

H. Clarkson & Company Limited (the “Company”)

Company number: 00152738

The Company is part of the Clarkson PLC group of companies (the “Group”).

Section 172 (1) statement for the year ended 31 December 2021

The Board has had regard to the factors set out in section 172(1) in discharging its duties and in working towards and within the Group's wider purpose, which is 'To enable smarter, cleaner global trade by empowering our clients and our people to make better informed decisions using our market-leading technology and intelligence; and in doing so, meet the demands of the world's rapidly evolving maritime, offshore, trade and energy markets.'

The Company's key stakeholders are its clients, its people and the communities in which it operates, as well as its shareholder.

Stakeholder engagement

The Board recognises that building strong relationships with the Company's stakeholders will help to inform the Board's decision-making, deliver the Group's strategy in a sustainable way and meet the Group's stated purpose. The Board is therefore committed to effective engagement with the Company's stakeholders, and it gathers feedback and input from them through a variety of approaches.

Clients

As the world's leading provider of integrated shipping services, the Group's market-leading technology and intelligence enables it to influence client decisions at every step of the shipping lifecycle, and to form trusted partnerships with its clients.

The Company's clients are at the centre of what it does, and the Company's Directors and employees engage with the Company's clients on a regular basis. The approach to engaging with clients is bespoke to, and driven by, each client's needs. This engagement provides the Board with valuable insights into areas such as service delivery and product development, and those insights are communicated and acted on across executive and divisional management forums. They are also shared with the Clarkson PLC Board through management updates, and ultimately form part of the Group's wider engagement strategy.

People

The Company's people are key stakeholders in the business and, as its most important asset, the Company invests in its people and takes employee engagement seriously. The Company's engagement mechanisms align with those of the Group and utilise a variety of channels, including leadership and divisional management forums, our internal communications channel (Voyage) and global conferences.

The COVID-19 pandemic continued to impact on how the Company could engage with its employees during the year, which delivered new ways of working with

enhanced networks of collaboration and communication enabled by technology. Specific and targeted forms of engagement with employees have included:

- Regular communications from senior management updating employees on key matters, and in particular video updates from the Group's CEO and CFO & COO presenting publicly released financial results and updates on the work of the CSR Committee.
- Where permitted, the Group has ensured that people have been brought together for team, office or leadership events and offsites which have been a huge boost to morale and reinforced the personal nature of the environment in which the Group operates.
- Monthly CSR Committee meetings attended by a cross-section of employee Committee members and visiting attendees focusing on the charitable causes that are important to the Group's global community.

Further two-way communication and engagement has been enabled through:

- Global executive and divisional management forums that meet monthly.
- The Employee Voice Forum with Clarkson PLC Non-Executive Directors, which is attended by employees from various divisions across the Group and provides for and encourages two-way communication between employees and Non-Executive Directors. The forum is chaired by the designated Non-Executive Director for employee engagement. Discussions over the last year have centred on key topics impacting the industry such as digital transformation, the green transition and the impact these have had on employees.

The involvement of employees in the Company's performance is encouraged through inviting eligible employees to participate in the Group's ShareSave Plan. Some employees also participate in the Group's Long Term Incentive Plan, holding restricted shares as a result.

Communities

The Board's strategy for engagement with communities is driven through the corporate social responsibility programme within the wider Group. The Group's aim is to bring about positive social change and have a lasting impact on people and communities.

The Group engages with communities in various ways, including:

- Volunteering
- Charitable donations
- Industry partnerships

Our shareholder

The Company's ultimate shareholder is Clarkson PLC and engagement with the Clarkson PLC Board is principally effected through the Clarkson PLC executive

directors, who are also Directors of the Company. In addition, from time to time, members of the Company's Board may be requested to attend Clarkson PLC Board meetings in order to provide updates on strategy, business performance and people matters.

Suppliers

Whilst the Board does not consider the Company's suppliers to be a significant stakeholder in the business, it is committed to treating our suppliers fairly. In particular, the Board recognises the importance of prompt payment of invoices for the Company's smaller suppliers. The Company complies with payment practices reporting, with circa 94% of all invoices being paid within 60 days and circa 78% being paid within 30 days.