

ENERGY FOR BRIGHTER TOMORROWS

CLP.CONNECT

#011



A Proud History of Resilience
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CEO MESSAGE

RICHARD LANCASTER CHIEF EXECUTIVE OFFICER

Standing Tall through Decades of Challenge

Dear colleagues,

COVID-19 is a global crisis on an unprecedented scale. For months, countries across the world have struggled to deal with a crisis of previously unimaginable proportions. The pandemic has profoundly affected every society and every individual, exposing frailty and strength in equal measure.

Large parts of the world have ground to a near standstill as the pandemic takes a heavy toll on almost every aspect of life. Our people and business were not immune: we have had to scale back some operations across our markets; projects and transactions have been delayed; and dozens of colleagues, including myself, went through quarantine – a humbling experience that makes one appreciate just how important contact with our friends, families and colleagues is to our wellbeing. As I write this message, special work arrangement has been reimplemented in Hong Kong, and I know that many of our colleagues in Australia and India are still working from home because of COVID-19. I would like to take this opportunity to send them my best wishes.

Amid the mayhem and misery wreaked by this outbreak, however, I have been proud to witness the emergence of a strong spirit to fight together against COVID-19 at CLP in Hong Kong and other markets.

In a testament to the agility and ingenuity of our people, we were able in a matter of weeks to put in place special work arrangements to strengthen the protection of our employees, while continuing to provide the highly reliable electricity supply our customers depend upon.

At a time of great upheaval, we managed to roll out community programmes to help support customers, business partners, the underprivileged and medical workers. We also procured supplies including masks and

disinfectant spray to distribute to our employees and people who need them most in the communities we serve.

Some of our action in Hong Kong has been captured in the “CLP fights against COVID-19 as One” video starring colleagues from different departments. Originally intended for promoting positive encouragement among ourselves, the caring message was well received by our key stakeholders after the video was broadcasted on social media and televisions.

These accomplishments are a tribute to the resilience of CLP. Throughout our 120-year history, we have been through numerous challenges and we have always managed to overcome them with our strength of character when the going gets tough.

In this issue of CLP.CONNECT – which is aptly themed Resilience – the cover story examines how that spirit of resilience has supported CLP and its people in overcoming challenges from SARS to Super Typhoon Mangkhut to COVID-19 through interviews with Managing Director of CLP Power Hong Kong TK Chiang and his predecessor Paul Poon, Chief Corporate Development Officer Quince Chong, as well as Chief Operating Officer Rick Truscott.

Senior Director of Information Technology Andre Blumberg meanwhile recounts how enhancing the agility and resilience of CLP’s IT operating model enabled our Hong Kong-based colleagues to work remotely during the pandemic. While some worked from home to reduce the risk of spreading infection, however, many frontline staff continued to report for duty at work through the outbreak to serve our customers and ensure the reliability of our power supply. Some of our less fortunate colleagues, meanwhile, had to endure the isolation of quarantine.

You can read more about them in this issue of CLP.CONNECT, which also features stories about the bravery of a volunteer firefighter at EnergyAustralia, the novel solutions to the monsoon season at Andhra Lake Wind Farm in India, and an insight into the transformation of CLPe Solutions from its Managing Director Alex Keisser.

I would like to end this message with words of wisdom from the late Lord Lawrence Kadoorie. Our chairman Sir Michael Kadoorie once quoted his father saying that Hong Kong is like a rubber ball: The further it drops, the higher it bounces back. This analogy eloquently captures the toughness and resilience of Hong Kong and is a timely reminder to us that this too shall pass.

Thank you for everything you have done so far to carry us safely through these unusual and difficult times.

Stay safe, and good health to you all.



▲ COVID-19 has affected many aspects of CLP’s operations including its AGM held in May which for the first time limited the number of shareholders who could attend in person. Pictured here are CLP Holdings Chairman Sir Michael Kadoorie and CEO Richard Lancaster at the meeting.

Richard Lancaster
Chief Executive Officer



A Proud History of Resilience



▲ Resilience has enabled CLP to overcome numerous challenges over the years, whether it is the recent COVID-19 pandemic (centre), Super Typhoon Mangkhut of 2018 (right), or the SARS outbreak in 2003 (left).

Adversity is no stranger to CLP. Throughout its 120-year history at the heart of Hong Kong, it has faced a steady succession of challenges wrought by natural events, and by social and economic upheaval.

In every instance, CLP – like Hong Kong itself – has displayed the character to overcome those crises. In times of profound difficulty, CLP and its people have shown their ability to respond to the need for change and evolution. The COVID-19 pandemic has been no exception.

From the moment the outbreak began to affect Hong Kong in January, the CLP management team began holding daily meetings to discuss and implement stringent measures to safeguard employees. “Our employees are always our number one priority,” says CLP Power Managing Director TK Chiang. “In an uncertain situation like this when nobody knows what is going to happen next, we need to make sure we protect our staff. At the same time, we have a duty to keep the power running.”

Within days, special work arrangements were put in place to minimise social contact and reduce the risk of the virus spreading. Office staff were asked to work from home or in split offices, while special arrangements were made to ensure the health and safety of employees based in power plants, control rooms, and other locations where a human presence was needed to ensure the continued reliability of CLP operations.

At the height of the pandemic, the company arranged for people stationed in Mainland China to return to Hong Kong. And to reflect the evolving situation, those arrangements were timely adjusted and communicated to employees, who also received regular updates on protection measures and travel alerts.

Guiding people through dark times



▲ The CLP Anti-Pandemic Cheering Squad, formed by TK (right) and other senior executives of CLP Power, visits CLP sites around Hong Kong to thank colleagues for their dedication during the COVID-19 outbreak.

To show appreciation for the efforts and sacrifices made by employees, TK and other members of the senior management team formed a CLP Anti-Pandemic Cheering Squad which went from site to site distributing masks, hand sanitisers, and other health products to their colleagues. Amid a global shortage of supplies, the CLP procurement team tracked down supplies from around the world not only for staff but for the broader community.

“Caring for people is one of our core values,” explains CLP Power Chief Corporate Development Officer Quince Chong. “We try to be really down to earth when we help medical workers and people in need by providing assistance where it is most urgently required.”

“For example, we understood that some medical workers did not want to go home for fear of spreading the disease to their families, so we provided them bed sheets, blankets, and toiletries.”



▲ Some of the 10,000-plus surgical masks donated to the Hospital Authority by CLP to safeguard medical staff against the virus.



▲ Quince (left) hands out anti-virus goody bags for elderly people.

Quince attributes CLP's ability to act swiftly to help employees and the community fight the pandemic to the company's agility, its resilience in the face of difficulties, and the strong connections it has built with the customers and community.

Another key to CLP's success was its ability to think for the long-term. One example cited by Quince is the company's decision to invest early in cloud computing some years ago, giving it an edge in digitalisation as employees worked from home through the pandemic.



▲ Rick (left) thanks colleagues for their commitment to maintaining reliable power supplies throughout the unprecedented COVID-19 health emergency.

"If we had not put in so much investment – not just in money but in a roadmap and long-term thinking to build up our capability and capacity – the whole work-from-home experience would not have been so smooth," she says, pointing out how a new CLP app was launched in May despite most colleagues were still working remotely.

Rick Truscott, CLP Power Chief Operating Officer, says it was thanks to teamwork that CLP was able to demonstrate its operational resilience. "Anytime we have a crisis, everybody gets together to find a solution. That's very CLP and that's what's needed to make sure the Hong Kong people are well served."

Weathering any storm

CLP's ability to keep the lights on for the community in any circumstances comes down to the resilience it has built through facing up to various challenges in the past including Super Typhoon Mangkhut in 2018 and the 2003 SARS outbreak.

Recalling the SARS outbreak, TK's predecessor as Managing Director Paul Poon says: "Most people in Hong Kong had no idea what was going on, except that we were coping with a highly infectious disease with a mortality rate even higher than that of COVID-19."

Dealing with a fast-spreading epidemic was something new for people in Hong Kong in 2003. Together with his colleagues, Paul – who at the time was Director of Power Systems – experimented with new measures to deal with the impact of the outbreak, such as adopting split-team arrangements in the two control centres to make sure there was back-up if a member of one team fell ill.



▲ Paul (second from right) visits colleagues during the 2003 SARS outbreak when he was Director of Power Systems.

These practices, along with other precautionary steps including wearing masks and checking body temperatures, would prove to be invaluable lessons for handling COVID-19 nearly two decades later.

Using the good times to build up defences

SARS taught CLP the importance of staying vigilant to deal with any emergency, and the need to continually step up risk management and mitigation measures.

When SARS was over, regular reviews were carried out to identify risk areas in the short term, medium term, and long term, and to explore new ways to enhance system resilience and power supply reliability.

The many reviews included the Super Typhoon Project conducted from 2009 to 2017 to mitigate the potential risk of damage from severe typhoons to CLP's network of overhead transmission lines. TK believes that without the Super Typhoon Project, the impact of Mangkhut in 2018 would have been much more severe.



▲ *Some of the damage to trees caused by Super Typhoon Mangkhut, which tore through Hong Kong in 2018.*

"Mangkhut was an unprecedented event. We had done a lot to strengthen our network. In the end it was fallen trees that disrupted our power supply in some remote areas. But thankfully the power supply in urban areas was almost unaffected. We basically had no customer complaints in those areas," he says. "It's really important that we have a forward-looking and vigilant mindset to forecast risks."

Due to the super typhoon strengthening project, none of CLP's towers were damaged during Typhoon Mangkhut, the most intense storm in Hong Kong's written history, says Rick. "We did not stop there. After Mangkhut, we carefully reviewed the events to see how we could learn so we could do better. The teams have developed new technologies and incorporated them into their practices to strengthen CLP's typhoon management measures," he adds.

Every storm cloud has a silver lining, and one thing the experience of Mangkhut made clear was the faith Hong Kong people have in CLP.

"During Mangkhut, some people in remote villages went without electricity for days. If they didn't believe CLP was doing its best to help restore their electricity supply, we would have received many more complaints," says TK.

The other revelation of Mangkhut for TK was the strength of the team spirit shown by his colleagues.

"We were in crisis mode and some colleagues didn't even go home. They just slept and worked in the office. Even though it was just a few days, it showed their strong commitment," he reflects.

"Whether it is SARS, Mangkhut, or the COVID-19 pandemic we are confronting at the moment, our people unfailingly rise to the challenge and see us safely through."



Cloud Computing Clears Fog around Work-from-Home Issues



When millions of people switched to working from home because of the COVID-19 pandemic, chaos broke out in businesses worldwide because of slow and unreliable internet connections, technical hiccoughs, and low-quality video calls.

At CLP, however, there was less drama. Despite a seven-fold increase in the number of people logging into its system remotely, which rose from 300 to 2,100 almost overnight, most employees found it a hassle-free experience on the whole.

Andre Blumberg, Senior Director of Information Technology, credits this largely smooth process to the Group's strategy of moving to cloud computing several years ago, combined with the committed efforts of the IT team after the outbreak began.

Companies without cloud computing faced issues of a limited capacity for users remotely accessing their IT system, Andre explains, meaning some businesses had to assign specific time slots for designated employees to work online from home on a rotation basis.

"You wouldn't believe how many companies have been caught naked and totally unprepared with employees unable to even access work emails from home," he says.

An agile switch to home working



▲ Andre says cloud computing has been the key to successfully implementing remote working during the COVID-19 pandemic.

The benefits of cloud computing have been keenly felt in a situation where the global supply chain has been disrupted by the pandemic. “The fact that we have already adopted cloud computing means we can very quickly provide new applications and functions to our staff,” Andre says.

“If you purchase hardware, wait for it to be delivered, and install it, it could take two months. With cloud computing you can do it in days, sometimes in hours. That flexibility, or agility, is really the key.”

This meant it only took days for the IT team to bring in the group collaboration tool Microsoft Teams to allow for easy communication as employees worked from home.

Enhanced IT capacity also enabled CLP Power to hold its Staff Communication Session in May through a webcast for the first time. Nearly 1,500 colleagues were able to join the virtual event from their homes or offices to discuss with the management on how crises could be turned into opportunities by embracing disruption.

Like many large enterprises in Hong Kong, CLP in the past solely adopted an in-house approach to IT by running a data centre, until it reached the point where it discovered the arrangement was no longer sufficient to support business and help it become more productive and efficient.

“Increasingly, new capabilities and innovations were not available anymore to be bought, implemented, or operated in-house,” Andre says. “If you look at the technology industry and software companies, they are delivering their innovation and services more and more through cloud computing,” he explains.

The Group reviewed its IT operating model and strategy and, about three years ago, began its journey into cloud computing. Rather than relying on its own data centre, it was decided that CLP would gradually source more technology services through cloud computing options such as Microsoft Office 365.

Benefits of having your heads in the cloud

The journey was not without its bumps. At the beginning, the idea of switching to cloud computing met with resistance from some employees who wanted the perceived sense of security from having an in-house IT infrastructure.



▲ CLP Power held its first virtual Staff Communication Session in May.

“There were a lot of questions raised at the time over whether we would lose control if we moved to cloud,” Andre recalls. “People asked ‘Is it secure? Is it reliable?’ It’s a very different operating model compared with doing everything in-house.”



▲ Andre’s goal is to continue to lead the IT team to make CLP a digital utility of the future.

Convincing everyone about the benefits of switching to cloud computing was not easy but Andre knew it was crucial at a time the Group wanted to adopt a digitalisation strategy and introduce new technologies such as analytics to meet its evolving business needs and push forward innovation.

“If you say you don’t want to adopt cloud, that means you are increasingly excluding yourself from being able to enhance innovation capabilities. This is most notable in data analytics, machine learning and artificial intelligence,” he says.

After thorough consideration, the Group took the decision to switch to cloud computing. “We are not

rushing into it,” Andre emphasises. “We are doing it at our own pace, in a secure and reliable way.”

The switch has involved significant changes including an ongoing reorganisation of the IT department in order to strengthen cooperation between business units, increase agility, and improve technical capabilities to achieve the Group’s mission of being a digital utility of the future.

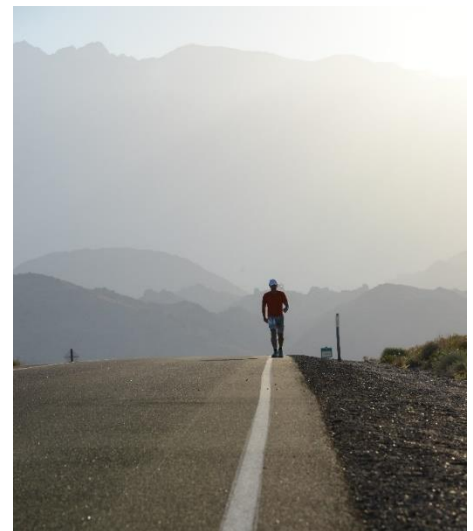
Never-give-up philosophy of a resilient leader

Andre is familiar with transformations and the need for resilience. He transformed himself from an overweight professional on the verge of a mid-life crisis into an avid ultra-marathon runner and creator of the Hong Kong Four Trails Ultra Challenge.

A key lesson he draws from his passion for long-distance running is the importance of never giving up. “Ultra-marathons are only fun to some point,” Andre admits. “At some stage you say: ‘This isn’t fun anymore.’ You are tired and in pain. How do you overcome that? You need to create mental bridges to continue to the next checkpoint.

“It’s the same in professional life. When you have a tough project, remind yourself to keep going and maintain a positive mindset.”

Running ultra-marathons has also helped him become a better manager. “In the past I loved to micromanage,” he says. “Running has made me a better manager and hopefully a better leader. It has taught me to not worry about every little detail.”



▲ Andre competes in the 2014 Badwater 135 race, a 217km nonstop race through California’s Death Valley with temperatures of up to 52 °C. Running ultramarathons has taught him about the importance of perseverance in the face of obstacles and challenges, he says.

The disciplines of his extreme sport have yielded other lessons for Andre in his professional life. “A lot of running events are held overseas. You don’t know what the terrain looks like. You can’t predict the weather,” he says. “Running has taught me not to sweat about the small stuff. Control what you can but don’t worry about the things you can’t control.”

“You can’t control everything. But you still have to turn things around. That’s where resilience comes in. If something unforeseen happens, you have to think on your feet, keep calm, think about alternatives, and continue to move forward.”



Breaking Down the Barriers to Change



Managing Director of CLPe Solutions Alex Keisser believes in transparency. That is why, in the bright and spacious office of CLPe Solutions, cubicles have been replaced by long tables shared by everyone, including senior members of the management team who sit together at a communal desk instead of being shut away in separate rooms.



▲ Alex has broken down barriers by getting colleagues to sit together and work at long tables.

"I want to be as transparent as possible," says Alex. "I systematically bring my entire management team to the board meetings, to create trust and engagement in our decision making. I am a strong believer also in the 'project approach' which encourages a multifunctional team to challenge strategy from all angles."

This evolving company culture is part of the ongoing transformation Alex has been introducing since he joined CLPe Solutions, formerly CLP Engineering Limited, two years ago with the aim of addressing the need for energy transition in a changing world.

Navigating new business destinations

CLPe Solutions is already going beyond the traditional services it used to offer in response to growing demand for sustainable solutions that address changing customer needs. “Hong Kong International Airport asked us to participate in baggage handling – something we had not done before and which is core to the airport’s activities,” says Alex. “We have been involved in electrical and mechanical activities. Being asked to consider doing baggage handling by our customer was a strong sign that we are a trusted partner.”

In another new venture, the company was asked to provide an artificial intelligence-driven tool to generate data analytics insights for optimising energy efficiency in Terminal 1 of Hong Kong International Airport, a project which saw it team up with Smart Energy Connect and R&B Technology, a specialist energy management software firm CLP has invested in.

These are precisely the kind of new possibilities that first attracted Alex to Hong Kong. His arrival at CLPe Solutions marks the fourth time he has taken up a role as CEO or Managing Director. As someone who says he prefers “hiking a path in the Rocky Mountains to walking on a paved road”, Alex is always ready to embrace change and challenge.

Alex describes himself as a “change agent” who has managed a succession of organisational overhauls in an energy sector career spanning more than two decades. He has led a merger of seven companies in Chile and Argentina and doubled the size of a company in Peru within four years.

“We were signing 20 contracts with customers while handling the construction of three large power plants at the same time to fulfil the energy need of a country,” he recalls.

Change is not always about growth, however. Alex has also gone through the downsizing of an energy company in Australia, including closing a power plant and reducing costs and staffing. “It was the first time and, I hope, the last time I have had to work to enable a company to survive,” he says.



▲ Alex (fourth from left), team members of CLPe Solutions, and officials from the Hong Kong International Airport celebrate the start of the baggage handling operation.

Capital ideas for transformation



▲ Alex explains the Triple H principles he promotes to transform the way people work at CLPe Solutions.

Drawing upon his decades of experience, Alex has devised what he calls his “Triple H principles” – principles of the head, the hands, and the heart. He has drawn on these principles to handle transformations, including the one he is currently overseeing at CLPe Solutions.

“The first principle – the head – is to build a strong management team. It doesn’t mean to have colleagues all singing the same song with the same voice. On the contrary, it means having a team able to discuss their different point of views, with passion and respect, to first define our common path and then to engage fully on this path,” he explains.

” Secondly, the hands: Most organisations have a gap between what they want to do and their ability to execute, which means that either we are not aligned with the direction of the company or we do not provide the means to execute it. This is why I try to involve as many levels as possible into the decision making.

“The last principle, the heart, is the most difficult one. It means creating an ownership mentality. You treat the organisation as your own, rather than just pleasing upper management. You believe in what you are doing. That is the principle we need to work on the most.”



Alex acknowledges the transformation of CLPe Solutions is a long-term process, and that it is important to respect tradition amid the change. “We want to continue doing things that we do well,” he says “I need to be careful not to go too fast. You don’t run a 50-kilometre race the way you run five kilometres.

“Over the years, the most important thing I have learned is to rely on colleagues, while bringing the same colleagues around the decision table to challenge where we are heading. It is a delicate balance.”

A new home of dazzling natural beauty and multicultural warmth

Alex has worked in 10 cities around the world since leaving his native France at the age of 25 – but only visited Hong Kong for the first time when he was interviewed for his role at CLPe Solutions.

He was immediately impressed by Hong Kong’s efficiency. “Compared with the three-hour commutes in some non-functioning cities, Hong Kong functions very well for all of us, except for its real estate market which puts too much financial pressure on people, especially the youth,” he says.

As a nature lover and a keen runner, Alex has since found Hong Kong an ideal place to live because of its proximity to both countryside and urban areas, allowing him to enjoy beautiful nature, mesmerising harbour views, and an exciting city life.

What he most admires about Hong Kong, however, is its openness to foreigners and its multiculturalism. “When you look at the city’s history of being at the crossroads between different cultures, Hong Kong is very welcoming and extremely rich from a cultural point of view,” he says. Alex adds that he sincerely hopes Hong Kong stays that way as its strength is built on this.



▲ Away from the office, Alex enjoys travelling with his wife Sophie (first from right) and their three daughters, Camille (first from left), Alizée (centre) and Emma (second from right).



How COVID-19 Turned Our Worlds Upside Down

COVID-19 has affected every one of us. The impact of the pandemic has been so pervasive that “quarantine” is now a part of our everyday vocabulary. As the pandemic spread and travel restrictions and quarantine measures were imposed across the world, more and more people have found themselves caught up in the global battle to prevent infection.

Among the affected CLP employees, one was quarantined in an airport hotel for 14 days after travelling to Hong Kong to take up a new role; another was stranded in Hubei province in Mainland China for nine weeks after visiting his father-in-law for the Chinese New Year; and one colleague returned from Japan with mild flu symptoms, which fortunately turned out to be a false alarm.

Here are the stories of their pandemic experiences.

An unwelcome hotel break

Janne Olavi Lujala had a double reason to celebrate in March. First, he welcomed his new-born daughter in Thailand, and then he was due to travel to Hong Kong to take up a new role as Project Director of the Combined Cycle Gas Turbine project – D2 at Black Point Power Station. His celebrations were put on hold by the pandemic, however, which left him quarantined in a hotel near Hong Kong International Airport for 14 days.



▲ Janne in protective gear as he finally boards a flight to Hong Kong from Bangkok.

Janne previously worked at CLP's Vietnam office and travelled between Hanoi and Bangkok where his wife was staying with their children due to school lockdown in Vietnam. In March, before coming to Hong Kong to take up his new position, he visited Thailand to be with his wife as she gave birth to their third child.

He was meant to fly back to Vietnam to collect all he needed in Hong Kong including his visa documents but Vietnam closed the border while he was in Thailand. Janne arranged for colleagues to send the documents by courier mail and booked a direct flight from Bangkok to Hong Kong – unfortunately the delivery was crisscrossing Asia including Singapore and Shanghai, before finding its way to Bangkok. The visa was held up for more than a week and then his flight was cancelled.

He eventually managed to fly to Hong Kong in early April with his visa, flip flops and a few pairs of shorts. By that time, the compulsory quarantine measures had been imposed for all passengers arriving from overseas, meaning he had to spend a fortnight quarantined in the airport hotel.

"I cleaned the hotel room myself for two weeks," says Janne. "No one was allowed to enter. I felt boxed in. When I went into the room, I was told the key card could only open the door one time. If I tried to leave the room and was found in the corridor, hotel staff would have to notify the police and the health authorities.

"I did my morning jogs in the room with my shorts and tried to keep myself busy, but it's difficult when you have nothing to do except working, sleeping, watching TV, and eating. I think I put on at least five kg over the course of the fortnight."

Despite his lonely ordeal, Janne says he understands the quarantine was necessary for the health of the city. Now settling into his new job in Hong Kong, he misses his family and his baby daughter more than ever. "My family are still in Thailand – unfortunately it looks like it is going to be several months before we can see each other again," he says.



▲ Janne's 14 days of quarantine in Hong Kong begin as he puts on an electronic tracking wristband.

Lockdown in a rural Chinese village

When Cheung Chi Wai, Technician II – Cable, East & West Region in Hong Kong, took his family to Hubei on 20 January to spend the Chinese New Year with his father-in-law, he had no idea the two-week holiday would turn into two months trapped in a remote village hundreds of miles from home.

His fathers-in-law's village was in countryside two hours' drive from Wuhan – the capital of Hubei and epicentre of the coronavirus outbreak in Mainland China. Three days after he arrived with his family, the Chinese Government announced that Wuhan was going into lockdown.



▲ Chi Wai in Hubei province where he was trapped for two months after visiting his father-in-law for the Chinese New Year holiday.

"At first, we were terrified," he says. "I followed the news closely and kept looking for ways to leave, but I could find no means of transport to leave the village."

As quarantine measures were extended across Hubei, the village itself was also placed under lockdown and the road leading to it was blocked with boulders. "Everyone was forbidden from entering and leaving the village, and medics and security guards were stationed at the village entrance," he recalls. "It turned out to be quite an effective way to contain the spread of the virus. We felt safe inside the village."

Chi Wai contacted his supervisor at work as soon as he realised he could not return to Hong Kong. "I reported to him at least twice a week. He was very supportive. He told me to take good care of my family and not to worry."

Life in lockdown made Chi Wai and his family part of a close rural community caught up in an extraordinary situation. The village had enough supplies for the first month but in the second month, as supplies ran short, villagers worked together to shop online with delivery men dropping off supplies at the village entrance.

After nine weeks, Chi Wai and his family were finally able to board a Government-chartered flight back to Hong Kong on 26 March. Once back home, they then had to go into compulsory home quarantine for 14 days. Looking back, Chi Wai says ruefully he would have cancelled his Chinese New Year holiday if he had known the outbreak would be so serious.

Keeping an invisible menace at bay

One of the most worrying aspects of COVID-19 is that people who contract it may have mild symptoms or no symptoms at all. Anita Yee, Customer Relations Officer at the CLP call centre in Shatin, was understandably concerned when she flew back to Hong Kong from Japan in February.

At that time, there had been an outbreak on the Diamond Princess cruise ship docked in Yokohama, although compulsory quarantine measures had not yet been introduced in Hong Kong for passengers arriving from abroad.

“People were wearing raincoats on the plane,” Anita recalls. “I wore a face mask and gloves and my hands were sweating. I cleaned my seat before sitting down and avoided using the washroom on the plane.”

A week after returning Anita had a sore throat and mouth ulcers. She went to see a doctor who told her not to go to work even though she did not have a fever. The company was sympathetic and supportive, allowing her to work from home while carrying out thorough cleaning of the call centre to safeguard against the virus.

“I was more worried about people around me being affected than worried for myself,” she says. “My symptoms were very mild, but I wanted to make sure my illness wasn’t related to the virus.”

Anita tried to test herself for COVID-19 but the test was not available at private clinics at that time, and she was unable to get a test at a government clinic as she did not meet the criteria needed for one.

Fortunately, her case turned out to be a false alarm and, within days, her symptoms had disappeared and she had completely recovered. Anita now says she hopes tests for the virus will become more widely available so people can get tested and put their minds at ease.



▲ After her COVID-19 scare, Anita appreciates the stringent workplace measures taken by CLP to prevent the spread of the virus.



Frontline Workers in the Eye of the COVID-19 Storm

At the height of the COVID-19 pandemic, many people around the world stayed indoors and worked from home. However, some CLP employees still had to leave home and report for duty, providing essential support to maintain our business operations and ensure the reliability of Hong Kong's power supply.

Providing a human touch and a friendly voice

Throughout the crisis, the CLP customer service hotline was heavily engaged with a constant flow of enquiries from customers. A team of employees in headsets found themselves answering one call after another as they kept cool and calm in handling a sharp increase in appeals for assistance.

"In April alone, we received more than 9,000 extra calls compared with last year, and most of the enquiries were about revised bill arrangements," says Integrated Hotline Manager Phyllis Butt, who oversees the hotline service.



▲ Hotline employees remain professional when handling a sharp increase in appeals for assistance.

With the temporary suspension of meter reading services and the short-term closure of customer service centres because of the COVID-19 outbreak, CLP sent out estimated bills to customers based upon their past usage. After meter reading services were resumed, amended bills were immediately sent to those customers where there were discrepancies between the estimated amount and actual amount.

“That may have cause confusion and concerns to some customers, who are mostly puzzled about the calculations and the actual amount they have to pay,” explains Phyllis.

Because of the complexity of the situation during the outbreak, a call that would normally take six minutes to complete could take more than double the usual time.

Despite the substantial increase in call volume and conversation duration, the team managed to rise to the challenge and fulfil the company’s service pledge of picking up 80% of calls within nine seconds.

An added burden was the need for all hotline employees to wear masks. “Wearing masks is not particularly comfortable at any time. Imagine how it feels when our colleagues need to keep talking over the phone with their masks on for eight hours a day,” Phyllis says. “It is definitely not easy.”

Phyllis praised managers for keeping the team’s spirit up and doing all they could to ease the strain. “Apart from taking time to talk with the team and understand their concerns, management also worked to review and redeploy manpower in consideration of their needs,” she says.

The change in consumer habits amid the pandemic has also helped to ease the team’s pressure. “We have observed an increase in customers using our new CLP app, in addition to the self-service requests at our CLP website,” Phyllis adds.

Safeguarding power supply reliability

Hong Kong relies upon a safe and reliable power supply at all times – and CLP teams worked through the COVID-19 crisis to keep electricity flowing and to keep the city connected from the beginning of the outbreak.



▲ Alex (left) works closely with his team in the central control room to monitor all the operating parameters.

Alan Lee is Shift Engineer I at Black Point Power Station’s central control room and, after seven years with CLP, is always proud to be part of a team that keeps the city buzzing. “Power generation is very important in Hong Kong and supply reliability is of our utmost priority,” he says.

“Our generating units are very advanced, and they often run on automation. But we still need colleagues to be in the central control room to closely monitor all the operating parameters, so that we can immediately respond to critical alarms or any abnormality.”

When the pandemic struck, precautionary measures were quickly put in place. “While our colleagues who work in the office tend to use only their own computers, here in the central control room we are required to operate on a common set of equipment, so it is vital for every one of us to maintain good personal hygiene,” says Alan.

Given the crucial role of central control room employees, they had to be particularly careful to prevent the spread of the virus. "In normal times, we would go to the canteen for lunch in groups, but during the pandemic we had to practise social distancing and avoid having lunch together," he explains.

The same stringent hygiene standards also apply to frontline emergency crew employees. Lau Chun Yin, a senior technical supervisor in Emergency Services, is among the first employees who arrives at the scene if customers have any problems with their power supply.

"It is very important to maintain good personal health and hygiene in order to deliver 24-hour emergency service. We have been cleaning our emergency van more frequently – we do it after every shift," Yin says. "As well as using hand sanitisers, proper eye masks and surgical face masks, we also maintain a distance of about two metres from customers for them to feel safe."

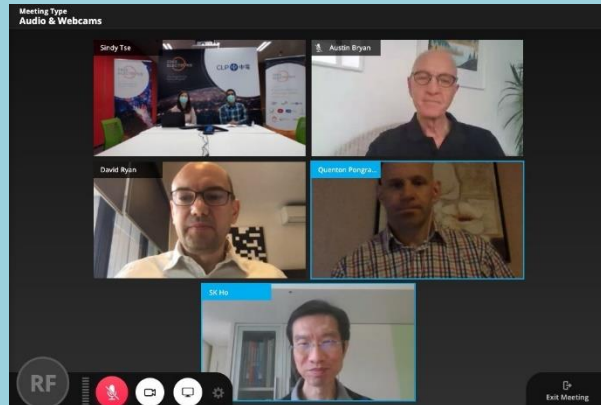


▲ Yin and his teammates have been cleaning the emergency van after every shift.

Although the situation in Hong Kong is improving, Yin says it is important to remain cautious as there may be silent carriers in the community. "If any one of us contracted the coronavirus, it would have a ripple effect on the whole team and greatly impact the services we provide," he says.

"At times like this, it is our responsibility to do our very best to and ensure a reliable power supply for customers to have full confidence in us."

Free Electrons programme moves online to overcome COVID-19 threat



Free Electrons, the global accelerator programme focused on energy digitalisation, adopted an innovative format this year that proved the coronavirus is no barrier to innovation in the energy industry.

CLP joined other Free Electrons utilities and start-up companies from 30 countries in a four-day virtual bootcamp in late March that replaced a physical meeting previously planned to be held in Singapore to explore the smartest and most promising services and technologies.

CLP and other utilities participated in more than 250 online meetings with 35 start-up companies to discuss innovative solutions that apply digital technologies such as artificial intelligence and data analytics to make energy smarter, more efficient, and future-ready. At the conclusion of the virtual bootcamp, 15 start-up finalists were selected.

“The virtual bootcamp supported a high degree of interactivity and engagement for everyone, and many of the start-ups adapted their presentations to bring their technologies and ideas to life using the online format,” says Austin R. Bryan, Senior Director for Innovation with CLP Holdings.

Following the virtual bootcamp, the 15 start-up finalists and utilities of Free Electrons regrouped for the Module 1 programme in early June as scheduled, once again using the digital format to circumvent continued travel restrictions.

“We look forward to more exciting cooperation with our partners throughout this year’s Free Electrons programme, and we hope this will take place in the context of an improving global coronavirus situation,” Austin says.



AGM Transformed to Overcome Pandemic

CLP Holdings' Annual General Meeting (AGM) is our annual corporate signature event that has consistently drawn attendance of more than 1,000 shareholders in recent years. This year, however, the AGM had a distinctly different flavour as the Company had to contend with convening the regulatory meeting at the height of the COVID-19 pandemic in Hong Kong.

"Legally, we had to hold the AGM and the biggest challenge was to make sure the AGM would be safe for everyone; not just our shareholders but our colleagues and our service providers for the event," explains Deputy Company Secretary Michael Ling.

Michael and his colleagues from the Group Corporate Secretarial team began planning in February on how the AGM could be held when Hong Kong became increasingly concerned with the pandemic. He recalls one complicated consideration was whether CLP could legally limit the number of shareholders attending and if so, how many shareholders should be allowed to attend in person.

"Should it be 1,000, 100 or 10? As this was unprecedented, we considered this from all angles. We sought views from our regulators, the professional body, our listed peers, legal advisers, our listed share registrar, online meeting platform provider and both local and international medical experts," Michael says.

"David [Simmonds, Group General Counsel and Company Secretary] and I knew we had to adhere to the Government's social distancing guidelines and to observe shareholders' right of attendance. In the absence of any governmental or regulatory guidance on this, the experts that we had spoken to were not in a position to provide definitive advice as to what ought to be the precise approach," Michael says.

"Ultimately, the management formed a considered view on this and put forward a proposal to the Board to limit the shareholders' attendance in person to 50 while offering an online platform."

CLP was able to put a finite limit on attendance as it had provided an online platform for those shareholders unable to attend the physical 2020 AGM. This was a first by a listed company in Hong Kong, and was prior to

the Government stepping in to prescribe restriction on the number of shareholders attending an AGM in person.

Attendance at the physical AGM by CLP's management was also limited. Other than Chairman Sir Michael Kadoorie and CEO Richard Lancaster, other Board of Directors joined the meeting online.

The proposal was finalised in mid-April such that the arrangements remained current to the situation at the time. Within the short period of time, CLP's Group Corporate Secretarial team worked tirelessly on the meeting venue set up to cater for the special arrangements on seating arrangements and registration process, ensuring a social distancing of 1.8 metres. The team also worked closely with Group Public Affairs team in rolling out a series of communications to inform the shareholders, and drew on the support of the Safety and Security teams to put in place the health checks and various contingency measures for the day of the meeting.

The online registration platform was devised and set up by the IT team within a matter of days to handle registration for shareholders who wished to attend the AGM in person. "We implemented a cloud-based website where shareholders could express interest in coming to the AGM in person, followed by a ballot system to allocate rights of admission in case of over-application," says Senior Director of Information Technology Andre Blumberg.



▲ Shareholders have their temperatures taken as they arrive at the AGM.



▲ In light of the situation, most directors of the Board joined CLP's 2020 AGM online.

Special Arrangements for 2020 AGM

1. The number of participants to attend the AGM in person was limited to 50 and a registration system introduced.
2. A ballot was conducted to allocate places.
3. Shareholders were required to submit health and travel declaration forms.
4. Temperature checks were conducted on shareholders who attended.
5. No souvenirs were handed out and no refreshments were served.
6. Shareholders unable to attend in person were invited to join the AGM online.

Eventually, more than 500 shareholders joined the 2020 AGM online using a hybrid AGM model launched last year. The idea behind the hybrid model was that CLP's AGM is more than a regulatory shareholders meeting. It should also showcase to its shareholders what CLP, as a utility of the future, is about.

"We envisage our AGM to be one for the future, and our shareholders can have the flexibility to attend and vote in real time from literally anywhere with Internet access," Michael explains.

"We pioneered the hybrid AGM model in Hong Kong and last year's experience was invaluable for preparing for this year's AGM," he says. "The hybrid AGM was made possible with technology and through technology, it opens up options and possibilities that we would not have been able to imagine. If we only considered doing the hybrid AGM this year, this would have been extremely challenging given the practical circumstances especially with everyone working from home."



▲ CLP Holdings Deputy Company Secretary Michael Ling (right) explains the video-conferencing arrangements to Chairman Sir Michael Kadoorie.

Michael also noticed that shareholders joining the AGM online engaged in a different manner.

"Shareholders seemed to be more at ease about raising questions online," he says, pointing out that the number of questions received this year rose four-fold to around 40, the majority of which were submitted online.

Looking ahead, Michael says, "A good portion of our shareholders will expect to have the option of the online AGM as they realise the convenience of this."

"In overcoming this year's challenges, we saw this as an opportune moment to encourage a greater

participation in the online AGM platform. I firmly believe that we are well on our way in convening the AGM of the future," he adds.



Courage Under Fire: Heroes of the Australian Bushfires



▲ *Michael Starkey, pictured here, was one of four volunteer firefighters from Mount Piper Power Station who joined an epic battle against Black Summer, Australia's worst ever bushfire season in 2019-2020.*

Michael Starkey was 18 when bushfires wreaked havoc in the Blue Mountains of New South Wales (NSW) in Australia where he lived and vividly remembers the heat being so intense it even turned the dirt to dust. A year later, in 1978, he became a volunteer firefighter, determined to play his part to defend his community from future disasters.



▲ *Michael says he is grateful to have been able to play his part in helping the community.*

For more than four decades, Michael – a civil engineer at EnergyAustralia’s Mount Piper Power Station – has served with the NSW Rural Fire Service (RFS), the world’s largest volunteer-based firefighting agency with more than 70,000 members.

In quiet times, Michael and his fellow firefighters can find themselves sitting around with little to do while on standby. At other times, however, they can be so busy fighting fires that they end up exhausted in body and spirit.

The end of 2019 was one of the most frantic and harrowing of times. Michael was one of four volunteer firefighters from Mount Piper who joined the epic battle against Australia’s worst ever bushfires – known as Black Summer – that raged from 2019 until early 2020, claiming at least 33 lives, killing an estimated one billion animals, and damaging thousands of homes and buildings.

In NSW, the mega fire surrounding the Gospers Mountain tore through around 500,000 hectares of land – roughly the size of two Hong Kongs and three

Singapores combined. At one point the flames reached the perimeter fence of Mount Piper.

Fortunately, the plant escaped largely unscathed thanks to its well-designed fire protection buffer zones. The biggest threat was embers from the fire igniting the coal stockpile and embers did land in the stockpile area, but the vigilance of employees and firefighters averted what could have been a much larger problem.

Michael – who had his jacket and helmet burned in one of the operations – says of the inferno: “It was big, it was unrelenting, it was fast moving – but also slow at times – and it was sneaky. Overall, it was one of the most exhausting and longest fire campaigns I’ve been involved in.”

“Back in the 1980s we were often short of firefighters, so doing 36-hour or 72-hour straight shifts was not uncommon. But that pales with how physically and mentally drained we all were by the end of the 2019/20 bushfire season.”

Despite the trauma, Michael is grateful to have been able to play his part in dousing the fires and helping the community. Echoing the words of his mother and grandmother, he remarks: “If a job’s worth doing, it’s worth doing right.”

He is equally appreciative of the generosity of his employer EnergyAustralia, which not only doubled the number of days of paid leave for employees who work as emergency response volunteers, but also gave financial support to all customers who are volunteer firefighters in the form of a A\$150 credit on their gas or electricity accounts.

“EnergyAustralia are wonderfully supportive of the time I spend fighting fires,” Michael says. “On behalf of the community I can’t thank them enough for their support.”

Michael also gives special thanks to fellow volunteer firefighters from Mount Piper who he says share his passion to safeguard life, property and the environment, and all RFS volunteers who give their time to protect the community with no expectation of recognition or reward.

However, it is the families of all firefighters for whom Michael has the greatest gratitude as he understands deeply the emotional toll it takes on them. Michael became a firefighter before he met his wife, but she still worries every time he goes out on an operation. His daughter and brother are also firefighters.

“With firefighting, many of us feel the pain of loss – whether it is lives or properties – that other people have suffered,” he says. “Personally, I focus on what went right, what we were able to achieve, and the property and lives we saved, to outweigh the hurt in my mind.”

Michael has been awarded the Australian National Service Medal with one clasp and the RFS Long Service Award Medal in recognition of his contribution and bravery. Sometimes, however, it is the simpler camaraderie of his work that gives him the greatest satisfaction. “Having a beer with the crew at the end of shift goes a long way to keeping our spirits up,” he says.



▲ Michael (right) and his fellow firefighters see the funny side after finding a bathtub during a bushfire operation, and jokes that they all stink and need to take a bath.

CLP donation appeal raised over A\$170,000

To support communities affected by the devastating bushfires, the CLP Group organised a campaign earlier this year where it matched donations made by staff in Hong Kong and those of EnergyAustralia dollar for dollar. Thanks to everyone’s generosity, over A\$170,000 was raised and all donations went to dedicated charities in Australia to support those in need.



Creative Ways to Stay Positive in a Pandemic

"Whoosh ... whoosh ... crack."

These clear, crisp sounds came from Ge Zhongkai chopping down bamboo in a grove near his home, which he used to cook bamboo-tube rice with his family. Zhongkai is a mechanical engineer at CLP Jiangbian Hydropower Station in China's Sichuan province. He had a great time with his family making the bamboo-tube rice – a way for him to spend his time meaningfully while fighting the COVID-19 pandemic.

Zhongkai filmed his family preparing the bamboo-tube rice and was awarded first prize in a video contest organised by CLP China Northwest Region to raise spirits and showcase how employees have been striving to stay positive during the pandemic.

Staying positive in the face of outbreak

The outbreak had a huge impact on the work and lives of employees in China. Some had to work from home, leaving many feeling lonely and isolated, while others reporting for work in power stations faced challenges with disrupted transport and the emotional strain due to infection risks.

CLP China values not only the physical well-being and safety of employees but their mental health too. A series of activities was therefore launched in various regions to encourage employees to learn from each other and to nurture their passion for work and life.

In the competition in Northwest Region of CLP China, employees were invited to film their everyday lives during the outbreak and send the videos to the company's WeChat group to share with colleagues.

More than 80 employees and contractors took part and demonstrated how they kept themselves busy through the outbreak. Some played basketball, some did handstands, some worked out using DIY fitness equipment, and some cut their family members' hair. Employees voted for their favourite clips from a shortlist, and winners were awarded with anti-virus supplies as prizes.

Zhongkai says he decided to make bamboo-tube rice with his daughter to bring his family closer together and to stop her watching TV or playing on her smartphone all day while school was suspended.

It was the first time the family had made the dish together and – from chopping down the bamboo to preparing the ingredients and tying the leaves tightly in the tubes before roasting them over a fire – it took four hours to complete the mouthwatering meal.



▲ Employees from CLP China Northwest Region show their creativity in staying positive during lockdown in a video competition.

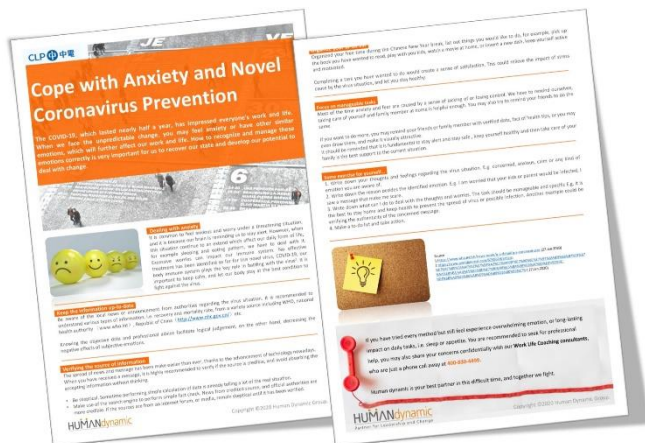


▲ Zhongkai and his daughter enjoy making bamboo-tube rice.

"My daughter was so excited at first, but her excitement faded when difficulties emerged," Zhongkai explains. "As her father, I was there to support her and help her take on easier tasks before moving on to harder ones."

It was an experience that also taught Zhongkai lessons about parenting. "Now I know that with proper encouragement and recognition, my daughter will be happier and more motivated in accomplishing her goals," he says.

Easing the strain of coronavirus fears



▲ An online training programme on coronavirus prevention has been launched by CLP China's Human Resources and HSSE teams, along with a monthly publication to help employees maintain a positive mindset through the pandemic.

coronavirus prevention to help colleagues stay positive and unleash their potential for coping with changes."

The programme is one of a number of positive steps taken by the company to boost the morale of employees through difficult times, offering them support and encouraging them to remember that brighter days will return.

In addition to organising activities in different regions, CLP China's Human Resources and HSSE teams brought forward the launch of an employee assistance programme to help people deal with negative emotions such as fear and anxiety brought on by the outbreak.

The programme has so far provided diagnoses, consultations, and other services to more than 1,000 employees in Mainland China, helping them settle personal conflicts and issues regarding their mental and physical health, career issues, and family and interpersonal relationships.

Senior Human Resources Manager of CLP China Barbara Xiao says: "Our 24-hour counselling hotline is now available for staff and their immediate family members. We have also launched a monthly publication and a quarterly online training programme with the theme of



Facing the Fury of Mother Nature in India's Monsoon Season

Varun Shah is accustomed to battling with the elements. It used to take him 90 minutes to fight his way through heavy rain and fierce gales as he drove from the site office to the furthest turbine on a hill called C2 at Andhra Lake Wind Farm during the monsoon season.

The harrowing experience convinced Varun, Deputy Manager for Operations (Renewables) at CLP India, to bring in new ways of working through the stormy summer months at the vast wind farm he supervises with other colleagues in the western state of Maharashtra.

India is lashed by monsoons every summer, bringing heavy rainfall and causing widespread flooding which leads to damage and casualties. Maharashtra is one of the severely affected states, and Andhra Lake Wind Farm faces a unique set of operation challenges when monsoons strike.

"We operate at more than 1,000 metres above sea level," Varun explains. "During the monsoon season, extreme weather conditions and deteriorated roads pose constant challenges for our colleagues, for example when they inspect transmission lines that run along steep hills." Heavy rains at Andhra Lake cause torrents of water gushing down the mountain slopes, leading to dangerous landslides that damage the roads and block access for several days. Lightning can also cause damage and component failures in turbines.

To mitigate the impact of monsoons, special measures have been introduced for the teams working on C2, one of the most rugged hills surrounding Andhra Lake.

"Our colleagues on C2 are divided into two teams based on the distance and time it takes for them to reach the location for operation and maintenance. Each team is assigned to work on only one part of the hill, which means their travelling distance is shortened," says Varun. Colleagues have also switched from driving SUVs to tractors to travel out to the turbines for operation and maintenance to avoid getting stuck in the mud during heavy downpours in the monsoon season.

The new arrangements have seen a significant improvement in efficiency and safety. "Everyone is very happy because the travelling time to the furthest turbine on C2 has been reduced from 90 to 45 minutes, and the team's performance has been greatly enhanced as a result," Varun said. The average time needed to repair equipment has also been lowered by the measures.



▲ Varun Shah, Deputy Manager for Operations (Renewables) of CLP India, has introduced new working practices at Andhra Lake Wind Farm to mitigate the impact of monsoons.



▲ Dense hill fog can reduce visibility for drivers during the monsoon season.

Another challenge during the monsoon season is that dense fog in the hills can reduce visibility for drivers. To address that problem, Varun's workers have fitted reflective radium belts on pillars through the forests to help drivers stay on course as they navigate treacherous roads in the dark.

Installing the safety measures on the forest roads was a tough job. "Landslides and muddy roads made it very difficult to access the sites at night. But thanks to the great work of the team, they communicated efficiently and removed the mud to put the radium belts on," explains Varun.

The achievements of Varun and his colleagues demonstrate the transformative power of teamwork in the face of some of the world's most extreme weather conditions. "We are only able to succeed with everyone taking responsibility and playing his part," he says.



Company News

Supporting the Community to Fight Against COVID-19

To support people in need during the pandemic, CLP Power teamed up with non-governmental organisations and community partners to donate 100,000 surgical masks to underprivileged families through secondary schools, gave over 10,000 surgical masks to the Hospital Authority and handed out 100,000 bottles of disinfectant spray to people in need in its supply areas. Also, CLP Volunteer Team presented more than 3,000 goody bags containing masks, hand sanitisers, and packets of rice to elderly people and tenants of sub-divided units.



Senior Management Visit Frontline Colleagues

CLP senior management took time in May to meet with frontline colleagues in various sites. CLP Holdings CEO Mr Richard Lancaster and CLP Power Chief Operating Officer Mr Rick Truscott learnt about material lifting operation at Tsz Wan

Shan depot and overhead line inspection work by Unmanned Aerial Vehicle, while CLP Holdings Non-executive Director Mr Philip Kadoorie and CLP Power Managing Director Mr TK Chiang visited Castle Peak Power Station to discuss with colleagues about safety.

Mr Chiang, together with CLP Power Chairman Mr William Mocatta, also visited the No-dig tunnel project across Tolo Highway at Ma Liu Shui to understand the challenges facing the project, especially during the pandemic. Last but not least, CLP Power Vice Chairman Mrs Betty Yuen went to Black Point Power Station to check out the D1 gas-fired generation unit and the work site of the hydrogen trailer bay.

Upgraded CLP App Helps Customers in Lockdown

CLP Power launched an upgraded app during the coronavirus outbreak which provides a range of services and exciting offers customers can access from the safety of their homes. The new app allows customers to easily manage their electricity accounts, set usage and billing alerts, and watch cookery demonstrations by celebrity chefs on the CLP Power YouTube channel. Users can also order home food deliveries from CLP's social enterprise partners and earn Eco Points for reward redemption.



Finding Intelligent Solutions for Hong Kong's Airport

The Airport Authority Hong Kong has awarded CLPe Solutions a contract for the design, supply, installation and configuration of a cloud-based building analytic system, called Building Scope, at Terminal 1 of Hong Kong International Airport (HKIA). By integrating with HKIA's existing building management system, Building Scope analyses data collected by 50,000 sensors to generate expert engineering insights and help make the airport greener and smarter.

Promoting Innovation in Energy Technologies

CLP Innovation Enterprises Limited has formed a partnership with CYZone, a leading platform of technology innovation in Mainland China, to scout the most promising smart energy technologies amid growing demand for more digitally-connected and sustainable energy services. At the 2020 DEMO CHINA conference organised by CYZone, CLP Group Senior Director - Innovation Austin R. Bryan and Senior Director - Commercial (China) Eddie Wu shared insights on how to accelerate innovation in energy technologies in a decarbonised and digitalised economy. The conference attracted about seven million views over three days.



New Farms Boost CLP India's Solar Portfolio

CLP India has signed an agreement to take over three solar farms in Telangana with a combined capacity of 122MW from Mahindra Renewables, underlining its growth strategy in low-carbon projects. The solar farms meet CLP's operating standards and have encouraging track records. They also have 25-year power purchase agreements in place with the state's distribution

company. The transaction boosts the size of CLP India's solar energy portfolio by more than 70% to 292MW.

EnergyAustralia and Genex Power Deal Points Way to More Sustainable Future

EnergyAustralia has signed an Energy Storage Services Agreement with Genex Power Limited to obtain full dispatch rights for the 250MW Kidston Pumped Storage Hydro project in Queensland when it becomes operational in 2024. The development will provide much-needed reliability and security for the electricity market as more sources of renewable energy enter the system.





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. Enterprise Systems Transformation Moves Remotely to Go Live](#)
- > [2. Life After Lockdown \(A Poem\)](#)
- > [3. My Lockdown Story](#)

Enterprise Systems Transformation Moves Remotely to Go Live

by Kerry Sternbeck, Change Engagement Lead, EnergyAustralia

EnergyAustralia has embarked on a major programme called Enterprise Systems Transformation (EST) to deliver new SAP systems, processes and ways of working that will impact everyone in the organisation, particularly those in the People, Procurement and Finance teams.

As a foundation of EA's Balanced Scorecard, EST will make it easier for our colleagues to do their work and deliver many benefits including: new payroll and learning management systems; the ability to see all spending in one system; managing requests for tenders, quotes and contracting electronically with suppliers; a new expense management system; improved financial planning and forecasting processes, and richer management reporting and profitability information. They will be able to complete some of these processes on their mobile devices providing greater flexibility and convenience.

Implementation was planned over three releases. Our first was successfully delivered in 2019 and the two remaining to follow in April and July 2020.

Working with our delivery partner and other service providers, the team consists of over 200 people, with the majority in Melbourne and offshore teams in India. We were on track to deliver the second, our largest release, on 6 April. With 23 days to go and COVID-19, everything changed and on Friday 13 March (of all days) – the programme was paused due to the risk of a successful outcome. Team members were asked to start working from home, so everyone packed their computers and headsets and left the office feeling disappointed, after spending so much effort to ensure we were ready, and uncertain of what this pause would mean.

The leadership team took time to understand how the programme could continue to be implemented, taking into account business priorities and constraints. Following rigorous replanning activities, participating in meetings with key internal and external stakeholders and attending various governance forums, including EA's Board, new dates were agreed for July and September.

All of the above were carried out remotely using digital technology, in a way we would never had to before.



▲ Kerry (first from left, fourth row down) joins colleagues from different departments in one of many virtual meetings.

We have also revised our approach to delivering EST in the following ways:

- Providing virtual end-to-end walkthroughs of key processes with a “day in life” flavour for key impacted roles.
- Offering virtual immersion rooms through the EST Intranet site for users to build familiarity of what EST will deliver.
- The vast majority of EST learning was planned to be remotely deployed, so we have modified our face-to-face learning by reducing class sizes and length of time and scheduling sessions to flex with participant’s changing work hours. Pre-work will be issued and training will focus on worked examples in a smaller supported virtual environment.
- Our change agent network will be using some interesting digital technology to keep participants engaged and also discussing how they can support their teams remotely.
- During Hypercare, virtual support rooms will be scheduled so users can feel supported when they perform a task for the first time.

Our EST team and stakeholders are now very familiar with daily check-ins, skype and video meetings, WhatsApp chats and phone calls. If you had previously asked if we felt we could deliver a programme the size and scale of EST remotely, the answer would have been a resounding ‘NO’. Now it seems quite normal to think that it is not only possible, but will lead to a very successful outcome for EA.

Life After Lockdown (A Poem)

by Prantik Das, Deputy Manager – Internal Audit, CLP India

This is not the end, this is not the end.

Life will be slow after lockdown, that doesn't mean we should knock ourselves down and behave like a clown.

Automation, digitisation will take over the market, that's the future and it's fine. Someday we will rise and shine just like aged wine.

Suppression, depression, oppression, submission might take over our mind. That doesn't mean human effort will be locked in a closet and be confined.

This pandemic situation taught us minimalist principles for our life. That should be the base of our daily fight.

Demand will be at its peak once lockdown is over.

Manufacturing, stock market, services, banking, power, small scale industries will take its pace just like other, 'cause the world will be paralysed without their faces moreover.

We all have to fight together by staying away from each other. Or else when it's over, there will be no solution for this blunder.

Lockdown taught us calmness, survival, unity and utilisation of free time.

We are hopeful someday the sun will shine. That's how we have to look at the future if we want to make our voices heard as a rhyme.



▲ Prantik wrote a rap song to encourage everyone to stay positive about life during lockdown.

My Lockdown Story

by Ramendra Malthiyar, General Manager - Human Resources & Administration, CLP India

COVID-19 pandemic has caught everyone by surprise and gave a big jolt to the nation and its economy. The whole world has come into its garb without an exception. Countries are forced to go for lockdown with heavy heart as social distancing is the only remedy for this pandemic to save people's life. The manufacturing and service Industries have stopped their operations, or the operations got stopped because of the lockdown. Our experts are continuously working on the methods to bring life and the economy back on track.

Employees are allowed to work from home as situation demands. Every day the death toll is seen rising, people are getting quarantined in order to keep control on the spread of the pandemic. Govt. officials, Police force, Doctors, Paramedical forces, Housekeeping staff, and Vendors who supply daily requirement of goods and services are working day in and day out to serve people without bothering about their health issues. With

sincere reverence , we will be indebted to their service for lifetime. All eyes are glued to the TV with a hunger to look for some good news.



▲ Ramendra (right) makes a donation to support people in need.

This is the test of our resilience and patience. Here is the choice to everyone: either to get into the groove of coronavirus and spend days thinking the darker side of the situation, while the other choice is to take this as an opportunity and work to do something better. This reminds me of an advertisement of "Mountain Dew" the cold drink: "Dar ke aage jeet hai" (there is victory beyond fear). What I mean here is that why not consider this as an opportunity to do something different instead of setting up a mourning environment? **As the saying goes "when the going gets tough, the tough gets going"**, this kind of situation will throw opportunities for positive people to grab with both hands.

We know business is getting impacted, but safety and security of humankind are more important than anything else at this juncture. Business can be revived if mankind survives, but never vice versa. **As Shakespeare said: "You have to be cruel to be kind"** (here the coronavirus pandemic is cruel to us).

In hindsight, there are positive sides of the pandemic as well. Around 400 people die every day in India because of accidents, who are saved now since vehicles are not running on the road.

Punjab people can very clearly see the Himalayan mountain range as there is no pollution because of reasons known to everyone. We are so proud to say that Indian population can stay without consumption of liquor for so many days, but let us not talk about the day the liquor shops opened ☺.

I also fall into the category of having positive mindset and look for opportunities from this kind of odd situation "lockdown". I, in my own capacity have donated to a couple of places including the government either monetarily or in kind to support needy people. I am supporting a needy family of 12 members for last 3 months in this lockdown, apart from that the one time help in cash and kind to many needy people. I will continue supporting people in my own capacity if the lockdown continues.

I took the opportunities to work on my personal development along with office work. I have attended webinars to gain knowledge at least one webinar in every two days. I have taken a couple of online courses for my enrichment. Enrolled myself to attend seminars of motivational speakers to keep me "high" in "low", one hour every day for 30 days.

Started indoor exercise to keep myself fit with positive frame of mind. I am trying to utilise the time to my fullest as there is no gain in unnecessary discussion and creating negative vibes of the situation.



▲ To make good use of his time during lockdown, Ramendra completed an online course in life coaching.



▲ *Ramendra prepares a meal for his family. He has done more cooking and housework since the lockdown began to ease the burden on his wife.*

I have added some more feathers to my cap. You know what...!!! I share the responsibilities of household work with my wife. I started cooking and relieved her for some other work. I will not be surprised that by the end of the lockdown period, my children will start asking me for food and not their mother.

In fact, I am busier these days. Having said that, the situation is tough and complex. This is a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) world which is expected to come in different forms and formats and COVID-19 is one of them. This time shall also pass... Amen. As Winston Churchill once said: "Never Let Any Crisis Go to Waste."



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.



@ Tallawarra Power Station Julian Turecek

Rising to the Challenge... The recently-approved expansion of the Tallawarra Power Station was only possible because of the team's determination to see the project take off. Project Director Julian Turecek, who has been flying single-engine planes for six years, flew himself to Shellharbour several times for talks with stakeholders. The team came up with innovative engineering solutions to address concerns and eventually win approval for the expansion.



@ CLP India Ashish Thorat

The Art of Fighting Coronavirus ... My son showed his support for our brave healthcare workers in their fight against the coronavirus by creating this impressive piece of art. It's his salute to all of our frontline heroes.



@ Khandke Wind Farm

Sky Climber ... Can you imagine doing a spring clean at a height of 75 metres above ground? Wind turbine blades need regular maintenance to ensure optimum efficiency. Our technicians have to use a sky-lift and work in a basket suspended by ropes at 75 metres in gravity-defying cleaning operations. It's definitely not a job for anyone who is scared of heights.



@ CLP Power Jessica Tse

Causing a Stir ... I took part in Kisses My Dear "400 Times" challenge at home to make the internet-famous Dalgona coffee and stir my drink 400 times to make it as light and fluffy as possible. I hope other colleagues found coffee and desserts a tasty distraction to help cheer them up through the coronavirus pandemic.



@ CLP India Transmission Team

Line of Duty ... Our team carried out maintenance work during lockdown on the 240-kilometre long transmission line of Satpura Transco Private Limited newly acquired by CLP India. We overcame logistical constraints to work as a team and complete the first major maintenance operation since taking over the asset.



@ EnergyAustralia

A Positive Balance of Goodwill ... Our volunteers called in on Foodbank Victoria earlier this year to help pack hampers for families affected by the Australian bushfires. When everyone pitches in, we can make a big difference to communities in need. At a time when our charity partners have been doing it tough, our people are looking forward to rolling up their sleeves again.



@ CLP Power Planning and Development Group

Across the Sea ... The 55-kilometre Hong Kong-Zhuhai-Macau Bridge is the world's longest sea-crossing bridge, linking cities across the Pearl River Delta. We were excited to visit this engineering marvel one year after its opening.