developments and their potential effects on us. There can be no assurance that future developments affecting us will be those that we have anticipated. Because forward-looking statements relate to the future, they are difficult to predict and involve a number of risks and uncertainties (many of which are beyond our control) or

other assumptions that may cause actual results or performance to be materially different from those expressed or implied by these forward-looking statements. Should one or more of these risks or uncertainties materialize, or should any of the assumptions prove incorrect, our actual results or performance may vary in material respects from those expressed or implied in this document or any of our prior communications. Important factors that could cause our actual results, performance and financial condition to differ materially from those indicated in the forward-looking statements include those factors discussed under the caption "Risk Factors" in our annual report on Form 10-K, along with our other filings with the SEC. However, those factors should not be considered to be a complete statement of all potential risks and uncertainties. Additional risks and uncertainties not known to us or that we currently deem immaterial may also impair our business operations. Forward-looking statements are based only on information currently available to our management and speak only as of the date of this communication. We do not assume any obligation to publicly provide revisions or updates to any forward-looking statements, whether as a result of new information, future developments or otherwise, should circumstances change, except as otherwise required by securities and other applicable laws. Please consult our public filings with the SEC or on our website at www.clarivate.com.

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About Clarivate

Clarivate is a leading global information services provider.
We connect people and organizations to intelligence
they can trust to transform their perspective, their work
and our world. Our subscription and technology-based
solutions are coupled with deep domain expertise
and cover the areas of Academia & Government,
Life Sciences & Healthcare and Intellectual Property.
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