

## Why Board Diversity is Important to CLP

We recognise that Board diversity is an essential element contributing to the sustainable development of CLP.

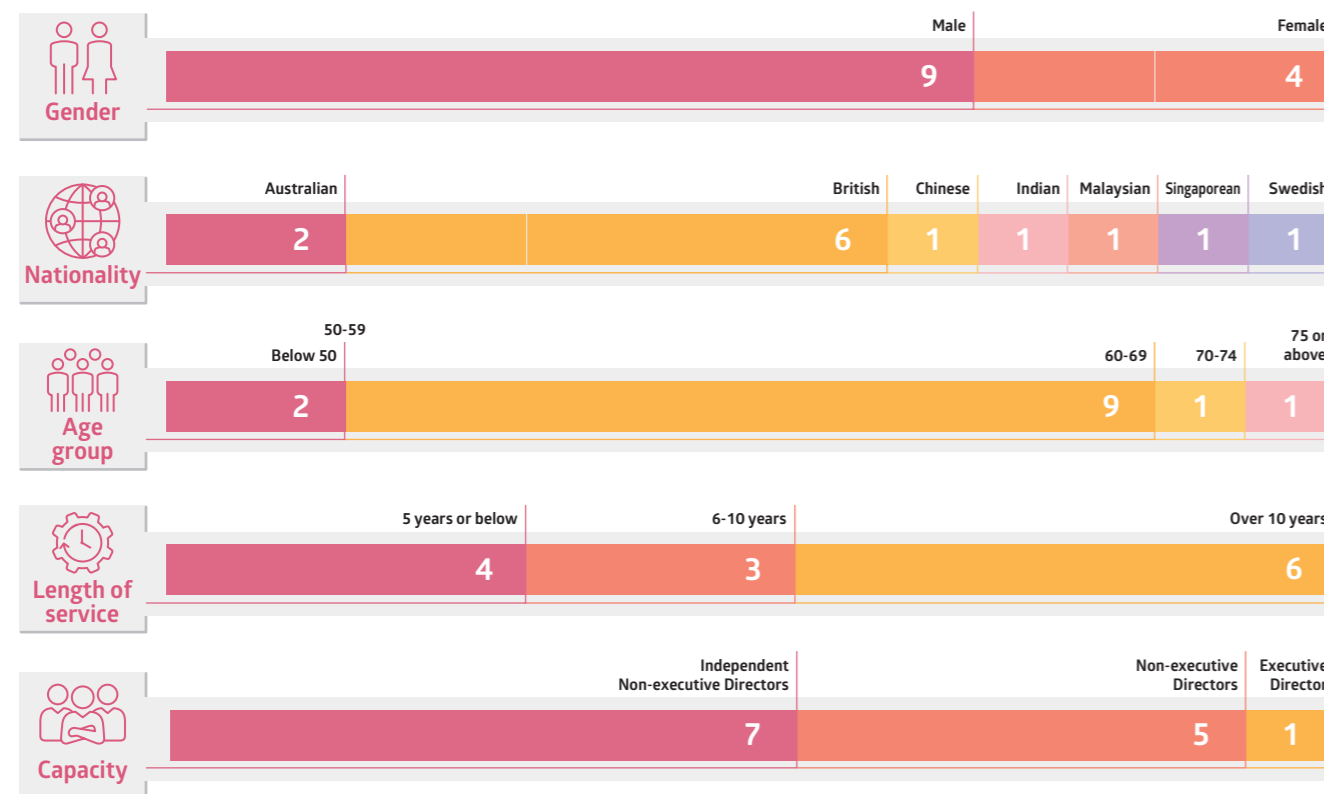
The CLP Board Diversity Policy was adopted by the Board in 2013. It incorporates the Code Provisions of the Corporate Governance Code, the retirement age guideline (at the age of 72) for our Non-executive Directors (other than the Chairman) and the CLP Group Diversity and Inclusion Policy for Senior Management and Staff. The policy was recently revised in February 2022 to highlight CLP's view on independence and the approach to receiving independent views and input from Directors.

In addition to independence and gender, our concept of diversity incorporates a number of other aspects including but not limited to age, cultural and educational background, professional experience, business perspectives, skills, knowledge, ethnicity and length of service.

Our Board Diversity Policy also recognises that board diversity can be achieved without increasing the size of the Board and that a reduction in board size due to retirements without replacement can also be a way to further diversity. In 2021, our Board size slightly reduced from 14 to 13 due to the retirement of a former Executive Director.

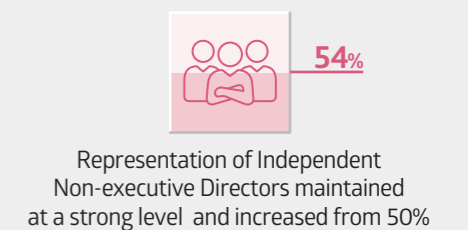
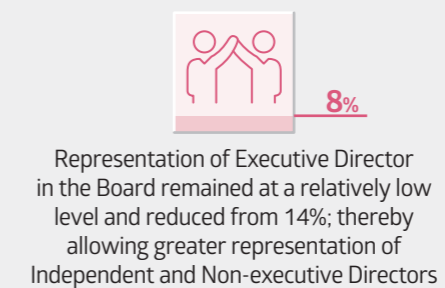
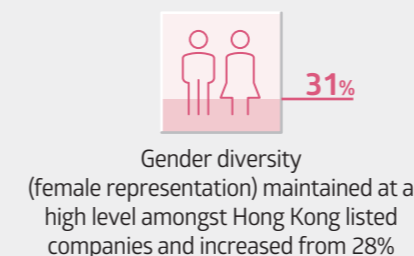
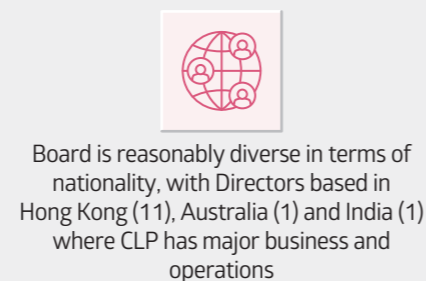
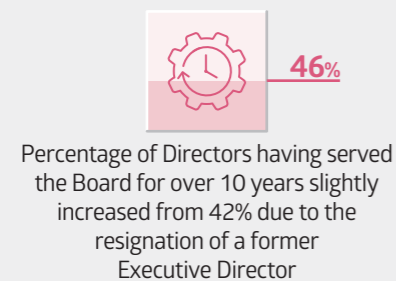
The CLP Board Diversity Policy is available on the CLP website. [🔗](#)

## Board Composition & Diversity



## Assessment Results of Diversity

The Board is characterised by its strong independence and diversity.



## Board Expertise

To ensure the Board continues to possess a balance of skills appropriate for the requirements of the business of the Group, an analysis of the skill set mix was considered by the Nomination Committee.

The table below highlights the breakdown of the skill set mix of our Directors and demonstrates the broad and diverse mix of experience and background relevant to CLP that the Directors bring to the Board and its Committees.

Expertise	Relevance to CLP	No. of Directors (Full Board of 13)
<b>Board / board committees leadership</b>	Board and governance leadership experience are regarded as a strategic asset to the Board and Board Committees	7
<b>CLP market experience</b> (Hong Kong / Mainland China (including Greater Bay Area) / Australia / India / SEA & Taiwan)	Facilitates the review of CLP's business and financial operations and investments in the respective region	13
<b>Company executive</b>	Provides insights into executive leadership and the management of CLP's business and operations	7
<b>Global market experience</b>	Provides insights into the global economic trends and opportunities that CLP can explore	13
<b>Other industries</b>	Brings in other expertise applicable across different industries	12
<b>Other listed board roles</b>	Brings in good practices as a board and / or board committee member of listed companies	11
<b>Public administration</b>	Brings in experience in the areas of regulatory and stakeholder engagement	1
<b>Related industry experience</b> (Infrastructure / Power / Property / Retail)	Facilitates the review of CLP's business operations and investment opportunities in the related industries	13
<b>Risk &amp; compliance</b>	Risk and compliance as key governance responsibilities of the Board	9
<b>Technology</b>	Provides insights into the technological developments and the governance of cyber risks	4
<b>Professional</b>		9
◆ <b>Accounting</b>	Brings in oversight, advisory and operational experience in the respective field of profession	4
◆ <b>Engineering</b>		3
◆ <b>Legal</b>		2

Note: Multiple professional background and experience may apply to a Director.