



# Clarkson PLC

## Clarkson PLC Board Diversity Policy

This Board Diversity Policy sets out the approach to diversity of the Board of Clarkson PLC (the “Company”). The Company recognises that its competitiveness, ability to understand the needs of its customers and other stakeholders and, ultimately, its long-term success are underpinned by its ability to embrace the benefits of diversity in the boardroom. The Company believes that diversity, in its broadest sense, is a key driver of an effective Board, being a Board which comprises individuals with a broad range of backgrounds, skills, experience, expertise and perspectives, and which utilises these qualities in order to generate effective debate, challenge and decision-making.

The Company is committed to encouraging greater diversity in the Boardroom and strives to maintain a diverse, balanced Board in the broadest sense which includes, but is not limited to, gender diversity. In this regard, the Company does not consider it appropriate to set a measurable target for female representation on its Board.

The process for all Board appointments is overseen by the Nomination Committee (the “Committee”). In selecting candidates for Board appointments, the Committee only uses the services of those executive search firms who have signed up to the Voluntary Code for Executive Search Firms. Searches are driven by a defined job specification and all candidates are considered on merit and against objective criteria with due regard for the benefits of diversity on the Board, including gender.

The Company is committed to monitoring and improving the performance of its Board. As part of this process, the Committee conducts a formal and rigorous annual evaluation of the Board's performance, taking into consideration, amongst other matters, the mix of skills, experience, knowledge and diversity on the Board, in the context of the challenges faced.

The Committee will review the Board Diversity Policy annually and make recommendations to the Board with regard to any changes.

**Bill Thomas**

**Chair**

13 February 2019