



CLARKSONS

GENDER PAY GAP REPORT 2021



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The gender pay gap

Report 2021

April 2020-April 2021

In 2016, the Government finalised a new set of regulations which required companies with more than 250 UK employees to analyse and publish their gender pay gap on an annual basis.

With over 450 employees, H. Clarkson and Company Limited is covered by these requirements and supports this important piece of legislation. Another year on, we have analysed the relevant data for the period 5 April 2020 through to 5 April 2021 and are happy to publish our figures this year accordingly.

“ I confirm that the figures in our disclosure are accurate and have been calculated in accordance with gender pay gap reporting requirements, as outlined in the legislation and accompanying guidance. ”

HARRIET OLIVER GROUP HR DIRECTOR

The background

A few points to note

- All analysis must be based on a snapshot of our employees and pay practice on the 5th April each year and must be published within 12 months of this date.
- The analysis is based on hourly rates of pay so we have looked at employment contracts and working arrangements to ensure that we are comparing like with like.
- The bonus analysis is based on payments received in the 12 months leading up to the snapshot date of 5th April. As bonuses are paid in March in respect to January to December, there are individuals (e.g. joiners after the qualifying period) who were not eligible for a bonus.
- In addition to publishing our report on our website we are also required to submit our pay gap numbers to a government website which anyone can access to look at the data for individual organisations or by particular sector. You can access this site via [this link](#).

Clarksons pay gap

It should be remembered that gender pay gap is not the same as equal pay.

Under the UK's equal pay regulations, it has been unlawful for many years to differentiate pay for work of 'equal value' based on a job holder's gender.

The gender pay gap regulations are very different and look at average pay comparisons by gender across the entire UK workforce.

Our analysis is based on the employees in H. Clarkson and Company Limited, our qualifying entity under the gender pay gap regulations.

The following data provides the mean and median gender pay gaps in accordance with the gender pay gap regulations.

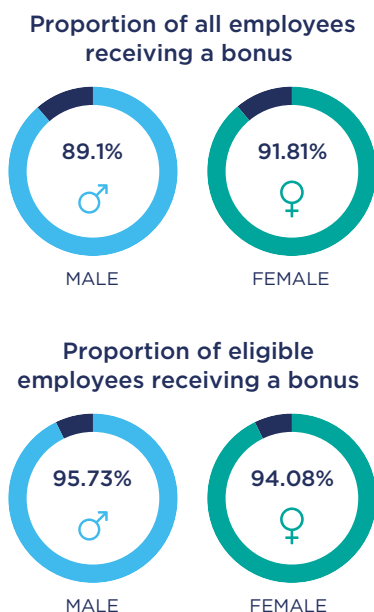
The information on the right shows our overall mean and median gender pay gap based on hourly rates of pay on the snapshot date of 5th April 2021. It also shows the mean and median bonus gap based on all bonuses received in the 12 months leading up to the 5th April 2021.



2021	Mean (average)	Median (middle)
Hourly pay gap	22.3%	29.9%
Bonus pay gap	74.5%	60.0%

Proportion of employees receiving a bonus

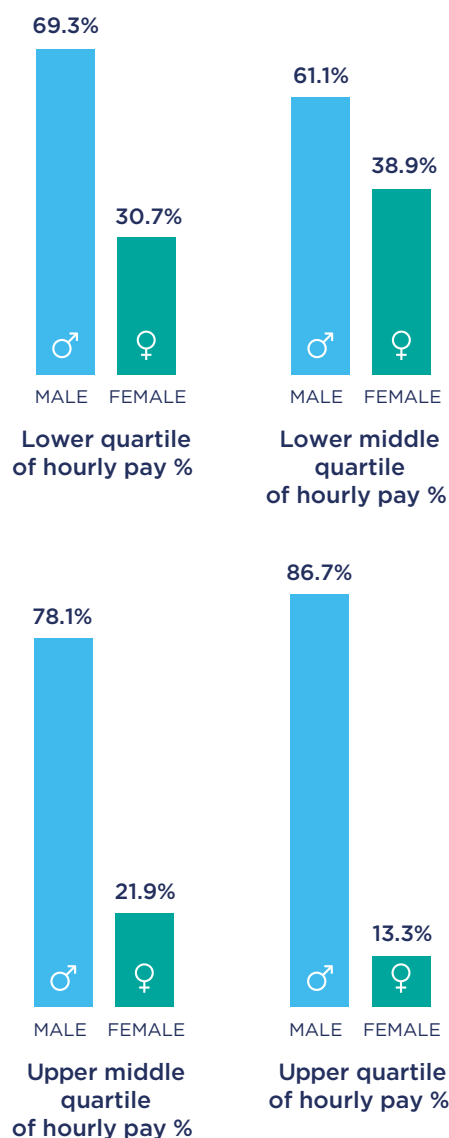
The following charts show the proportion of employees receiving a bonus during the 12 months preceding the snapshot date of 5th April 2021 – both for eligible employees and all employees employed at this date.



When looking at those employees who were eligible to receive a bonus (i.e. joined prior to the end of the qualifying period or were not on notice) we have continued to maintain a high percentage of our employees receiving a bonus and have improved on last year with XXX% of eligible female and XXX% of male employees receiving a bonus.

Clarksons quartile gender split

To calculate the gender split within the pay quartiles, all hourly pay rates are listed from low to high and the list is then divided into four groups with an equal number of employees in each. The gender split in the resulting four groups is then analysed.



Understanding our pay gap and our actions

Our pay gap is a reflection of the make-up of our workforce. Two things which are apparent in the quartile analysis are the comparatively small number of women in our business and the comparatively small number of women at higher levels in our business.

We recognise that we still have a lot of work to do. Our analysis continues to highlight that we are subject to the same challenges as the wider sector regarding attracting, recruiting and retaining women. This is something we think about continually and are always seeking to address.

We also recognise that there is no immediate fix. It will not be possible to deliver a more balanced

workforce quickly, but we are starting to see the impact of our actions to achieve a more balanced workforce and believe this will come through in the data in coming years. The quality of our people has always been a differentiating factor for us in the market and we will not compromise on the strategy to continue bringing in and developing the very best people and putting them into a role and an environment where they can thrive and perform.



Key areas of focus

Key areas of focus in our action plan include the following:

- 1** We engaged our workforce in defining our leadership competencies and behavioural expectations to ensure they reflect our purpose, goals and values. These competencies are Clarksons specific and have been tailored so that we can assess what makes a great Clarksons employee and future leader. The introduction of these inclusive competencies means that we can consistently and fairly identify key talent and support career development for all employees.
- 2** We have implemented a new consistent promotions process based on our leadership competency framework and supporting a level playing field.
- 3** We continue to broaden the scope of our recruitment activity based on a direct sourcing model using LinkedIn and other digital channels. Through this mechanism we reach a far more diverse pool of potential candidates. This method also provides us with a new way to promote our industry and company and focus on key strategic initiatives that will attract a new generation and broad pool of employees, such as the green transition in shipping. When we do work with headhunters and recruitment agencies, we only partner with companies that share our values and prioritise delivering diverse shortlists of candidates. We continually challenge ourselves to ensure we have inclusive hiring practices, both from a process, paperwork and language perspective and the experience of the candidate.
- 4** We are developing a new strategy and approach for acquiring entry level talent, including proactively diversifying how and where we advertise, the language we use and examining the institutions we hire from.
- 5** We have a renewed focus on succession planning, ensuring our newly promoted managers and leaders have significant opportunities to participate in divisional management and leadership forums with the aim that the pool for promotion to senior management and leadership opportunities is as extensive and diverse as possible.
- 6** We are developing a new management and leadership development programme that will have inclusivity at its core.
- 7** We are always looking for partners to support us with our goal to create a consciously inclusive workforce, culture and environment. This includes specialists who will help us examine our data with benchmarking tools and providers of management and leadership coaching and training.
- 8** In 2021 we began working with InVolve who are a consultancy business who working with businesses on championing diversity and inclusion in the workplace by providing practical solutions to facilitate sustained change.
- 9** We have broadened our Apprenticeship Scheme which has meant that we are taking on more formal apprentices across our business segments. This in turn widens the reach of the type of candidates we can attract.

