

Stronger Together

CLP's Position on Inclusion & Diversity

June 2025

Purpose and Scope of this Position Statement

In 2016, CLP set its first direction on Inclusion and Diversity, focused on supporting and encouraging qualified women to take up leadership and engineering roles, alongside qualified men. Since then, we have worked to attract, develop and retain people at all levels, achieving significant increases in female participation in our target areas.

It's good practice to review our direction from time to time, considering significant business and social changes. This Position Statement, underpinned by our Core Values, sets out CLP's refreshed stance on Inclusion and Diversity, "Stronger Together". It outlines our vision, shared beliefs, commitments, and key focus areas to ensure we have the best talent and that everyone feels respected, listened to, and supported to succeed, no matter their background.

Our Group-wide stance applies to CLP Holdings and all wholly-and majority-owned subsidiaries. It reflects matters that are common across the Group and that are significant with respect to the business impact on the Group and in meeting broader community, government, and societal expectations. For these matters, we have a consistent approach, with each subsidiary contributing to progress in the Group key areas of focus.

CLP's individual subsidiaries retain the flexibility to respond to inclusion and diversity issues in their local social and cultural contexts, in a manner consistent with our Group value on non-discrimination.

Our Inclusion and Diversity Vision: "Stronger Together"

At CLP, we value inclusion and diversity, underpinned by fairness and meritocracy in all our practices. Diverse teams and inclusive working environments are vital to successful strategy execution and to meeting the evolving expectations and needs of our people and stakeholders. We aim to unlock the **competitive advantage** that inclusive and diverse teams bring to CLP's performance and growth, and to continue to **contribute to the development** of our company, industry, and the communities in which we operate, supporting our vision of Powering Brighter Tomorrows.

Our Shared Beliefs

We know and believe that teams of people with different backgrounds, who feel welcomed and listened to:

- are safer and more productive, because people feel free to speak up and work together to solve problems.
- make better decisions and are more effective in dealing with different stakeholders and challenges, because many views are brought to the table, as well as deep local understanding.
- are more engaged, because people feel respected and valued.

To achieve this, we must:

- attract and grow talent pools with different backgrounds and experiences.
- have systems, policies and practices that ensure fair treatment and access to resources and opportunities.
- offer options and choices to team members to manage their work and personal needs at all life stages, while also ensuring that CLP meets essential supply and service commitments.
- ensure our workplaces are safe and welcoming to all and are free from discrimination or harassment.

Fairness and meritocracy are fundamental to realising these beliefs. This means:

- Treating everyone fairly and with respect, as per our Value Framework.
- Hiring, developing, promoting, and paying based on merit, competence, and potential.
- Not tolerating conduct that involves any form of harassment (including sexual harassment), vilification or discrimination on grounds of any attributes protected by law where we operate.

Group Key Focus Areas

CLP Group's refreshed stance sets a more holistic agenda, recognising that the great outcomes that come from having a diverse mix of people in our businesses, who are sustained by welcoming workplaces.

Inclusion

We aim to provide welcoming workplaces in which everyone feels they can participate fully and bring the best of themselves to work. This means working to **increase employee engagement** and **ensuring that CLP's workplaces are free from discrimination and harassment**. We also aim to help employees recognise and respect the heritage, culture and preferences of the local communities in which we operate.

Diversity

We aim to **keep increasing women in leadership roles and women in STEM roles in line with the availability of talent** in the markets in which CLP operates. We have broadened our focus from Engineering to STEM reflecting the importance of digitalisation and data. We also aim to **increase opportunities for exposure and rotation** so that capable managers and team members who understand local communities and stakeholder needs can gain and share new and different perspectives.

Taking actions that count

Each of CLP's businesses works to accelerate progress in these focus areas through:

- **Education and continuous learning:** increasing awareness, skills and the right behaviours and mindsets.
- **Opportunity:** open talent marketplaces to provide fair access to development opportunities based on merit and ensuring our employment brands are attractive and accessible to a range of qualified candidates.
- **Engagement:** actively seeking to engage with and learn from the communities in which we operate.
- **Embedding flexibility:** offering options to help team members balance work-life demands across different life stages while recognising operational needs.
- **Ensuring fairness:** minimising unintended unfairness or bias in systems, processes and practices.
- **Support:** supporting team members to form groups to support each other, participate in, and lead activities that promote diversity, fairness and welcoming workplaces locally.
- **Transparency:** sharing progress with our employees and stakeholders, to build trust.
- **Feedback and continuous improvement:** providing channels for feedback to help us continually improve.

Supporting Wider Communities

At CLP, we extend our Inclusion and Diversity stance beyond company boundaries. We actively engage and work with partners and stakeholders to advance our priorities and to play our part with schools, universities, NGOs, other organisations and governments to make local and regional progress towards addressing inclusion and diversity challenges.