

## Why Board Diversity is Important to CLP

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

### CLP Board Diversity Policy adopted by the Board in 2013 (available on website)

#### The Policy incorporates:

- Code Provisions of the Corporate Governance Code
- Retirement Age Guideline (age 72) for Non-executive Directors (other than the Chairman)
- 30% target for female Director representation on the CLP Holdings Board – to be reviewed by the Nomination Committee annually
- Independence mechanism (for directors to express their views and feedback) will be reviewed by the Nomination Committee annually
- CLP Group Diversity and Inclusion Policy for Senior Management and Staff

#### Aspects of Diversity cover:

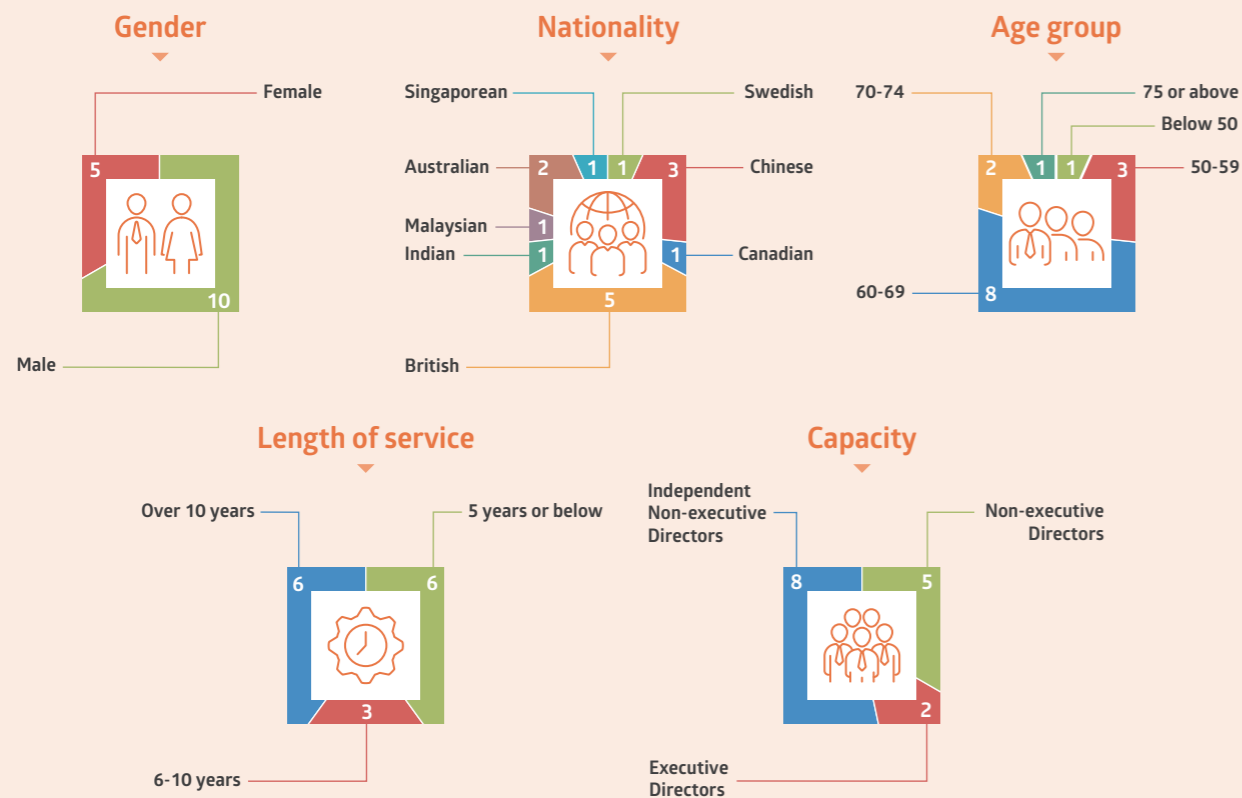
independence / gender / age / cultural and education background / professional experience / business perspectives / skills / knowledge / ethnicity / length of service

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. During the Period, our Board size increased from 14 to 15 due to the appointment of one additional Executive Director.

## Board Composition & Diversity

### Key highlights:

Female Representation of **33%** | Independent Non-executive Directors Representation of **53%**



## 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 15)
<b>Board / board committees leadership</b>	Board and governance leadership experience are regarded as a strategic asset to the Board and Board Committees	9
<b>CLP market experience</b> (Hong Kong / Mainland China (including Greater Bay Area) / Australia / India / Taiwan Region and Thailand)	Facilitates the review of CLP's business and financial operations and investments in the respective region	15
<b>Company executive</b>	Provides insights into executive leadership and the management of CLP's business and operations	11
<b>Global market experience</b>	Provides insights into the global economic trends and opportunities that CLP can explore	15
<b>Other industries</b>	Brings in other expertise applicable across different industries	13
<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	15
<b>Risk &amp; compliance</b>	Risk and compliance as key governance responsibilities of the Board	11
<b>Technology</b>	Provides insights into the technological developments and the governance of cyber risks	4
<b>Professional</b>	Brings in oversight, advisory and operational experience in the respective field of profession	10
Accounting		4
Engineering		4
Legal	2	

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