

ENERGY FOR BRIGHTER TOMORROWS

# CLP.CONNECT

#010





## CEO MESSAGE

RICHARD LANCASTER CHIEF EXECUTIVE OFFICER

### Doing the Right Thing

Dear colleagues,

At this special time of year, I would like to extend my warmest greetings and best wishes to you all. It will soon be the Lunar New Year festival, so allow me to say *Kung Hei Fat Choy* as well.

The start of each new year is a good time for reflection and forward planning. It is also the busiest time of the year for some of our colleagues involved in preparing the Annual Report and Sustainability Report, important channels for us to communicate our key developments and strategies to stakeholders.

We put a great deal of effort into work of this kind because we understand the need to uphold the highest standards of corporate governance, transparency, and reporting. That is why we have made "Governance and Reporting" the theme of this issue of CLP.CONNECT.

Speaking on a panel at the Asian Financial Forum recently, I highlighted the importance of transparent disclosure and quality reporting in helping communicate and build alignment around CLP's purpose of sustainable, long-term value creation. This goes well beyond a focus on short-term financial performance. I related a conversation I had with a shareholder during one of the many shareholder visits I have hosted. This particular shareholder is also an electricity customer and happened to be a parent of a CLP employee. She told me that she wanted me to increase dividends, lower tariffs and also raise salaries and asked me how it's possible to do all three at the same time. This little anecdote illustrates how important it is to balance the interests of our stakeholders, and to communicate effectively with all.



▲ Richard Lancaster speaks at a panel themed "Profit with Purpose" alongside Mr Ronnie Chan (left), Chairman of Hang Lung Properties Limited, Mr Henry Fan (second from left), Chairman of Hong Kong Hospital Authority, and Dr Ruth Shapiro (right), Founder and Chief Executive of Centre for Asian Philanthropy and Society.

Good governance is central to the success of a company and a cornerstone upon which trust of stakeholders is built. In an interview here, our Group General Counsel and Chief Administrative Officer David Simmonds gives a brilliant explanation of why corporate governance is relevant to every one of us.

For us, going beyond compliance is simply the right thing to do. This is why we were the first Asian-based power company to set carbon intensity reduction targets back in 2007, and why we announced in December 2019 we will not build any more coal-fired projects. You can read more about our updated Climate Vision 2050 in this issue of CLP.CONNECT.

This issue also features interviews with two popular colleagues with extensive experience in reporting – Benjamin Lau of Group Finance and KL Ngan of Planning and Development, who have retired after each serving the company for more than three decades. I hope you find their stories about integrity and transparency, based on lessons drawn from their long careers, insightful and inspiring.

Our efforts in governance and reporting extend beyond Hong Kong, as illustrated by the stories about our efforts in Mainland China and Australia. We not only follow principles of good governance ourselves but have also influenced the industry in Mainland China by sharing our practices in governance and management with joint venture partners in the 40 years since we first entered the China market.

Above all, reporting and disclosure provide the impetus for better performance, demonstrated by EnergyAustralia which has teamed up with industry colleagues to benchmark its performance against the new Energy Charter, an industry-led initiative to improve customer experience.

I hope you will understand more about our commitment to excellence in governance and reporting after reading this issue, and do what you can to support our efforts. Happy reading!



**Richard Lancaster**

Chief Executive Officer





# Spelling Out CLP's Dedication to Reporting



▲ CLP colleagues celebrate the triumph of the company's Annual Report and Sustainability Report at the 2019 HKMA Best Annual Reports Awards.

Effective communication is crucial in today's complex and fast-changing business world. We need to not only do our jobs well and efficiently, but also inform the public and our many stakeholders so they clearly understand our objectives and progress.

CLP's Annual Report and Sustainability Report are the channels we use to share our most important developments. The two reports map out the latest actions by CLP, connecting the past with the present and the future as our business continues to grow.



The bilingual reports are painstakingly compiled by colleagues across the Group over the months spanning Christmas, New Year, and the Spring Festival, giving readers insights into the most accurate and relevant information about our operations and our interactions with the communities we serve.

"Our award-winning Annual Reports and Sustainability Reports open a window for our stakeholders through which they can see how we work, and the values driving the continuing growth of CLP," says Chief Executive Officer Richard Lancaster. "I wish to congratulate and thank all colleagues who work so hard to bring our reports to life."

## Clear financial visibility

CLP's Annual Report provides readers with detailed information about our business performance in Hong Kong, Mainland China, India, Southeast Asia and Taiwan, as well as Australia. Its content is based on information contributed by different business units and involves multiple rounds of scrutiny coordinated by the Group Public Affairs team.



▲ Chief Financial Officer Geert Peeters says stakeholders expect much more than just financial information in annual reports today.

The multinational nature of CLP's business means our Group Finance team has to work with colleagues across markets with different reporting standards to reconcile data and present consolidated financial statements in a way that meets Hong Kong requirements.

Geert Peeters, Chief Financial Officer, explains: "Aside from financial information, investors are looking for clarity about our strategy and ESG [environment, social and governance] priorities. In addition, stakeholders are following the business performance and the outlook of our business units, and are increasingly looking for information about our risk appetite and risk governance, and how we address risk management. We provide this information in our Annual Report in a clear and transparent fashion."

CLP's innovations in financial reporting such as the Accounting Mini-series are of great value to stakeholders, Geert says. "They contribute to the clarity and transparency of the report, which are key expectations," he adds.

## The importance of good governance

CLP prides itself on a high standard of corporate governance and transparency. The Group Corporate Secretarial team compiles the governance section of the Annual Report to offer readers insights into the company's decision-making process at the highest levels.

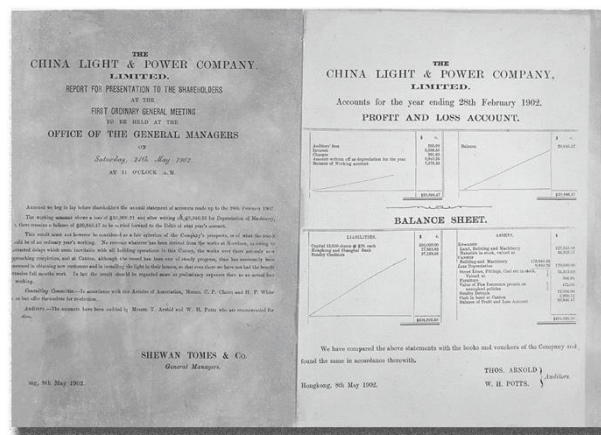
"Our culture is to do the right thing. Compliance is just the baseline. This is a critical ingredient in maintaining the trust of the communities we serve," says Group General Counsel and Chief Administrative Officer David Simmonds.

Michael Ling, CLP Holdings Deputy Company Secretary, adds, "Our approach to corporate governance supports our culture and values throughout the organisation. Good reporting is something we always strive for."

Both David and Michael credit CLP's corporate governance principles to the values and long-term focus of Chairman Sir Michael Kadoorie and his family which is reflected in the family motto: "Adhere and Prosper".

The origins of CLP's high standards of reporting can be traced to the company's creation. China Light & Power produced its first report for shareholders before its inaugural Annual General Meeting in May 1902, a year after the company was founded.

Throughout CLP's history, the company has always been committed to excellence in reporting and corporate governance, says former Company Secretary April Chan, who was involved in the preparation of each Annual Report from 1989 until her retirement in 2016.



▲ China Light & Power's first report for shareholders in 1902, a year after the company was founded.

"For CLP, it has never been enough to simply tick the boxes. Our aim was always ongoing improvement, making each edition of the Annual Report better than the one before, exceeding the expectations of stakeholders."

CLP's approach to company reporting may be summarised by the five C's: compliant, complete, clear, creative and communicating the most important information to stakeholders effectively, April says. These traits are key for CLP to meet increasingly rigorous regulatory requirements, as well as growing stakeholder expectations on transparency, risk management, governance and ESG reporting, according to April.

## Sustainability matters

Sustainability is increasingly important for us and is built into our strategies and decision-making from the highest levels to our day-to-day operations.

Since 2011, CLP's annual report has adopted an approach in line with the International Integrated Reporting Council's guidelines to discuss the company's strategies around six capitals: financial, manufactured, intellectual, human, social and relationship, and natural.

CLP also publishes a separate Sustainability Report that details our efforts to stay on top of opportunities and challenges that are essential to the long-term viability of our business at a time of rapid environmental and technological changes.

"Sustainability Reports are a key tool to help stakeholders build a deeper understanding of the most critical issues we need to manage, given the changes in our market context," says Hendrik Rosenthal, Director - Group Sustainability.



▲ *The 2018 Annual Report and Sustainability Report have won dozens of awards internationally.*

Hendrik and his team conducted a materiality assessment in 2018 to identify the most important ESG issues facing CLP. The result was the basis of the redesign of the 2018 Sustainability Report, which focused on the five most material topics: growing our business with purpose; responding to climate change; building an agile, inclusive and sustainable workforce; harnessing the power of technology; and reinforcing cyber resilience and data protection.

“CLP’s Annual Reports and Sustainability Reports continue to raise the bar for company reporting,” says Patrick Wu, Chairman of the Panel of Adjudicators for the Best Annual Report Awards 2019, which was

organised by the Hong Kong Management Association (HKMA).

Mr Wu and his panel presented CLP with the Best Report Award for our 2018 Annual Report, while our 2018 Sustainability Report was winner of the general category of the HKMA’s Sustainability Reporting Award. In addition, CLP also won the Platinum Award and the Sustainability and Social Responsibility Award in the Hang Seng Index category of the Hong Kong Institute of Certified Accountants’ Best Corporate Governance Award 2019. Between them, the two reports picked up more than 80 awards internationally.

## Keeping pace with social media

As digital media becomes the preferred information channel for an increasing number of stakeholders, CLP is making online version of our reports more user-friendly and interactive. “In today’s world, you will fall behind if you don’t change. The information we provide must be concise, readable, and available in many different formats,” Chief Corporate Development Officer Quince Chong says.

Vivian Au, Deputy Director – Public Affairs (Group), further explains it is essential to use richer and more engaging graphic illustration for both the print version and the online Snapshot of our Annual Report to draw readers’ attention and make the communication more impactful.

“If a picture is worth a thousand words, a good infographic is worth at least ten thousand words as the latter can be much more effective in helping readers visualise key ideas and concepts,” she says.



## Running the “Chinese Marathon”

It's known as the Chinese Marathon – a pivotal and intense part of the CLP's Annual Report production process during which a Chinese translation of the report is scrutinised line by line against the original English version.



After annual results are announced, a dedicated team of around 20 people, including 10 “Chinese language experts”, will start the Marathon and gather in a room in CLP's headquarters for seven straight days, often carrying stacks of paper and pens with energy snacks to keep them going. They come from different departments and only meet once a year, but when they do meet, they are kept busy from dawn until long after dusk.

Reviewing and refining the report usually lasts from 10 am until midnight, earning it the Chinese Marathon nickname while participants are referred to as runners. The process began in the early 2000s to ensure synchronisation between the English and Chinese versions and consistency throughout the reports.

“Our Annual Report is drafted in English. However, 80% of our shareholders read Chinese, and quite a lot of them are based in Hong Kong. That is why we want to make sure the Chinese version really reads well,” says Assistant Company Secretary Lyon Leung, who has been a runner 15 times.

As runners come from different departments, the Chinese Marathon is a novel opportunity to bring together people with a variety of expertise for a holistic review of the Annual Report from alternative perspectives.

When Lyon joined CLP in 2003, she admits being taken aback by the amount of time and efforts colleagues put into the Chinese Marathon, but she soon saw how the hard work paid off. “Shareholders have told me they appreciate the high standard of our Chinese Annual Report, which they say they cannot find in other company reports,” Lyon says.

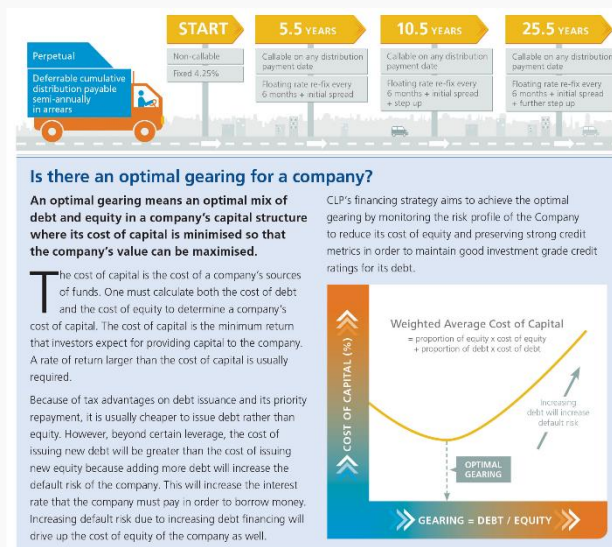
# Explaining the numbers game

There is a three-page section in CLP's Annual Report that looks like a chapter from an accounting textbook. This unique feature, known as the Accounting Mini-series, explains topical accounting concepts in financial statements to readers who may not have a background in accounting.

"Some accounting students and candidates sitting for accounting professional exams actually told me that they were happy to find real-life cases explaining those concepts, which were hard to find in their study materials," says Doris Chan, Accounting Manager – Technical and Development, who drafts the Accounting Mini-series.

The purpose of this section is more than just educational. Every year, a special topic is selected according to the direction of the company's development, and the aim is to help the financial community understand the rationale behind the decisions that have been taken, Doris explains.

The 2014 Accounting Mini-series, for instance, was published after CLP Power issued an aggregate of US\$750 million perpetual capital securities. Titled "Liability or Equity", that year's series explained why the perpetual capital securities should be classified as equity rather than debt and why some investors might call them perpetual bonds.





## Courtroom Drama Sparks a Lifelong Passion for Law



CLP Group General Counsel and Chief Administrative Officer David Simmonds's career choice came as something of a surprise for the big medical family he grew up in. "I did one thing which doctors in Australia hate," he says with a smile. "I became a lawyer."

With a hospital nursing director for a mother, an oncologist for a brother, a physiotherapist for a sister, and a number of surgeons for uncles, David's unexpected vocation came to him in a roundabout way.

His passion for law was ignited when he did work experience with the Australian Associated Press as a teenager and went along with a reporter to cover a high-profile criminal trial. "It was fascinating, and that was how I first got interested in law," he remembers.

After graduating from the University of Melbourne with a degree in law and a degree in commerce, David took up a number of in-house roles including senior legal positions at Australian telecommunications company



▲ Family life is important to father-of-four David whose role model is his mother (with him in picture on left).



Telstra. He joined the CLP Group in 2007 as General Counsel and Company Secretary of EnergyAustralia, known as TRUenergy at the time.

A year later he moved to Hong Kong as Director of Group Legal Affairs and in September 2013, he became Group General Counsel and Chief Administrative Officer. David took on the responsibility of Company Secretary in 2016, overseeing the standard of CLP's corporate governance.



▲ David (third from left) joins CLP Holdings Chairman Sir Michael Kadoorie (centre) along with directors and family members on a visit to India in 2014.

For David, the fascination with law is the human element he saw in court as a teenage intern rather than the minutiae of its rules and regulations. "The law itself was not what I was interested in per se – it was more about the bigger picture," he explains. "If you think about it, law is about how you regulate human relationships.

"Corporate governance is also fundamentally about human relationships. It is about how you communicate with people about what you are doing, why you are doing it, how you do things that equate with your values, and who you want to be as an organisation. That essentially human part of it can get lost in the details of processes and policies, but it is really important."



▲ David (right) believes it is important to work with a company whose values you share.

David enjoys working at CLP because he says the company shares his strong sense of values and believes in the importance of upholding those values through corporate governance.

"The last place I would want to be is working for a company whose values I am not really comfortable with," he says. "That's a big attraction for me with CLP, and I think also for a number of other people. It starts from the Board and runs as a conscious decision through the organisation, enabled by corporate governance."

David admits he was initially concerned that working for an electricity utility company might be dull, but says his perception quickly changed.

Two seismic issues have triggered a new era of extraordinary change for the power industry, David says: Technology and climate change.

In addition to his responsibilities for high-level legal issues and his company secretarial work, David also looks after CLP's climate change strategy including its Climate Vision 2050 which sets out a series of decarbonisation and clean energy targets. In December 2019, CLP announced the updated Climate Vision 2050, outlining new pledges to refrain from investing in any additional coal-fired generation capacity and to progressively phase out all remaining coal assets by 2050.

For David, climate change is becoming an increasingly critical issue. "Climate change is just so important to the future of the company, and we need to get our position on that right, not only from a risk management perspective, but also to find where our place is in a world where carbon is less accepted, and so it's a really interesting business challenge," he says. "It's also a really important world challenge that we need to get right."

Of the many responsibilities he bears, which does he consider the most precious? "You can't have a favourite child," David answers with laugh. "But if one of them falls down the stairs, which one do you run fastest for? It's climate change."



▲ Addressing climate change is a key challenge for the company, David says.

## A Teenager Smitten by the Bright Lights of Kowloon

David's love affair with Hong Kong began long before he worked for CLP when, as a 19-year-old traveller, he flew into the old Kai Tak airport and spent a few days in Mongkok on a stopover on his way to Europe. That brief visit made an indelible impression.

"The food, the colours, the Ladies Market, the Jade Market – it was awesome to take a bus down Nathan Road and see all those neon signs," he remembers.

After that, David visited every time he came to Asia, but it wasn't until his third stay that he set foot outside Kowloon to go to Hong Kong Island.

"When I first went to Hong Kong Island I was like 'Wow, this is really different'," he says.

David knows much more of Hong Kong today but still has a special place in his heart for the streets of Kowloon he first encountered as a wide-eyed teenager.

"I have always loved Chinese food and there were some very good dai pai dongs in Mongkok," he says. "I still love the wok-fried beef noodles."





# A Journey of Discovery for Shareholders



▲ CLP engineer shows shareholders around Black Point Power Station.

On a bright October morning in 2019, a group of people gathered excitedly at CLP's Sham Shui Po Centre for a day trip with a difference. The 40 visitors are part of a yearly group of about 3,000 shareholders and guests who have joined tailor-made tours organised under the CLP Shareholders' Visit Programme that gives retail shareholders a close-up look at what makes the company tick.

The visitors enjoyed a typically packed itinerary. They spent the morning visiting SmartHub@CLP at Sham Shui Po Centre, then headed to the Black Point Power Station for a CLP hosted lunch followed by a guided tour led by a CLP engineer.

Ada Chow was taking part in the tour for the fifth time. “There’s always something new in the programme,” she says. “Every time I have come, I have been inspired and gained fresh insights. That’s why I sign up for it year after year.”

The programme was launched in 2003 and has received an overwhelming response from shareholders. So far, more than 1,000 tours have been organised and about 42,000 shareholders and their families and friends have taken part.

At first, the visits were limited to certain months of the year. Now they have been extended year-round, and new tours are regularly added to keep pace with the growing demand.



▲ Ada Chow (right) says the highlight of the tour was visiting Black Point Power Station.

## Making new connections

CLP Holdings Deputy Company Secretary Michael Ling believes the popular highlight of the programme is the CLP hosted lunch at the power stations where shareholders get a rare chance to see the generation assets.

The programme offers an exclusive platform for shareholders to speak directly to board members and management.



▲ CLP Holdings Chairman Sir Michael Kadoorie (second from right) and Non-executive Director Philip Kadoorie (right) treasure the opportunity to meet shareholders.



▲ Chief Executive Officer of CLP, Richard Lancaster (left), chats with a shareholder visiting Black Point Power Station.

“CLP attaches great importance to communicating with shareholders,” Michael explains. “Through this programme, we invite board members and senior management to have lunch with our shareholders where they can exchange views on the company’s latest development in an informal setting. This is a great way to build trust and loyalty with our shareholders.”

For Ada, the highlight of the programme was the visit to Black Point. “The reason I first signed up for the programme was because I was keen to know more about how electricity is generated and what the inside of a power plant looks like,” she says. “I will definitely recommend this programme to others.”

## Innovation that transforms lives

SmartHub@CLP, launched in late 2018, was added to the itinerary last year, allowing visitors to look around its six themed zones featuring virtual reality (VR) technology and interactive multimedia to demonstrate CLP's role as a smart city enabler and a pioneer of smart living.

Tour member Woo Man San, 80, was dazzled by the new technology on display, while his wife enjoyed trying on outfits from different countries in a VR gaming zone.



▲ *Woo Man San and his wife were impressed by the advanced technology on display at SmartHub@CLP.*

"We have learnt a lot today," says Mr Woo. "The latest smart home system impressed me the most. I didn't realise that with the advances in technology, health data of elderly people, such as our heartbeat and blood pressure, can be monitored to reduce the risk of injuries at home."

The scope of the programme has been expanded in recent years with a popular Family Day Tour added in 2017 to allow shareholders to bring along youngsters aged 12 to 17. Last year, a new Saturday Half Day tour was launched for shareholders with busy schedules during weekdays and weekends.

In 2020, the CLP Power Low Carbon Energy Education Centre at the City University of Hong Kong will be added back to the programme for visitors to learn about sustainable energy and the role it plays in addressing climate change.

"We often get great response from our shareholders of the programme. This gives us the motivation to constantly look at ways to improve the programme and to make it more accessible to our retail shareholders," says Michael.





# Two Lifetimes of Learning: Reflections from 70 Extraordinary Years at CLP

Two leading CLP executives with a combined 70 years of service between them retired in September 2019, leaving behind a warm legacy of professionalism and achievement and two career lifetimes of friendships throughout the company.

Benjamin Lau, previously Senior Director – Group Financial Control who oversaw financial reporting and was the mastermind behind the “Ben’s Chart” in the CLP Annual Report, left CLP after 31 years.

KL Ngan, meanwhile, was Deputy Director – Regulatory Management and handled reporting to the regulator in Hong Kong before he headed into retirement after 39 years.

Here, the two men reflect on their long and distinguished careers with CLP and the lessons they have drawn from their working lifetimes with the company through decades of extraordinary change and evolution.

## “Ben’s Chart” Inventor Leaves a Legacy of Integrity



▲ Benjamin (right) has made a lot of friends throughout his 30-year career at CLP, including former CFO Peter PW Tse (second from left).

Benjamin joined CLP in 1988 as a Senior Accounting Officer in the Treasury Department. A decade later, he moved to CLP Holdings shortly after its formation and started handling its finance function including the Group’s financial reporting. Over the years, he earned a reputation for his ability to present complex financial issues in a clear and interesting manner.

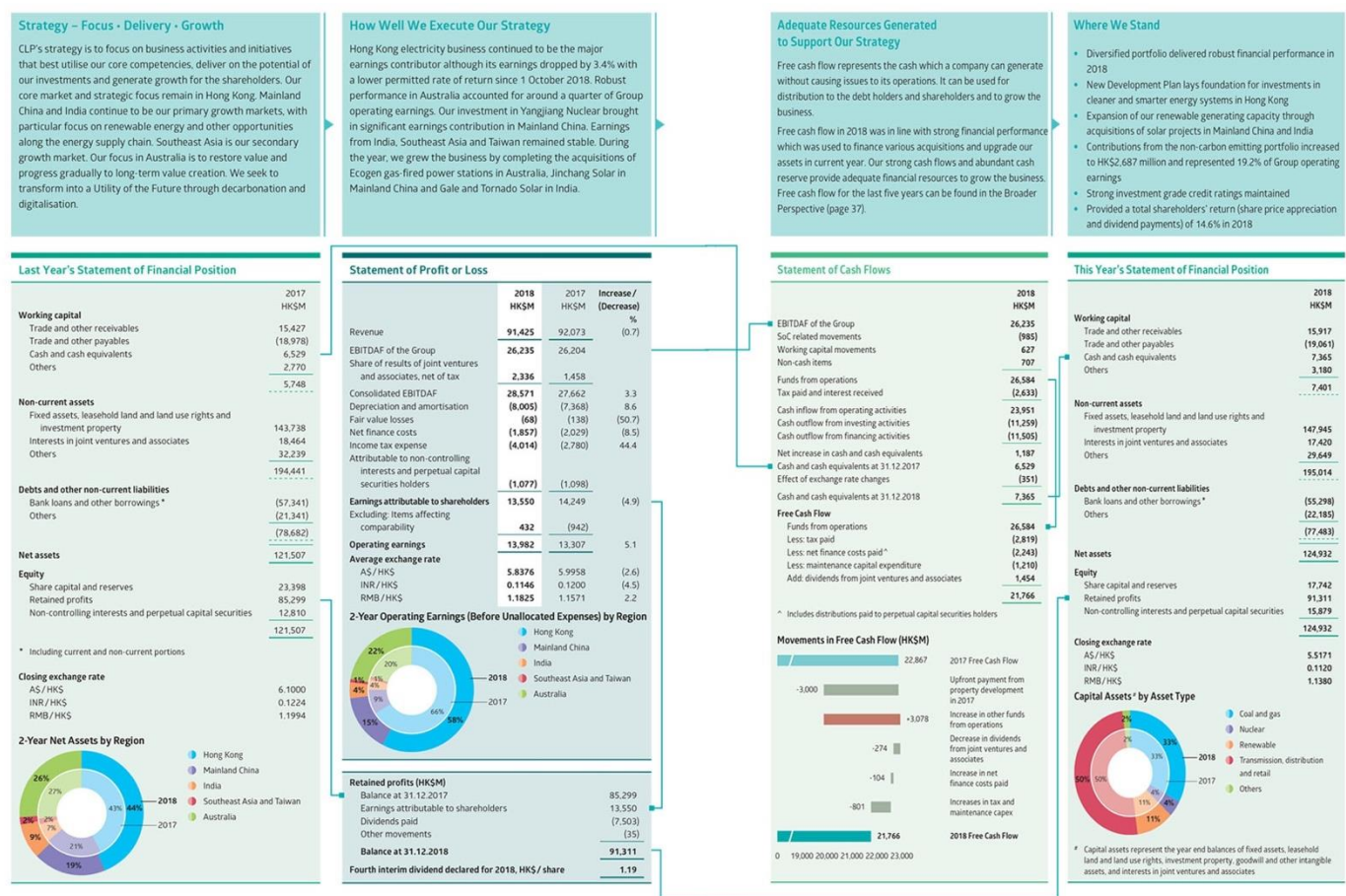
He admits he had no career aspiration to become a professional accountant. He once thought of becoming a doctor before entering the Faculty of Social Sciences at the University of Hong Kong, putting himself on course to find fulfilment in the world of finance rather than medicine.

The greatest satisfaction from working on financial reporting for Benjamin came from helping the layman understand financial statements. He believes that understanding financial statements is a right, not a privilege. He remembers the words of Peter PW Tse, the

former Chief Financial Officer of CLP, who would point out that the company's shares were "a stock for the orphans and widows who rely on the regular dividends to support their living".

"I always wonder how much the shareholders, especially small retail investors, really understand our businesses, our financial performance and risks," Benjamin says. "Most of them probably only know how much our stock price has risen, and how much profit we have earned."

He realised the problem rested mainly in the difficulty in reading bulky financial statements and understanding the accounting jargon used for regulatory compliance. It was this realisation that led him to create what colleagues called the "Ben's Chart" in the Annual Reports.



▲ "Ben's Chart" in CLP's 2018 Annual Report (pages 30 and 31) explains how our financial results and position changed over the year.

"Ben's Chart" shows how CLP's strategy drives the businesses to deliver the financial performance and the consequential impact of these business activities on financial statements. It helps explain in visual terms how the numbers in the financial statements change over the year – for example, how the change in earnings affects the change in cashflow. This draws readers' attention to CLP's financial performance beyond the simple rise and fall of net profits. "Ben's Chart" was first used in CLP's 2000 Annual Report, which went on to win a grand award from the Hong Kong Management Association the following year.

Making the financial statements more user-friendly is in line with CLP's culture of transparency and integrity.

"It is the regulatory requirement for the directors of the company to present the financial statements in a true and fair view," says Benjamin. "Management takes up the responsibility for preparing those financial statements. However, preparing such financial statements is not a straight-forward exercise because it involves a lot of judgements. Different judgements may lead to different financial results."

"One obvious example is the impairment of assets. Sometimes colleagues may have a wrong perception that our role is to present the financial performance in such a way that the financial results may look better. That is not correct. Our job is to fairly present the company's financial performance based on reasonable professional judgements."

"The most important thing is to avoid distorting the picture. It is wrong to make the results look good for the sake of boosting our share price."

Benjamin has some sage advice for the younger colleagues who succeed him. "There are always different views on the same subject," he says. "You have to exercise your professional judgements, stand firm on your duty and responsibility, and be honest to yourself."

## KL Witnesses a New Pact with Society Emerge



▲ Benjamin (fifth from right) and his team visit CLP's Xundian Wind Farm in Yunnan in 2018.



▲ KL and his friends hike up Victoria Peak for a "retirement walk" to celebrate the milestone.

KL has worked at CLP for his entire working life and even after retirement finds it hard to stay away, returning to Head Office from time to time to take part in yoga classes.

With a background in Electrical Engineering, he joined CLP in 1980 as a transmission trainee, and later switched to the Generation Business Group. Over the years he worked at all three power stations in Hong Kong – Castle Peak, Penny's Bay, and Black Point – with duties ranging from engineering and commercial work to planning and environment management.

In 2008 KL became responsible for communicating with the Hong Kong Government in the execution of the Scheme of Control (SoC) Agreement, the key regulatory framework governing the electricity supply industry in Hong Kong. Looking back at the decade he spent on managing the SoC, he says he noticed subtle changes in the style of reporting, which were intertwined with the changing relationship between the company, the Government, and the community.



"In the old days, the SoC was regarded as a regulating agreement between two parties – the Government and the company. But society has changed. People's expectations of utilities and the Government have changed," KL says.

"The Government has to make sure under the agreement, CLP is meeting the expectation of being socially responsible. More and more of the communication with the Government is driven by the prevailing sentiment in society. Gradually, the SoC is becoming an invisible contract between the company and society, or the whole of Hong Kong."

In the early days of the implementation of the SoC, the Government mainly monitored the financial matters of power companies. Later the companies were required to provide more supplementary operational information, such as information about emissions or details of expenses, to meet the rising demand for more transparency.

Over time, KL sensed a change in the mindset of colleagues regarding external communications. "In the past, our colleagues usually took a reactive approach in disclosing information," he says.

"But gradually we realised that such a defensive attitude in reporting would lead to distorted perception of our work sometimes, and this was not good for the company. From experience, giving out appropriate information timely can actually help the regulator adequately understand our work and give their support.

"The Government has a report-heavy culture. As we provide Government officials with information required for regulatory purposes, and they would also be glad to respond positively to our requests in return. That is how trust and respect are built."



▲ Two generations of the Regulatory Management team come together: KL (third from right), his successor Gloria Kwan, Deputy Director – Regulatory Management (third from left) and other colleagues share a meal.





# An Industry United to Put Customers First



▲ EnergyAustralia Managing Director Catherine Tanna (third from right, front row) joins Australian energy company CEOs to sign the Energy Charter. (Photo by Jess Gleeson)

Following a period of rising household energy prices and supply security concerns, leaders in Australia's energy industry have committed to working together under a world-first initiative called the Energy Charter to unite Australia's energy industry to improve customer outcomes.

In January 2019, EnergyAustralia joined 17 other energy businesses in the country to become founding signatories of the Energy Charter – a commitment to improve customer service, affordability, reliability and sustainability for all Australians.

"When the lights go out, when power bills rise to record highs, and when it takes longer than it should to fix a simple billing mistake, it is hard to argue that the energy system is working in the best interest of customers,"

says EnergyAustralia Managing Director Catherine Tanna. “The Energy Charter aims to put things right. It asks companies to make public promises, and it holds them to those promises.”

By committing to the Energy Charter, businesses throughout the energy supply chain agree to follow five guiding principles.

## THE FIVE PRINCIPLES OF THE ENERGY CHARTER

1. We will put customers at the centre of our business and the energy system.
2. We will improve energy affordability for customers.
3. We will provide energy safely, sustainably, and reliably.
4. We will improve the customer experience.
5. We will support customers facing vulnerable circumstances.

As an industry-led initiative, the Energy Charter binds generators, network operators, and retailers, and requires them to assess their performance against standards of good customer service.

Last September, EnergyAustralia released its first Energy Charter disclosure that benchmarked its performance for the year to June against the Charter’s principles. The process of compiling the disclosure revealed EnergyAustralia is doing well in a number of areas.

To ease pressure on customer bills, EnergyAustralia decided not to pass on around A\$55 million of rising costs in parts of the energy chain in 2018 to keep average electricity prices flat for customers in New South Wales and Victoria, while also putting prices on hold in South Australia and Queensland.

Knowing that customers want energy plans that they can understand and afford, EnergyAustralia made changes last July to deliver simpler products to make it easier for customers to know for certain if they are on the best deal available to them.

A few areas remain, however, where EnergyAustralia can still do better. Customer research conducted in the first quarter of 2019, for example, showed 42% of customers with a problem had to contact the company more than three times before it was resolved.



▲ EnergyAustralia’s large battery portfolio supports the reliability of its energy system, helping it uphold one of the Energy Charter principles.



▲ *EnergyAustralia's call centre agents are skilled at handling a broad range of customer enquiries.*

To improve that, EnergyAustralia embarked on a programme to turn that experience around. Now, its agents are better skilled at handling different types of enquiries, and for complex issues, the company now provides customers with a dedicated case manager to ensure their concern is resolved as quickly as possible. These measures have lifted the first call resolution success rate to around 70%.

Moving forward, EnergyAustralia aims to work together with the industry to create a service that is affordable, simple, and fair to customers. One focus is on innovation around energy products and services such as demand response, to produce the best outcomes for customers.

"The energy challenges we face won't be solved easily or by one company acting alone," Catherine says. "The Charter is where we start, and it's a good start."





# Spreading Good Corporate Governance: A Remarkable 40-Year Journey



▲ *In the 1980s, CLP invested in and took part in the construction of the Daya Bay Nuclear Power Station, a successful early example of partnership between Mainland China and foreign enterprises under the country's economic reform process.*

In 1979, a single cable created a historic link and laid the foundations for four decades of cross-boundary cooperation and growth. That cable was a 66kV line connecting the CLP power grid in Hong Kong to neighbouring Guangdong province, enabling CLP to supply electricity to Mainland China. Today, CLP has a business presence in 15 provinces, cities, and autonomous regions and a portfolio of more than 50 assets.

CLP's remarkable development in Mainland China over the past 40 years has coincided with the country's epic journey of economic reform and opening to the world. CLP has not only brought investment across the boundary, but has worked closely with partners there to play an important role in its reform and opening-up.



Over the years, CLP has established long-term partnerships with state-owned enterprises and shared with them successful corporate governance and management practices. Its well-established practices in internal controls, audits, risk management and operations have offered effective benchmarks for the joint ventures.

## Sharing good practice



▲ CLP shares corporate governance and management practices with its partners.

A prime example of this is CLP's Company Management Authority Manual (CMAM) which details authority at each level of management together with the relevant checks and balances. This has been implemented in projects and joint ventures including the Guangdong Daya Bay Nuclear Power Station and Guohua International Power<sup>1</sup>.

"CLP's rigorous governance system sets out an established standard for the delegation of authority covering all management and employees from the General Manager and Board members down, with a high level of execution rigour," says Steven Lau, who had worked for over 20 years at Daya Bay.

Steven worked with Guangdong Nuclear Power Joint Venture Co., Ltd. (GNPJVC), the owner of Daya Bay Nuclear Power Station, from 1992 and liaised with China General Nuclear Power Corporation (CGNPC) as First Deputy General Manager of Daya Bay Nuclear Power Operations and Management Co., Ltd. (DNMC), a position he held until his retirement in 2014. He is now Senior Advisor to the Nuclear Business of CLP.

"CLP regularly reviews its standards. Any updates or enhancements are shared with the joint venture," he explains. "Executives at CGNPC are highly receptive to CLP's best practices."

Through the Daya Bay project, CLP has shared its experience in internal audit with its mainland partners. Steven's successor at Daya Bay, CS Lee, says executives nominated by CLP as minority shareholder in the early days of GNPJVC mostly took up positions as deputies except for the Chief Auditor who was nominated by CLP.

"This is testament to our partner's trust in us and respect for us when it comes to audits," CS says. The subsequent establishment at DNMC of an audit committee in 2009 and a risk committee in 2012 further reflected the influence of CLP's practices.

Steven says the CLP management approach had not only been adopted at Daya Bay but also become a benchmark transplanted to other CGNPC power plants. CGNPC's outstanding culture of nuclear safety, meanwhile, has inspired CLP and led to frequent exchanges of ideas between the two parties.



▲ CLP nominates its employees to positions at the Daya Bay Nuclear Power Station, exporting good management practices to the plant's daily operations.

## Driving higher standards



▲ CLP has helped Guohua Power establish its safety, operations, and management systems, captured in these Guohua safety and risk management manuals.

As well as being a valued source of advanced management ideas and systems, CLP has also helped its partners in Mainland China implement higher standards of operations and safety management.

One of the biggest benefits CLP has brought to its 20-year joint venture partnership with Guohua Power has been the successful implementation of the internationally-recognised safety and risk management standards of the National Occupational Safety Association (NOSA).

With the support of CLP, Guohua's Sanhe Power Station obtained the NOSA three-star standard in 2002, and just two years later, it received the highest five-star rating.

Guohua has seen its risk management awareness enhanced in the process, leading to a cultural shift from the

traditional approach of remedial management to pre-emptive management and proactive risk control.

Reflecting on the long partnership with Guohua, CLP China Vice President Kenny Cheung says: "Since the early days of the partnership, CLP has been very supportive in building the safety, operations and management systems in the operation of the joint venture, exporting a robust system of corporate governance, internal control, and operational management to Guohua, which was quick to embrace it."

The fruitful partnership has seen Guohua's total installed capacity grow more than 21-fold over the past two decades from around 2,000MW to around 43,000MW.

"Although CLP has only invested in approximately 7,500MW of the power assets, it has influenced Guohua as a whole, as it adopts an integrated management approach," says Kenny. "We are delighted to see the huge strides Guohua has made, as it reflects the contribution of CLP to the development of the power industry in China."

Kenny says his association with Guohua made the greatest impression on him of all his dealings with a number of joint ventures involving CLP.

He has been profoundly touched not only by the success of the partnership but at the gratitude expressed by Guohua for the benefit of sharing CLP's management experience.



▲ Through investing in Guohua International Power, CLP holds an interest in some of Guohua's power plants, including the Sanhe Power Station shown here.

As its experience in Mainland China continues to grow, CLP China is working ever more closely with its partners, inviting their employees to visit its Group headquarters and power plants and providing a range of professional training courses.

It is a cross-boundary alliance that helps raise standards of expertise in corporate governance while creating ever-closer partnerships, as Mainland China's power industry expands further and its story of extraordinary growth moves into a new chapter.

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<sup>1</sup> *Shenhua Guohua International Power Co., Ltd. (referred to as Guohua International Power) is a power generation company in China. China Energy Investment Corporation and CLP Group through their subsidiaries have respectively invested in 70% and 30% of stake in Guohua International Power.*





# Tackling the Burning Issue of Air Pollution in India



▲ *Farmers learn alternative straw management methods in a project to reduce stubble burning supported by CLP India and the Confederation of Indian Industry Foundation.*

The Taj Mahal in India is one of the Seven Wonders of the World. But visit in the winter months and you are likely to find mobile air purifiers placed around the iconic landmark to mitigate the impact of poor air quality.





▲ *Stubble burning generates heavy smoke and worsens air pollution.*

Air pollution in India has been aggravated by a number of factors including crop residue burning. In the autumn and early winter, farmers burn stubble left by the harvest, generating heavy smoke which – combined with fog, dust, and vehicle and factory emissions – creates a thick haze.

Stubble burning is widespread in northwest India and has significantly contributed to air pollution in the area. According to an article in the International Journal of Environmental Research and Public Health, the particulate matter emitted by stubble burning in Delhi is 17 times of that of all other sources combined, including vehicle emissions, garbage burning, and industrial pollution.

To reduce stubble burning and the resultant particulate emissions, CLP India has teamed up with the Confederation of Indian Industry (CII) Foundation to support a project encouraging farmers to adopt sustainable methods of crop residue management in the northern

Indian state of Haryana, where Jhajjar Power Station is located.

The project covers an estimated 7,500 acres of farmland, equivalent to the size of around 5,000 football fields. It will run for two years and is initially being implemented in five villages in the districts of Rohtak and Fatehabad with the support of non-profit partners and farmers' groups.

"Crop residue burning not only contributes to harmful emissions, but also depletes essential nutrients from the soil," says CLP India's Head of Corporate Social Responsibility Dr Priyesh Modi. "Our intervention in partnership with the CII Foundation aims to bring about a fundamental change in farming practices in the region. We hope our efforts will help reduce crop residue burning in the state and contribute towards a clean, green environment."



▲ *Dhirender Khadgata (in purple shirt), Deputy Commissioner of Fatehabad, discusses straw management issues with farmers.*

CII Foundation Programme Lead Chandrakant Pradhan says the response from farmers has been encouraging. "A large number of them have taken the initiative of adopting improved straw management practice themselves, and many others have shown exemplary social leadership in convincing others to join in the endeavour," he explains.

"In the middle of one more season of widespread stubble burning across the region, this project has demonstrated how this deep-rooted issue can be tackled successfully."

The project includes a series of community interactions and campaigns to educate farmers and help them build capacity for eco-friendly methods of straw management to eradicate the need for any burning. It also helps farmers deploy crop residue management farm tools and technologies to better manage the stubble.

“CLP India and the CII Foundation have helped us in ending straw burning in our village – something we have always wanted to do, but did not have the means to do before. Their support has encouraged us,” says Ramesh Chauhan, President of the Thakur Agriculture Society, a farmers group in Ghotru, Fatehabad.

A lack of capital to buy the expensive farm tools needed for straw management is one of the reasons behind the burning practice. The project provides financial support to farmer groups to help them purchase farm tools, as well as to buy or rent the high-powered tractors and balers required to clear straw from fields. It aims to connect farmers to Government schemes providing subsidies to buy farm tools.

The initiative also hopes to help farmers generate additional sources of income through supporting farmers in turning crop residue into biogas.

“The project has provided us with machinery support to manage the crop residues which has given us a ray of hope,” says Kuldeep Hooda, President of the Bharat Multipurpose Co. Op. Society, a farmers group in Village Dhamar, Rohtak.



▲ *The project allows farmers to buy or rent high-powered tractors and balers for straw clearing.*



# Climate Vision 2050: Building a More Sustainable World



▲ *CLP pledges not to invest in any additional coal-fired generation capacity and to progressively phase out all remaining coal assets by 2050.*

Climate change is an emergency that profoundly affects us all and that we have a collective responsibility to address. The scale of the challenge was made clear in the protracted negotiations at the United Nations Climate Change Conference in Madrid in December 2019 where policymakers from more than 180 countries debated the need for urgent action.

The Intergovernmental Panel on Climate Change (IPCC) estimates that to limit global temperature increases to 1.5°C above pre-industrial levels, carbon emissions need to be reduced 45% by 2030 compared with 2010. The daunting trajectory mapped out by the IPCC demonstrates how pressing the issue of climate change is.



▲ CLP has announced its new decarbonisation actions under the updated Climate Vision 2050.

As Hong Kong's largest power company, CLP has a particular responsibility to rise to the challenge of climate change. In December, it announced its latest decarbonisation actions under the updated Climate Vision 2050, pledging not to invest in any additional coal-fired generation capacity and to progressively phase out all remaining coal assets by 2050.

"Our updated Climate Vision 2050 speaks to CLP's ambition to make decarbonisation a reality and contribute to the world's transition towards a sustainable future," says Chief Executive Officer Richard Lancaster.

CLP was the first power company in Asia to set carbon intensity reduction targets in 2007 when

the original Climate Vision 2050 was launched. Following the ratification of the Paris Agreement and in view of the increasing pace of energy transition in the industry, CLP in 2017 undertook a comprehensive review of the Climate Vision 2050 targets and committed to an 80% reduction in the Group's carbon intensity by 2050 compared with 2007 levels.

Climate Vision 2050 is integrated into CLP's strategies on asset portfolio management, including acquisitions and divestments, guiding the Group in managing climate-related opportunities and risks across our operations in Hong Kong, Mainland China, India, Southeast Asia & Taiwan, and Australia.

Under the strategy, CLP's carbon intensity was reduced to 0.66 kg CO<sub>2</sub>/kWh in 2018, compared with 0.84 kg CO<sub>2</sub>/kWh in 2007, as the Group increased investments in low-carbon businesses in the Asia Pacific region, including wind and solar energy. CLP aims to expand the proportion of renewable energy in its generation portfolio to 30% by 2030, and to increase non-carbon emitting capacity to 40%.

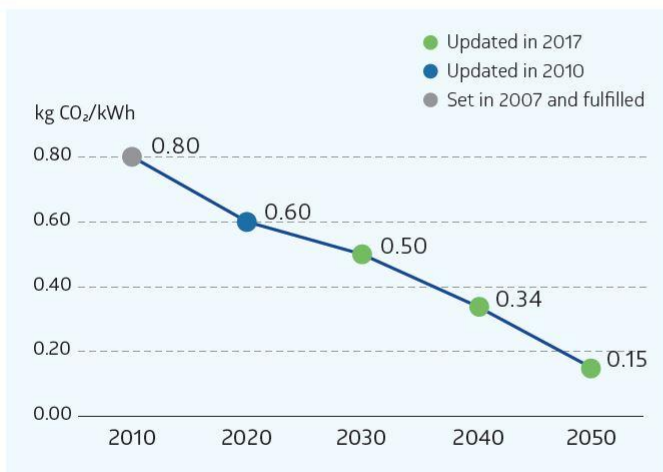
"In addition to decarbonising our generation portfolio, we are evolving our business model to further explore low-carbon investment opportunities in transmission and distribution, electric vehicle charging, decentralised generation, and smart energy services, making full use of advanced technologies and innovation," says Richard. "Climate Vision 2050 will facilitate CLP's ongoing transformation into a Utility of the Future."



## Strengthening CLP's decarbonisation and clean energy targets over time

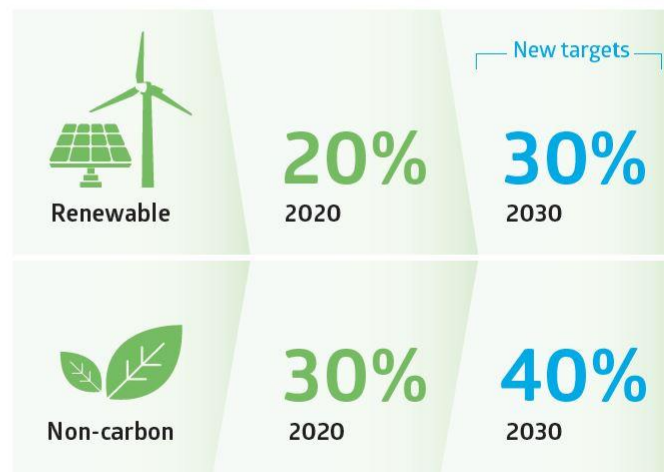
### Decarbonisation Targets

(in terms of carbon intensity)



### Clean Energy Targets

(in terms of renewable and non-carbon emitting energy share of CLP's generation portfolio)



Note: The targets are on an equity plus long-term capacity and energy purchase basis.

CLP needs to continue to evolve as emerging technologies and business models offer new possibilities for decarbonisation, along with changes in policies and regulations, says Group General Counsel and Chief Administrative Officer David Simmonds.

"We recognise the need to further accelerate our action, and we are committed to strengthening our targets at least every five years," he says.

CLP has pledged to track its targets and progress towards them against the Science Based Targets initiative, a globally recognised framework backed by the United Nations Global Compact, CDP, World Resources Institute, and the World Wide Fund for Nature. This transparent comparison will help CLP stay on course to accelerate its transition to a science-based target.

CLP will also use scenario analysis in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Set up by the Financial Stability Board in 2015, the TCFD aims to formulate consistent rules for companies to disclose climate-related financial information.

"Companies need to be transparent about the impact of climate change on their business. It's our accountability to our shareholders, investors and the communities we serve," says David.



# Painting a Brighter Future with a Little Help from CLP

Man Ho Hin is a happy 13-year-old boy who loves to paint. He goes to art class every week where he not only enjoys learning new skills, but also the friendship and camaraderie of his classmates, despite the obvious differences between them.

Born with a weak calf bone that can easily fracture, secondary one student Ho Hin has to use a leg brace since he first learned to walk. He is frequently in hospital, and his medical conditions have led to big expenses for his family.

Understanding their situation, a social worker at the Hong Kong Christian Service Pui Oi School where Ho Hin studies nominated him to be a beneficiary of the CLP Power Connect programme, launched in January 2019 to encourage residential customers to conserve energy and help the underprivileged.



▲ Social worker Esther Li (right) is thanked by Ho Hin and his mother after helping them apply for a CLP electricity subsidy.

CLP helped 40,000 households in need by offering electricity subsidies totalling HK\$20 million through the programme last year. Ho Hin's family was among the beneficiaries awarded subsidies last September.

Each eligible beneficiary household receives a HK\$500 electricity subsidy under the programme. While it may not be a huge amount, for Ho Hin's mother, it brought some welcome relief.

"It reduces some of our expenses," Mrs Man says. "We already have to spend a lot on medical treatment. Our transport costs are also high as we often go out for hospital visits and extra-curricular activities such as painting classes."

Esther Li, the social worker at Ho Hin's school, pointed out that CLP had introduced a new online system for the programme, making it easier for non-governmental organisations to help submit application for families to apply for the subsidies. "Unlike other funds and subsidies, the application process for CLP's electricity subsidy is fast and simple, which can genuinely help those in need."



▲ *The Power Connect programme won the Excellence in Social Good category of the HKMA/TVB Awards for Marketing Excellence 2019.*

To date, more than 230,000 customers have signed up for the programme with the support of over 80 non-governmental organisations. The programme won the Special Award for Excellence in Social Good at the HKMA/TVB Awards for Marketing Excellence 2019 organised by the Hong Kong Management Association. The programme will be continued this year to help more people in need.

## Creating Safer, Happier Homes

As well as providing tariff subsidies, the Power Connect programme allocates HK\$5 million a year for the landlords of subdivided units to carry out rewiring works needed for the installation of individual electricity meters last year. In 2019, CLP has completed rewiring works for 10 subdivided flats in Yau Ma Tei, Mong Kok, Sham Shui Po, Cheung Sha Wan and To Kwa Wan where a total of 40 individual meters have been installed.

Fung Kit Ming is one successful applicant. Her subdivided flat in Sham Shui Po was rewired last September and five individual electricity meters were then installed.

Without the individual meters, the increased electricity demand in the flat would lead to potential safety issues and higher electricity costs.

Ms Fung says installing the individual meters for her tenants would have been impossible without CLP's help. "I appreciated the professionalism of the CLP employees and their enthusiasm to help," Ms Fung says. "I could tell they were doing it because they wanted to do good."



▲ *Landlords of subdivided flats receive subsidies to rewire their properties under the Power Connect programme.*

She adds: "The programme not only benefits me but also my tenants. After the rewiring works and the installation of individual meters, my tenants can pay their own electricity bills directly to CLP, while I can ensure better safety and living condition for them."



## Excerpt from Landlord's Thank-you Letter to CLP:





## Company News

### Retro-Commissioning Project Clinches Prestigious International Energy-Saving Award

CLP Power and the Hospital Authority won the Regional Energy Project of the Year Award for Asia-Pacific from the Association of Energy Engineers for a retro-commissioning demonstration project at the Caritas Medical Centre and North Lantau Hospital.

The project was praised for its outstanding effectiveness in promoting energy efficiency and cost saving and was hailed as an exemplar of retro-commissioning for the Hong Kong building industry.



### Queen's Hill Substation Design Wins Top Award at Oscars of Regional Energy Industry

CLP Power's Queen's Hill 132kV substation in Fanling won the Gold Award in the Transmission and Distribution Project of the Year category at the Asian Power Awards 2019, known as the Oscars of the regional energy industry. The award was in

recognition of the company's commitment to promoting green building and new technology application, while the Queen's Hill project was applauded for its inspired, environmentally-friendly design which sets a standard for future substation design.

## CLP India Wins 250.8MW Wind Project

CLP India won a 250.8MW wind energy project at a wind capacity auction held by the Solar Energy Corporation of India in 2019. The project in the western state of Gujarat is expected to go into operation in 2021. It will be the largest wind farm in the Group and will lift CLP India's renewable energy portfolio to 1,345MW, comprising 1,175MW of wind assets and 170MW of solar assets.



## Promoting Innovation in the Greater Bay Area

The 24th Guangdong, Hong Kong and Macau Power Industry Services Seminar was held on 25 October 2019 in Macau with the theme "Brightening up the Greater Bay Area in a New Smart Era". More than 80 representatives from CLP Power, Guangdong Power Grid Co Ltd and Companhia de Electricidade de

Macau attended the seminar to share their experiences in customer services and smart technology applications.

## Visits to Black Point

Top executives from China Southern Power Grid (CSG) and CLP Holdings visited Black Point Power Station in 2019.

Chairman of CSG Mr Meng Zhenping led a delegation to Black Point (upper photo) on 11 September. CLP Power Managing Director Mr TK Chiang and Managing Director – China Mr SH Chan met the delegation and gave a presentation on the CLP Group's operational performance and future development plans, as well as progress on the Combined Cycle Gas Turbine D1 project.





CLP Holdings' Independent Non-Executive Director Sir Rod Eddington also visited the D1 project at Black Point and the waste-to-energy project at the West New Territories Landfill (lower photo) on 22 October and was briefed on the two projects. Sir Rod also visited SmartHub@CLP where he learnt about smart meter rollout and experienced virtual reality training.



## CLP Praised for Community Efforts

CLP Holdings has been presented with the Award of Excellence by the Community Chest in recognition of its donations in 2018/19 to community projects made through voluntary contributions, company matching donations on CLP volunteer hours, and the company's additional donations.



# 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. Female Engineers Network in India
- > 2. Garma 2019

## Female Engineers Network in India

*by Jaimi Siu, Project Manager, CLPe Solutions*

When I found out I had been nominated to join the Female Engineer Networking (FEN) event in India, I was shocked and worried for a week. I never imagined I would go to India because I don't like curry and I thought it would be impossible for me to survive there. But it turned out to be an experience that was totally opposite to my preconceptions, and I am so grateful to have been one of the female engineers who participated in this fruitful event.



▲ *Twenty-one female engineers from across the Group share their experiences at a networking event held in India.*

workshop where everyone told their own true stories. It was so amazing that it felt as if we had known each other for years after that session.

CLP has put many resources into supporting female engineers and nurturing young talent. FEN provides an excellent Group-wide platform for female engineers to explore gender equality in careers and to experience multiculturalism.

I met female co-workers from Australia, India, Mainland China, and other business groups in Hong Kong. We did a lot of discussing and sharing during the workshop which taught us leadership skills and useful tactics to influence others. My favourite part was the storytelling session at the end of the

We shared the ups and downs of our engineering careers. Sometimes, it is not easy for women to be confident in the workplace as it is hard to gain recognition from experienced male technicians and engineers. However, as Rajalekshmi Manoj, a female engineer from CLP India, said at the event: "The more resistance we face, the more determined we are." I believe the soft skills possessed by women are valuable to the team, and women can be outstanding in the engineering profession.

Apart from the workshop, we met senior management from CLP India, including Managing Director Rajiv Mishra, Director of Human Resources Gopinath Govindan, and Chief Operating Officer Malcolm Wrigley, who shared their views on business challenges and India's power industry. We also flew from Mumbai to Hyderabad to visit CLP India's Veltor Solar Plant, which has been awarded the world's first project certificate for photovoltaic power plants.

During the four-day trip to India, we had a very packed but well-organised schedule. I would like to thank Group Human Resources for arranging such a fabulous and memorable networking event. Although we only spent a few days together, the laughter and tears we shared will remain, and our friendships will last. This was definitely the best and most unforgettable event I have ever taken part in.



▲ Jaimi (second from right) enjoys the discussion on job rotation for employees with potential with CLP India Director of Human Resources Gopinath Govindan (first from left) and her fellow engineers at the opening dinner.

## Garma 2019

*by Jenny Ratsep, Operations Risk Leader, EnergyAustralia*

In August 2019, a group from EnergyAustralia had the amazing cultural immersion experience by visiting a homeland and attending the Garma Festival in East Arnhem Land. The trip was a great opportunity to listen and talk with Aboriginal and Torres Strait Islander peoples from different communities and increase our understanding of their cultures and histories.



▲ Jenny (centre, with hat and sunglasses) camp at the Garma Festival learning about Aboriginal and Torres Strait Islander peoples, cultures and histories.

The first part of the experience was a trip to Nyinyikay where we immersed ourselves in local Aboriginal culture by camping out on Country. The Traditional Owners, led by Marcus Lacey, welcomed us to their Country, sharing with us some of their history, customs, food, and stories. We learnt a lot about all aspects of their lives – both their current ways of living and how they have interacted with the world throughout their history. We learnt many surprising and amazing facts, most of which are not covered in typical school history programmes in Australia.

The Garma Festival was a different experience again. Everyone in attendance camped in provided tents, whether you were a school teacher or a CEO. Meals were a communal social experience, and again everyone was served the same. There was always something going on, with live music continually sounding from the main stage, cultural activities provided throughout the day, various tours and



discussions from the local people offered, and a continuous programme of discussions and presentations. It provided an environment to be truly immersed in the experience.

The main presentation area was mostly set aside to discuss the very real and vitally important issues facing all Aboriginal and Torres Strait Islander people in the country. We heard from politicians, companies, and advocates, but more importantly from the people directly affected by the policies and laws currently in effect in Australia – voices which are not often heard on the national stage. We learnt about the concepts of reconciliation, Treaty, and understanding, and although it is not possible to fully grasp the depth of these concepts in a week, we gained a great foundation to build from.



▲ *Dancing at the Garma Festival.*

Tellingly, we never heard anything from Aboriginal and Torres Strait Islander peoples wanting more than others, or wanting special rights or privileges, which is an often-portrayed fiction of our media and social commentary. Instead, we heard honest and passionate accounts of how Aboriginal and Torres Strait Islander people could and should be assisted by the people in power to live as they always have, and of the benefits to all people that this sort of future could see realised. We all finished the experience with a desire to learn more, and to find ways in our own lives to try to make a difference.



## 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.



Waves of enthusiasm ... 100 CLP volunteers got together to clean up the Lung Kwu Tan beach near our Black Point and Castle Peak Power Stations. We collected more than 80 kg of marine waste and plastic bottles, protecting marine ecology and making the beach more beautiful.



A frightfully good time ... 25 colleagues and their family members joined in the Happy@Work 2019 Campaign organised by the Employers' Federation of Hong Kong at Hong Kong Disneyland Resort, where they got the chance to enjoy the Disney Halloween attractions.



Ultra-marathon man ... I joined the elite club of Indian ultra-marathon runners by completing a 100 km run. Normally, runners have to run a handful of 50 km or 75-80 km runs before taking part in a 100km run but I skipped those steps and went straight into a 100 km challenge. There were 15 participants and seven of us finished within the cut-off time of 18 hours. I completed my run in 17 hours and 56 minutes.



Embracing differences ... EnergyAustralia held a Wear It Purple Day for the fifth time in 2019 to raise awareness and show support to young people who are struggling to be comfortable with their gender identity or sexuality. Our team members at Tallawarra Power Station showed their support by wearing purple hard hats.



Dream · Dare · Do ... Children of 24 employees were chosen for their outstanding performances in academic studies, sports, arts, and community service to receive CLP Centenary Scholarships. Here's to a happy and successful year ahead for the students.



Thinking outside the box ... 75 CLP Design Thinking practitioners were born in 2019! These innovative leaders completed their course, applying the concept in company projects and bringing a spirit of people-centricity and innovation to our workplace.