





## CEO MESSAGE

RICHARD LANCASTER CHIEF EXECUTIVE OFFICER



# Keep Your Life Balanced

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Dear colleagues,

By now I trust you have seen the good results CLP delivered in 2017. The biggest contribution behind our solid performance, despite the challenges facing the energy industry, is the hard work, dedication and effort from each and every one of you. For that, I would like to express my deepest gratitude for your hard work and commitment. But life isn't all about hard work!

Keeping healthy and happy is a key factor in sustaining good performance. That's why we want to do our best to look after your wellbeing at CLP. CLP cares for people. We trust and respect you and our goal is to provide a supportive working environment that allows you to keep a positive work-life balance.

To promote health and wellness, not only do we offer a range of initiatives. The management team also tries to lead by example. For me, the best way to recharge is hiking along Hong Kong's many trails on weekends and taking walking holidays with my family in beautiful places. I have a particular fondness for mountains, and the exercise, beautiful scenery and fresh air help clear my mind and give me a better work-life balance.



Between juggling the responsibilities of family and leading our entire Indian business, Rajiv Mishra runs marathons. You can read more about how he finds balance in his life and why he thinks it's important to have personal priorities in his interview with CLP.CONNECT.

Also in this issue of CLP.CONNECT you can read about other CLP colleagues with exciting hobbies such as building solar-powered race cars. Zachary Wong is one of our young assistant engineers and a three-time participant in the prestigious World Solar Challenge that takes place in Australia. Once a lost teenager, he can attest that hard work and persistence pay off as he builds a career around his passion – electricity – and fulfills his dreams. His inspiring story and tales from other colleagues tell us that one can reach the finishing line with strong determination, a positive attitude and an innovative mind.

One thing I have learned from hiking is this: "A journey of a thousand miles begins with a single step." Spring is the season for new beginnings. It is the time of plans and projects. Let's all tune up our work-life balance in 2018.

Happy Reading!

A handwritten signature in black ink, appearing to read "R. Lancaster".

**Richard Lancaster**

Chief Executive Officer





## Footsteps Across the World

Every day across the CLP Group, employees of all ages take part in a breathtaking variety of sporting and recreational activities. Whether it is a lunchtime run, a yoga session after work, a vigorous game of football, or just a good, brisk walk, taking the time to exercise and work up a sweat makes people happier and more productive. It is good for the health of employees and good for the health of the company.

CLP recognises the importance of a healthy workforce and the power of good that exercise provides. That is why CLP has put in place measures and policies to encourage work-life balance. The business case is simple: A healthy workforce means lower medical costs and reduced absenteeism. A caring company that values employees' work-life balance, and promotes family-friendly policies, is better placed to attract and retain good employees.

There is no one-size-fits-all programme for exercise, of course. Different business units adopt different strategies to support their employees. Some arrange and sponsor particular activities. Others provide a flexible workplace to allow employees to pursue their sporting passions and activities.



However, no one at CLP better exemplifies the benefits of exercise more impressively than our intrepid runners. CLP is home to a community of committed runners who cover every distance and race on roads and trails on every continent. Here are just some of their inspiring stories.

## A life transformed



Nine years ago, CLP Power Hong Kong Director of Information Technology Andre Blumberg weighed more than 100 kg and would have struggled to complete a 10-minute workout on an exercise bike. The doctor implored him to change his lifestyle.

So Andre picked up a pair of trainers and started running – and he hasn't stopped running since, competing in ultra-challenges around the world and providing an astonishing demonstration of how exercise can turn a life around.

"Maybe it was an early mid-life crisis," says Andre. "I was tired of the nightlife and I was drinking a little bit too much. I was just ready to move on to something else."

"So a month before I turned 40, I stopped drinking and I changed my diet. After a few weeks, I started to see results. I was very encouraged by the rapid progress I made and I was also feeling fitter."

Andre took part in his first long-distance race in 2010 when he signed up for the 65-kilometre Round the Island race in Hong Kong. From that point, he kept setting himself increasingly ambitious targets.

"I could never run marathons 10 years in succession because it doesn't have that element of a stretch target," he explains. "I am always attracted to events and races where there is a high likelihood that I will not finish. To me, that's part of the appeal."

Six months after the Round the Island Race, Andre conquered his first 100 km run, finishing third in the North Face 100 in Singapore. He signed up for races in the US and Germany and in 2013 completed one of the most grueling endurance challenges on earth – the Grand Slam of Ultrarunning in which athletes run four 100-mile (160 km) US races back-to-back in 10 weeks.

In 2012, Andre created the Hong Kong Four Trails Ultra Challenge (HK4TUC) which involves running the MacLehose, Wilson, Hong Kong, and Lantau trails in reverse, covering a staggering total of 298 km. He was the only person to complete it in the first year. This year, 30 runners took up the challenge and two completed it within the 60-hour target while five finished in under 75 hours.

Andre says he created the challenge because he was told it could not be done and admits: "I was slightly disappointed when I proved that it can be done."

The HK4TUC is not commercial or an elite sport. It is something Andre devised to give something back to the world of running which has had such a fundamental effect on his health and his life.

"I love running, and it's not just because of the health perspective," he says. "In a place like Hong Kong where life is very stressful and fast-paced, it's very important to me."

"I am a man of extremes. I find it very difficult to be in balance. Before, I worked hard and partied hard. Now, I work hard and run hard."

## A sure-footed role model

Bianca Graham had a very special motivation for running the New York Marathon in 2011. She was part of the first team of Australian indigenous runners to complete the challenge.

Bianca, who works with EnergyAustralia's community and sponsorship team, was chosen by the Indigenous Marathon Project to run the marathon and was determined to be a role model for Aboriginal and Islander communities.



"I am so proud to be one of the first Australian Aboriginal and Torres Strait Islander women to do the New York Marathon. It is a moment in time I will never forget," she says.

Since then, Bianca has run marathons in Frankfurt in 2013, Tokyo in 2016, Boston in 2016, and Berlin in 2017. She is currently training for the Chicago Marathon in October.

Bianca now works in Melbourne where she is supported in her running by her energetic fellow employees. “It was so good seeing so many active colleagues when I joined EnergyAustralia and it’s great to be in a workplace that fosters a healthy lifestyle,” she says.

## Life’s long race



To Yip Lam knows better than anyone that life is a marathon, not a sprint. A season Trailwalker competitor, he decided to run his first marathon in 2015 – a year before his retirement and two years after his doctor told him he had a heart problem.

The former Deputy Director of CLP’s Power Academy in Hong Kong has since taken part in nearly 20 races in Hong Kong, Japan, Korea, and

Australia and says his experience has been an inspiration to the trainees he taught.

“I always told apprentices at the academy that there is nothing you cannot do, but only things you are not willing to do,” he says. “If a man like me in his 50s can pick up a new sport, why can’t a young man do the same?”

Family members as well as former colleagues and classmates have followed in his footsteps and To Sir has set up an online social community to share his enthusiasm for marathon running.

“I began my journey of running marathons with the help of online research, so I want to share my feelings and experiences with the rest of the world through social media,” he explains.



## Finding a personal finishing line

Similar to To Sir, Wei Jingcan, an operator in the Production Management Department at Fangchenggang Power Station in Mainland China, started running when he was about to turn 30 for a simple reason – to keep fit.

He joined the Fangchenggang Joy Run Club in 2016 and discovered the camaraderie of the running community. He began with a 5 km run and then stepped up to a 10 km run.

At the end of 2016, Jingcan took part in his first half-marathon and midway through the race found an exhausted female runner lying on the ground. He and his fellow runners gave the woman first aid and stayed with her until paramedics arrived.

The delay meant Jingcan was only able to complete the race in two hours and 15 minutes, but that did nothing to lessen his enjoyment of the achievement. Instead, he found solace in a quote from the Japanese writer Haruki Murakami who said: “The finishing line is just a reference mark. It doesn’t carry much meaning itself. What counts the most is how you come along the way. The same applies to life.”





# Managing the Miles and the Mind

CLP India chief shares tips from training for a marathon to running an enterprise



It's four in the morning in Mumbai. The alarm clock goes off in the bedroom of Rajiv Mishra, Managing Director of CLP India. He wakes up afresh to get ready for his running routine, his passion.

After a health shock in 2011, Rajiv gets up at this wee hour six days a week to train before the city gets active with the hustles and bustles from the commuters' traffic. "You get more out of a day if you start your day early, even if you just read the papers or have a chat with your friends and family. You have more options. If you wake up late, you are in a catch-up mode," Rajiv tells CLP.CONNECT.

## Mind over power

This philosophy of a prepared mind arises from Rajiv's training for marathon over the years. "You can't force yourself to get up at 4am; you should do so because you want to do this. Long distance running is not something we humans can do naturally and you need to work for that. It takes me 16 weeks to prepare for a full marathon," he says.

"When I run a marathon, I don't think of 42km at the start – it is always 5km at a time," Rajiv shares. "This has taught me how to break up a challenge into meaningful parts and deal with them with a 'can-do' attitude, which also rubs off on my team at CLP India."

To Rajiv, the sport is a contemplative and self-discovering ritual – a daily chance to meditate. "We seldom have the time to step back and think about the problems in life. Running is a good time when I can speak to myself, listen to myself, and clear my doubts," Rajiv explains. "I'm more contemplative when I run, and I hope it has translated into a more balanced approach when I make business decisions."

## Actions louder than words



Having joined the CLP Group in 2002 and being in charge of the company's business in India, Rajiv is aware of the influence he has on others. "You have no idea how many pairs of eyes are looking up to you. You are setting standards every moment," he says. "Running teaches me that actions speak louder than words. Amazingly my 15-year-old daughter has also started running with me."

"You won't be surprised to see me running around the Paguthan Power Station – there is a well-made track there that is good for the knees – or the water tank at the Jhajjar plant. And some colleagues noticed that and have started to run too. It is better than telling them to work out verbally – and I can exchange a few comments with them on the merits of the latest running shoes!" Rajiv says. To him, this is what the CLP value of humanity is all about.

"Those of us who are in leading positions have the responsibility to be humble and treat everyone with respect. A particular quote has always stayed with me – 'you are free to disagree with me as long as you are not disagreeable'. It is only natural to have different opinions and perspectives, and it is down to us as leaders to listen to our team." Rajiv says.

## Less is more

Besides being a role model through actions and taking opinions from his colleagues, marathons also inspire the company head with over 20 years of experience in the power industry that single-mindedness of purpose is the key to both work and life. "To many runners, running for a certain time length or covering a certain distance are very similar. However, you can't mix the two. If you want to cover 8 to 10 km today, don't think



about how much time you need to finish it. It will give you stress when you measure the distance and look at your watch at the same time. You have to make your choice.”

Action-wise, Rajiv does not listen to music on mobile phones when running, nor does he bring work home – he always concentrates on the task in hand. “Once I finish running, I clear my mind and stop thinking about it,” he says. “After all, we must not jump ahead of ourselves.”

## A family as great as the world

Steering a company with a foreign root, Rajiv is expected to have a global vision – not only at work but also in his private life. In this regard, running marathon in different cities with his family is a good way where Rajiv can gain global exposure.

“The most charming experience I have had is in Ljubljana, the capital of Slovenia. There are only two Indians in the whole race. As my wife and I completed the race, I heard announcement in Slovenian, which of course I didn't understand. But I could hear 'India' and 'Mumbai'. Then masses of people started clapping and cheering around me. It was very special, and they are intrigued, how come two Indians came all the way from the other side of the world and join this marathon? But more importantly, it helps build bridges between nations and cultures, because it's not a part of the world where there are many Indian visitors, nor are there many Slovenians visiting India.”

Now 51, Rajiv and his wife choose to run a new marathon in a new city for their family vacations. They have left footprints in Bangkok, Amsterdam, Hong Kong and other cities.

“But now with our kids growing up, it's been more complicated,” Rajiv shares, “Our son has left to study in the US a year and a half ago, and now we have to do a retour as for where we go for holidays! So I have to juggle between my schedule and his... When kids grow up, this is what happens.”

The world for a business leader with a worldwide vision may be boundless, but for Rajiv, his family is as great as the whole world out there.



## Fit for Work, Fit for Life

Healthier lifestyles can be achieved in many ways – by eating better, by doing sports, or simply by taking the stairs instead of the elevator. But activities and opportunities offered by the company need to take into account employees' interests and needs as well as constraints of time, resources, and cultural preferences.

"The benefits of good health are recognised everywhere but not everyone has the time or the platforms to adopt a healthy lifestyle," says Gopinath Govindan, Director for Human Resources at CLP India. "At CLP India, we understand these constraints and we have implemented activities that are easily accessible. The results have been encouraging and we are keen to continue and put even greater effort into these wellbeing initiatives."

"We are one of the few companies in India to have a policy dedicated to health and wellbeing because we believe it is our responsibility to provide avenues for our employees to take care of themselves," Gopinath adds.





Samir Ashta, Chief Financial Officer of CLP India, is a good example of how these initiatives have played out. For him, yoga has been a game changer. As he and other CLP India senior executives steer the company's growing business and expanding renewable energy portfolio, the discipline has helped him deal with the stress that comes with it. So despite an always-on diary filled with back-to-back meetings, Samir makes sure that he has time for yoga, which he has practiced under the coaching of yoga guru Vipul Ijari in CLP India's office for two years.

"I can handle stressful situations better," he says. "Doing yoga regularly has changed my life in ways I never expected."

## Family-friendly policies support diversity



In addition to promoting health and wellbeing, CLP has taken proactive steps to enhance family-friendly benefits and associated flexible work arrangements that support diversity. This year in Hong Kong we increased paid maternity leave to 16 weeks, extended marriage leave to five days, and introduced a new 10-day adoption leave. The company also offers five days of leave for employees who are members of auxiliary services to allow them to take part in annual training sessions.

"We have had a flexitime policy in operation in Hong Kong since 2003," says Roy Massey, Chief Human Resources Officer. "And we are now developing a part-time working policy to make this an attractive option to professionals who may have family commitments to balance."

Roy adds: "While flexible working has potential benefits, it also has limits so it is important to take a balanced view. A number of high profile companies have withdrawn or modified their work-from-home policies for reasons including health & safety risks, loss of integration with colleagues, productivity issues and the need to encourage face to face contact to support innovation."

The Diversity and Inclusion Council of EnergyAustralia meanwhile began a trial last August to explore the best options for flexible working. "Right now, we're still in a place where a very traditional way of working is the norm, and any variations to give employees more flexibility need to be discussed between individuals and their managers," says Simone McDonald, Head of Capability and Enterprise Human Resources of



EnergyAustralia's People Team. "Rather than look at flexible working as add-ons, the four teams participating in the trial took part in workshops where they designed models for what flexible working should look like for their team, as well as for each individual."

## Strong bodies, strong minds

In an interview with CLP.CONNECT, Vanessa Forbes, Senior Director of Health, Safety & Environment talks about the importance of building personal resilience to bolster our wellbeing. Resilient individuals can rebound in response to challenges or crises.

"Life stress varies from person to person as we experience different challenges. We may have pressures from financial obligations, getting married, moving home, or taking care of an elderly family member.

Whatever the pressure, this sometimes affects our personal and professional lives," she explains.

"Improving our personal resilience can help us acknowledge difficult situations, keep calm and make plans to get through them."

If you find yourself in these situations, Vanessa says the key is to look after our physical health (by eating a healthy diet, regularly exercising and getting enough sleep) to support our mental health. In addition, volunteering outside work can bring new and different perspectives.

In improving care for our employees, Vanessa is exploring how the company can provide better support to those who are experiencing physical or mental difficulties. One best practice is for companies to have a return-to-work policy that is supportive, as well as being flexible for the needs of the employee and the company.

**Whatever opportunities and incentives are available to improve fitness and wellbeing, it is ultimately up to individual employees to make their lives healthier and more fulfilling. Are you ready to take that first step today?**



## Biography

Vanessa Forbes joined CLP Holdings in January 2018 as Senior Director of Health, Safety & Environment (HSE). She has more than 17 years' experience in corporate, regulatory, and consulting roles. Vanessa started her career in structural engineering, working in offshore oil and gas for several years, and made the switch to safety after providing expert testimony in a double fatality case. Between 2013 and 2016, Vanessa lived in Hong Kong where she was responsible for the HSE functions in Asia Pacific of an international business and services group. She then spent nearly two years in London during which she was in charge of the global HSE operations of the company. Vanessa aims to bring the best of HSE practices to CLP, establishing a strategy that improves the occupational health and safety of all employees. She also works with the Human Resources department to support initiatives on health and employee wellbeing.



## Rising to the Challenges of Change

Is CLP prepared for the challenges of the energy transition? Are we moving fast enough to adapt to the pace of change? How are we coping with disruptive technology? Are we innovative enough?

These were just some of the questions more than 800 CLP Power employees asked at a Staff Communication Session in Hong Kong in January. The town hall meeting, titled *A Data and Innovation-Driven Organisation*, saw senior executives share their vision for the industry's future and their ideas for business going forward.

### Embracing innovation



The session started with an overview by CEO Richard Lancaster of the company's performance in 2017. He highlighted some of the major milestones such as the signing of a new Scheme of Control Agreement, progress of the construction of a new gas-fired generation unit at the Black Point Power Station in Hong Kong, and our first solar project in India. He also said a review of our Climate Vision 2050 has been completed with details to be announced soon.



Richard went on to talk about the innovation journey that we began more than a year ago and outlined some of its major initiatives. In particular, he said we had strengthened our data analytic capability with new recruitment and better utilisation of the group's human resources as we strive to become a data-driven and innovative utility company.

Richard said our ability to adapt to change had always been one of CLP's strengths and he was confident that it would continue to lead us to greater success. It was important to keep an open mind to change and combine it with our organisation's core strengths, he said.

"Our approach has been to learn what we can, to bring people in, and to listen and think about how we do things, but not necessarily throw everything out that is good in our organisation," Richard said. "We need to adapt and do things a little bit faster and differently, and to be open to new ideas, and to work cohesively."

## Seizing opportunities

Looking to the future, Richard said providing customers with a reliable supply of electricity would remain our core business, but we would need to do our jobs better and more efficiently to meet evolving expectations. Utility companies would have many more tools available in a digital age to deliver new products and services to customers, he said.



He cited solar power and battery storage as two examples of the impact of technological advances on power companies. Greater battery storage combined with the declining cost of solar power mean a traditional, centralised store of electricity would no longer satisfy customers' demands, and CLP would need to adopt new technology without necessarily replacing existing systems. For example, we could install more advanced systems overlaid on existing control systems to improve performance, he said.

"From an engineering point of view, it will be a much more interesting and exciting time with more sophisticated systems," Richard said. "From a business point of view, it all comes down to how well we do our job, and how well we serve our customers. If we get that right, then I think it will be very successful, and as successful tomorrow as we are today and have been in the past."

However, that potential success depended upon whether we could move faster and be more open-minded about risk, he cautioned.

“We are in an industry that has been doing things the same way for over 100 years,” he said. “We are moving into a different phase of our business now. We need to learn new skills and new ways of doing things, and part of that is doing things more quickly than we have in the past. We will all need to be doing things faster and more efficiently, and changing carefully but in a timely fashion.”

## Meeting expectations

In his presentation, Managing Director of CLP Power TK Chiang used the example of Japanese carmaker Toyota to illustrate how companies around the world are embracing change and innovation to remain relevant.

Innovation did not only mean revolutionary ideas but included simpler, down-to-earth ideas, TK stressed. He encouraged staff to look into their daily routines and try to discover areas where efficiency could be enhanced and improvements made to create a more agile workforce.



CLP Power Chief Operating Officer Rick Truscott focused on safety in his presentation. While CLP had a solid safety record, we needed to concentrate our efforts on eliminating hazards that could lead to serious injuries or fatalities. To achieve that, we should look at streamlining processes and improving our culture. Most importantly, we should all take a ‘see it, own it, fix it’ attitude to safety issues, Rick said.

Chief Corporate Development Officer Quince Chong spoke on brand reputation and public trust. She cited a global survey which found that while overall public trust in governments, businesses, and the media had seen a downward trend, CLP had enjoyed a steady improvement over the past year in Hong Kong. Quince reminded the audience that a brand is a promise and said we must all be vigilant and take care to safeguard our integrity.





# The Power of Innovation

## How original thinking is bringing greener, safer electricity to our customers

Imagine the scene: It's a hot and humid early summer evening and you are about to enjoy a family dinner at home. Then you receive a text message telling you that your air-conditioner has been adjusted by two degrees and you can earn a credit on your next energy bill if you keep it at that level for the next two hours. It is up to you to make the choice.

Welcome to the world of intelligent home technology. In a fast-paced world of rising customer expectations, utility companies are constantly looking for ways to do things better – and CLP is at the cutting edge of this trend to bring smarter technology into people's homes.

### Putting customers in control

The key to a greener tomorrow is putting customers in control of their energy use. This is the aim of a three-year pilot demand response programme recently launched by EnergyAustralia (EA) to incentivise customers to change their consumption behaviour and reduce energy use at peak times.



In a groundbreaking project, customers can save energy by giving EA permission to remotely access their electrical appliances. While the monitoring system adjusts appliance settings based on analysis of consumption data, they can use energy wisely at peak hours by responding to mobile notifications and taking small steps such as doing laundry later in the day.



In another novel initiative, EA expects to harness surplus energy from individual users' storage to form a virtual power plant by coordinating stand-alone generators and batteries through a cloud connection. With 1.7 million customers in Victoria, Southern Australia, and New South Wales, EA can collect surplus energy from the numerous locations available on the cloud. As a result, a slight consumption reduction in each location can add up to a large reserve, a critical development in maintaining system reliability and security.

EA Managing Director Catherine Tanna says reducing stress on the power system at peak times is central to Australia's transition to an advanced energy system.

"It's an approach that puts customers in control and keeps costs down, because the cheapest generation is the generation you don't have to build," Catherine says.

Similar initiatives are being pioneered in energy-hungry Hong Kong, where demand response programmes have been offered to major business and industrial customers since 2013. Customers can get rebates by reducing their electricity consumption during peak times. And they can either do it themselves by shutting down, bringing forward or putting off the operation of certain equipment, or have it done remotely by CLP Power.

For households, the Smart Energy Programme was launched last year under which 26,000 residential customers are taking part in a one-year demand side management pilot study. Through participating in it, customers are incentivised to use less electricity at peak times, save money by using electricity at off-peak periods, and use smart phone apps to receive energy saving tips along with up-to-date information on their consumption. Through the pilot scheme, CLP Power expects to better evaluate the effectiveness of a demand response programme on a larger scale before a potential city-wide rollout.

## Eyes in the sky

Technology can be deployed in many ways to improve efficiency. As well as introducing smart meters, CLP Power is using drones to help increase the reliability of energy production, enhance effectiveness, reduce costs, and improve our internal processes.



CLP Power engineer Joe Law has a unique bird's eye view of power stations through the unmanned drone he flies for the company. A typical flight might reach 300 feet. The camera captures bursts of videos and photos of the pipe hangers and other installations. Within minutes of take-off, the drone is back on the ground, giving Joe's team of engineers the rest of the day to analyse high-definition images of the structures to detect any signs of corrosion. "In a few short hours, drones can accomplish

tasks that used to take days," explains Joe, one of four engineers certified to operate the drones. "Inspection times are significantly shortened compared to traditional methods of inspection and we can keep the plant operating throughout the process. It's much safer, and we never have to step off the ground ourselves."

The use of drones has proved so successful for CLP that they are about to be deployed more widely. The company is exploring how images and videos taken by these unmanned aircraft might enhance coal inventory processes and allow us to examine hard-to-reach locations.

## Watching for winds of change

Innovation, however, is not just about technology. It is also about people, process and efficiency. In our Qian'an Wind Farm, CLP has recruited help from unexpected quarters in our efforts to expand the use of environmentally friendly wind power in the shape of herdsmen Wang Youngjun and Li He. The pair not only take care of their livestock in northeast China, but also keep watch over the giant rotating wind turbines for any visible abnormalities. This is the fruit of thinking outside the box.

"As a herdsman, I look after my cattle every day. I recognise any change of behaviour immediately and do what needs to be done," says Wang. "The wind turbines too are familiar to me and I would notice anything unusual about them."



Wang and Li volunteered to inform the wind farm if they spotted anything abnormal in the wind turbines and have helped keep them turning safely and efficiently. When the Qian'an Wind Farm held its first Open Day,

Wang and Li shared their experiences of keeping an eye out for any issues and received tokens of appreciation for their service.

“We are grateful to CLP for contributing to the local socio-economic development through the Qian’an Wind Farm,” says Yu Tianhang, Deputy Director of Qian’an Party Committee Office. “We hope CLP can further enhance its relations with local communities and achieve win-win results for the company and the communities of Qian’an.”

Inspired by Wang and Li, the Qian’an Wind Farm now educates communities living near the farm about the wind power industry and safety and operational regulatory issues. This step by CLP China has not only improved local relations, but also engaged a community of volunteers to report safety issues, preventing incidents that may hamper the wind farm’s operations.



# Increasing Our Awareness of Mental Health

People with mental health problems are no different to the rest of us.

In our life time it is estimated that one in four of us will develop a mental health problem which may impact on our performance at work. Caring organisations support employees to cope and recover as quickly as possible.

The most common mental health problems are depression and anxiety. It is estimated that at any one time, depression alone affects one in 10 of us.

Good mental health is a positive sense of wellbeing and self-esteem. It includes optimism, and the ability to initiate, develop and sustain mutually satisfying personal relationships. It also includes the ability to cope with adversity, often known as resilience.



There is strong scientific evidence that, for most of us, being at work is good for our physical and mental health and general wellbeing. It is therefore in the interests of the organisation, its managers and employees, that any individual's mental health problems are recognised as early as possible. It is also important that the employee is supported and guided to utilise the resources available that can help him or her cope with any problems and recover as quickly as possible.



Taking a positive and proactive approach can better prepare individuals to handle mental health problems and is more likely to result in positive outcomes. When someone does start to develop a mental health problem, they may not recognise it or seek help at a sufficiently early stage. Greater awareness of mental health problems by managers and employees benefits all parties concerned. Last year we launched a Mental Health awareness programme for managers in Hong Kong.

Not all stress is work related but, whatever the cause, an excessively stressed individual will probably perform less well at work. Emotional and behavioural changes may also become obvious to the individual's managers and workmates.

The key difference between the expected effects of regular pressure and stress and a mental health problem is the severity and duration of the symptoms and the degree of impact they have on us day-to-day. Prolonged or excessive stress can be a risk factor for developing a mental health condition. To put it another way, there is a continuum of normality; if we become subject to pressure beyond our tolerance threshold, this can give rise to mental health issues.

### **Common symptoms are:**

1. Changes in behaviour or mood or how he or she interacts with colleagues
2. Changes in work performance, motivation levels and ability to focus on work
3. Struggling to make decisions, get organised and find solutions to problems
4. Appearing tired, anxious or withdrawn and losing interest in activities and tasks which he or she previously enjoyed
5. Changes in eating habits and / or increased consumption of alcohol or tobacco

If one of your staff demonstrates any signs of mental health issues you can help by giving them an opportunity to talk confidentially about any problem they are facing.

You should also remind them that we have a confidential employee assistance programme in place. More serious cases may obviously require specialised medical support, and should be discussed with your HR account manager.

## Self-help tips

Untreated stress can develop into a mental illness such as an anxiety disorder or depression. Dr Au Yeung Kwok Leung, a psychiatrist, shares five ways to help ourselves when we are faced with stress.



- 1. Re-prioritise your work schedule.** Try to make a plan for your tasks and start with important or complicated tasks and handle tasks that are less urgent afterwards. Seek help and say no to unreasonable job duties when necessary.
- 2. Make good use of your personal time.** Don't think about work after you leave the office and try to develop your own hobbies. Even when it is necessary for you to take work home, set a time limit for yourself.
- 3. Adapt your workstation comfortably.** You may find ways to decorate your desk to cheer yourself up. You may also move your office equipment around so that you are physically comfortable at your workstation.
- 4. Don't take issues too personally.** Bear in mind that you will never become friends with some of colleagues. This will make it easier to deal with interpersonal problems in office.
- 5. Look at issues from other people's perspectives.** You can increase understanding and avoid disagreements if you look at issues from the point of view of your colleagues. Although you may not agree with their way of handling a certain problem, you can still learn about what other rationales and perspectives you may have overlooked.



## Driving on Sunshine



On a thundery October day last year, Zachary Wong was sitting in SOPHIE VI, a solar-powered vehicle he helped engineer and build, as it zipped across the Australian Outback.

It was the third day of a 3,000-kilometre race across some of the country's most challenging terrain and each team had to use a vehicle powered only by the sun. Zachary, an assistant engineer at CLP, was not in the driving seat but he was the one controlling SOPHIE VI's speed.





SOPHIE VI is a sixth-generation solar electric vehicle developed by the Hong Kong Institute of Vocational Education (IVE), which was participating for the third time in the biennial World Solar Challenge that attracts teams from tertiary institutions around the world.

Zachary, 25, was the only behind-the-scenes team member apart from teachers in the IVE teams at all three events. His job was to manage speed and power consumption, maintain the electrical system, and devise the best real-time strategy.

“While traditional racing places more emphasis on the driver’s skills and the car’s design, a key determining factor in the World Solar Challenge is energy efficiency,” Zachary explains. “Your position depends in part on battery consumption. This makes strategy and experience all the more important. You also need to consider weather, distance, lane conditions, and a whole lot of other data so that you can tell the driver how fast he should drive.”

Zachary sat beside the driver or at times in a control car behind to provide advice and strategy throughout the race. In the evenings, he worked against the clock to finish the daily analysis before bedtime at midnight, usually in a camp in the middle of the desert in extreme weather conditions.

“The weather was particularly severe and wet on the third day of the six-day race,” Zachary recalls. “We had to reach a checkpoint by the end of each racing day to avoid being disqualified,” he says. “On one of the sections that day, a team was in front of us and if we had not been able to overtake it, we would have lost. If I had made a wrong decision, we would not have reached the checkpoint and all the work of our 50-strong team over the previous two years would have been wasted.”





He was under intense pressure, but at that critical moment, a teammate patted Zachary on the shoulder and told him: “We believe in you.” That demonstration of team spirit gave Zachary confidence. He told the driver to speed up and overtake the team and the move proved decisive, improving the team’s position and helping them win a historic fourth place finish in the Cruiser Class of the contest.

## A long and winding road

When he is not racing across the Australian Outback, Zachary embraces a spirit of endeavour in his working and personal life. Academic success eluded him as a youngster, leaving him feeling lost, until a physics teacher inspired in him an interest in electricity.



He decided to pursue a career in the electricity industry. “After graduating from secondary school, I enrolled in the IVE’s Higher Diploma in Electrical Engineering,” he says. “I was lucky enough to be selected for the solar car team in my freshman year. As part of my preparation for the challenge, I read many reference books which, by a happy coincidence, led to better academic results too.”

Zachary later joined CLP as a technician trainee on the Power Systems team. He was nominated by CLP’s Power Academy to take part in Hong Kong Qualifications Framework 2017 Award Scheme for Learning Experiences. The \$30,000 he was awarded subsidised his race across Australia.

Zachary now plans to study for a master’s degree as the next step to his goal to become a qualified engineer. He hopes his story will encourage students to never give up on their dreams.

“Whether you are studying or developing a solar-powered car, the road is long,” he says. “Never give up hope because there is always a way forward if you believe in yourself and dare to choose. Keep working hard and follow your dreams.”



# A Global New Year Party

**Fireworks, parties, family gatherings, traditions, cultural performances, and bright hopes for the year ahead: Wherever you are in the world – and whenever you celebrate – there is no time quite like the New Year for uniting CLP colleagues everywhere**

Happy New Year! Whether you celebrate it in the warmth of a summer's night in Sydney or the chill of a winter's day in Beijing, CLP employees around the world unite in welcoming the New Year in the company of colleagues, friends, and family. Some spend it at home. Others spend it at work diligently continuing their duty to provide a safe and reliable energy supply for customers through the holiday season. Regardless of timing and nature of the celebrations, the New Year is a festival that unites us as we savour memories of the year gone by and share our hopes and dreams for the year ahead.

## Bright hopes at midnight



Australians are famously gregarious and sociable and are always among the first to celebrate as the New Year dawns in its time zone before moving to the rest of the world.

"The summer weather makes New Year's Eve a great night to be out and about," says Britt Hodgson, EnergyAustralia's Communications Adviser.

"Whether you like to go away camping, host a party for a few people in your backyard, or head into the

city to join in the celebrations, there are plenty of options."

While the Sydney Harbour fireworks display is the country's best known celebration that attracts more than a million spectators each year, every major city puts on its own party. The summer skies are ablaze with colour and the streets bursting with life and laughter as Australians welcome in the New Year with their unique style and spirit.

## A colourful diversity of traditions

The New Year is celebrated at different times and in many different ways in India – a rich patchwork of cultures where our colleagues mark it according to their customs and traditions. "India is a country of diversity," says CLP India Executive – Commercial (Renewables) Ajay Pawle. "Indians in different states or of different religious beliefs celebrate the coming of a new year with a variety of festivals, each with its own history and origins."



"Most of these festivals, such as Ugadi, Vaisakhi, and Gudhi Padva, fall at the beginning of the Hindu lunisolar calendar, and are celebrated in spring because it is the season of harvest," Ajay explains. "Although many Indians no longer lead a life dependent on agriculture, traditions are passed down from generation to generation and are shared among the different celebrations, including the making of traditional artwork and the honouring of our gods and goddesses. In other festivals such as Bohag Bihu, the Assamese New Year, and Hijiri, the Islamic New Year, you will see parades and performances of cultural songs and dances. Each celebration is a unique part of our country's rich and diverse history and heritage."

## China's biggest party

China too has a very distinctive way of celebrating the New Year, saving its greatest annual celebration for the start of the lunar calendar which falls in January or February. Like India, it is a festival that embraces a diversity of different cultures and traditions.





Qiu Zhu, an engineer at CLP Sichuan (Jiangbian) Power Company, describes how Yi tribesmen celebrate Chinese New Year. "If I don't have duties or shifts during the New Year, I will go home because I don't want to miss the Yi tribe's indigenous celebration, which usually begins in November. Under the government's minority policy, our tribe leaders can pick an auspicious date for New Year's Day. This is an expression of respect for our customs and our elders."

## Guardians of the festive light

While most people celebrate the holiday with their families, some employees have to stay behind to make sure the power stays on for everyone else. "I'm used to it," says Kenneth Kam, an engineer at the Castle Peak Power Station in Hong Kong. "We take care of our larger family and not just our own families because the livelihood of so many people depends on our work. I feel proud of our team because we are passionate about our jobs, and our work brings festive happiness not only to our families but to families everywhere in our supply area."

Kenneth adds: "We have our own fun at work though. Our boss and colleagues who are married share the festive joy with us by giving out red packets. We thank each other and wish each other good luck. Our team will knock on the doors of supervisors and managers and deliver wishes and blessings. When our morning shift is over, we celebrate the New Year with a team lunch at one of our favourite dim sum restaurants."

Yang Xun, who works at Fangchenggang Power Station in Guangxi, Mainland China, feels a closer bond with his colleagues when they work together over the New Year. "We have colleagues from Hubei, Yunnan and Fujian in our team," he says. "On New Year's Day, we have a meal together and we share our respective local dishes like a family. Sharing our thoughts about our families back home creates a sense of solidarity among us."







Thanks to modern technology, employees are able to share the New Year joy with their families even though they may be thousands of miles apart. "I come from Pingnan in Guangxi," says Wang Shirong who works at the Fangchenggang Power Station. "Although I can't join my family for the Chinese New Year celebrations, my loved ones send me messages so I can share their happiness and warm wishes. Technology makes the miles between us melt away."

Wherever we are in the world and however we celebrate the New Year, CLP employees are one family and, through our different cultures and traditions, we share our dreams and embrace the universal qualities of hope, love, and humanity. As CLP Power Managing Director TK Chiang says in his New Year video message, we wish every one of you good luck, good health, and success in the year ahead.



# Company News

## CLP Performs Strongly in 2017

CLP Holdings announced its 2017 annual results on 26 February. The Group continued to perform well with a 7.9% year-on-year increase in operating earnings and a 12.1% rise in total earnings. The strong results reflect the strength of the Group's diverse portfolio and balance across businesses.



## Catch Up on Our Annual Report Now

The CLP Group's 2017 Annual Report is now available on our [website](#). You can also read a concise [snapshot](#) of the report, giving you an overview of the key points in the full report.

The report provides stakeholders with an in-depth analysis of CLP and power industry. It includes detailed

information about our performance, including our financial achievements, our development strategies across different markets, our outlook, and CLP's corporate governance efforts.

Our 2017 Sustainability Report is meanwhile available at a new dedicated [website](#). Prepared according to the GRI Standards, the report summarises our sustainability goals, efforts, and performance. An In Essence report highlighting the key areas of the sustainability report is also available.

## CLP India Sets Bright New Standards in Solar Power

CLP India has commissioned its first solar project in Telangana state, marking an important step forward for the development of renewable energy in India. Using best-in-class tracking technologies, the 100MW Veltoor Solar Power Station is the first by the CLP Group certified by Norway's Det Norske Veritas, a world recognised quality seal that demonstrates the quality and long-term performance of the project. This certification helps set new standards for the country's solar power industry.



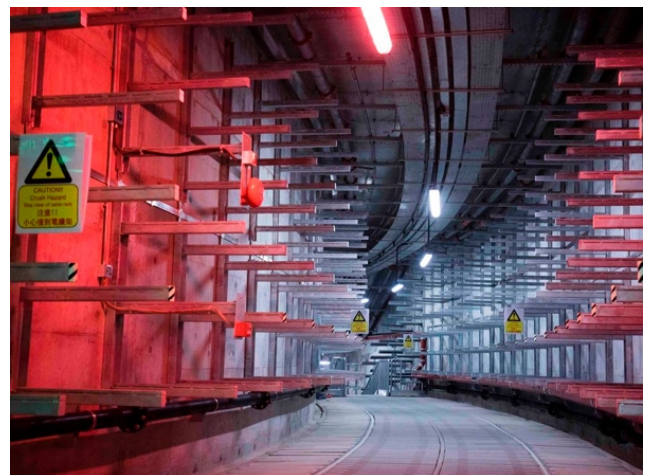
## CLP Takes Stake in Mainland China Nuclear Plant

CLP Group completed the acquisition of a 17% equity interest in Yangjiang Nuclear Power Co., Ltd. from CGN Power in December 2017. The transaction lifted the group's low-carbon investment and strengthened CLP's long-standing relationship with CGN Power.

Yangjiang Nuclear Power Station in Guangdong comprises six 1,086MW generation units, four of which are in commercial operation. The remaining two are under construction and expected to go into service in 2018 and 2019.

## Tunnel Project in Hong Kong Wins High Praise

The Kai Tak Cable Tunnel in Hong Kong was completed in January 2017, providing vital infrastructure support for the Kai Tak Development Area. Its outstanding design has been acknowledged both locally and internationally in Autodesk Hong Kong BIM Awards 2017 and the Best BIM Facility Management Award in the BuildingSMART International Awards.





# The Shared Point

CLP is a big family and we operate in countries across Asia Pacific. Our employees come from different cultural and ethnic backgrounds. Understanding your dreams and aspirations cements the bonds between us. We sincerely invite you to share your interesting stories and tell us about the things that touch your heart on this platform.

## 1. Stretch Yourself and Live Your Dreams

## 2. Nurturing Chinese Art

### Stretch Yourself and Live Your Dreams

*by Natalie Chow, Executive Secretary – Corporate Development, CLP Power Hong Kong*

I used to believe that my performances in life were limited to my duties in the office and at home. Then, one day, I began a Tai Chi course. It quickly became an indispensable part of my life and led me to a thrilling new form of performance on the stage of an international Tai Chi festival. What started as a hobby to stay healthy turned out to be so much more. It has been my privilege to learn under Master Kwan Chi Cheung who not only inspires me with Tai Chi but also prepares me for the journey of life itself.

Twice a week, I would drag myself from Hung Hom to Tung Chung, battling against my exhaustion at the end of my working





day. I would swap my business suit for a Tai Chi uniform and practice for three hours. It wasn't easy, but once you have had the experience of pushing yourself to the limit, you find out more about yourself and keep going with a newfound willpower and resilience. It was beyond my wildest dreams that an office lady like me could eventually be awarded 6th Duan in the Chinese Wushu Duanwei System examination and compete in international events.



This year, I was selected to represent Hong Kong in the 4th China-ASEAN Wushu Festival, competing against opponents from 79 teams from 13 different countries and territories. There are always some moments in life you never forget. When I stepped onto the podium to receive the gold medal for Yang Style Tai Chi Sword as well as the bronze medal for Yang Style Tai Chi Chuen, I knew this was going to be one of those moments. Those two medals were the consummation of my hard work and time over the years

The moves in Tai Chi look slow and modest to the uninformed observer but they actually require a huge amount of physical energy. Tai Chi not only builds endurance but also self-confidence. The changes gradually benefit your family life and your work life in subtle ways. Rooted in the self-enhancing spirit of the martial arts, a Tai Chi education strengthens the will of the practitioner and gives you the opportunity to realise your dreams. So never limit yourself and never believe you cannot do more with your life. Live your dreams, just like I'm living mine today.



## Nurturing Chinese Art

by Ma Wei, Admin Engineer, CLP Sichuan (Jiangbian) Power Company Ltd



Life is simple and yet full of possibilities. You are free to pursue a healthy lifestyle and do things you enjoy to enrich your life. So do you read in your free time, or are you a tea enthusiast? Maybe you play sports, take photographs, or travel? For me, I have had a keen interest in traditional Chinese paintings since childhood so I spend my free time practicing and honing my painting skills. With my brush and ink, I try to record and preserve the beautiful things that make life worth living.

The fascinating thing about traditional Chinese paintings is the way in which multiple facets of Chinese culture can be combined into this one art form. Paintings are divided into different subcategories depending on their composition and style. The works I have chosen here are, coincidentally, all of flowers.

Even though they have a similar theme, each painting has a different style. 'Hua Kai Fu Gui' and 'He Tang Ya Qu' are *gongbi* pieces – meticulously realistic and painted in fine detail. 'Fu Gui Hua Kai' also depicts peonies but is a *xieyi* painting, using bold, simple strokes to capture the essence of the subject. These paintings, whatever the style used, all convey a sense of freedom, elegance and grace through artistic expression. By looking at the paintings and experiencing the emotions hidden within, audiences can gain a deeper understanding and appreciation of life.



Painting doesn't solely depend on talent. What matters more is developing an interest in art. Attitude and persistence are paramount in every artist's journey. If you make the most of your free time and devote yourself to practicing and nurturing an appreciation for culture and aesthetics, you can

enrich your knowledge, cultivate your taste, and find fulfilment in work and life. You too can start your journey to a more colourful life by painting the things you love.



Developing a hobby outside of work isn't difficult. In fact, with effective time management, you can balance your hobbies with work and family duties. What's more, a hobby can improve your professional performance. From painting and cultivating my aesthetic sense, I developed an interest in graphic design, root carving, and photography. This helped me when designing promotional campaigns for my company and also relieved stress from work.

These pictures show how I spend my free time. Have you discovered a life-enhancing hobby yet?





## In the Frame

Memories are for sharing – so share your favourite photographs with the CLP family. Send us your pictures of special moments with colleagues and friends and we will feature them in this section of the newsletter. You will receive a souvenir from us when your picture is published. Here is our latest selection.



Light fantastic ... Here's the CLP booth promoting energy efficiency at the Clock Tower in Tsim Sha Tsui. What a bright idea that was.



Stepping out ... Here's me lining up with the CLP Volunteer Team for the Run and Walk for Volunteering 2017 event. The weather was terrific and we all raised money for the underprivileged in a healthy way.



Sunset splendour ... The sky above the Jhajjar power plant in India is spectacular, especially in the evening as the sun sets. It inspires me and brings the working day to a colourful conclusion.



Sporting rivalry ... Our best players gave their all at table tennis in the 27th CLP-CGN Sports Meet. The competition was close as always but the friendships going back decades were even closer.



Family fun ... Team CLP and our families took part in the Happy@Work Ocean Park Challenge again this year. We demonstrated our excellent team work in the fun-filled challenges and contests. Mission accomplished!



Engineers together ... We met fellow engineers from Mainland China, Australia, and India at a four-day group-wide Female Engineer Network Event to celebrate career equality. We learned about leadership, innovation, and digital transformation in a series of workshops and visits.