

ENERGY FOR BRIGHTER TOMORROWS

# CLP.CONNECT

#009





## CEO MESSAGE

RICHARD LANCASTER CHIEF EXECUTIVE OFFICER

# Powering Community Development

Dear colleagues,

It's been an unsettling summer and a testing time for Hong Kong. It is also very disheartening to see what is going on. Having adopted Hong Kong as my home and lived here for more than 25 years I know what a special place this is. As a parent it's heartbreaking to see the despair in our city's young people. But I believe the people of Hong Kong have a strong resilience and I hope the city's Lion Rock Spirit can pull everyone together through this difficult period.

Over more than a century CLP has grown with Hong Kong through thick and thin. We are a proud member of this community and care deeply about our home. That's why we have made "Caring for the Community" one of CLP's core values and put a spotlight on our community initiatives in this issue of CLP.CONNECT.



▲ The CLP Volunteer Team has been serving Hong Kong for 25 years.

The Kadoorie family have been Asia's philanthropic leaders for generations. Their value has not only helped millions of people, but also inspired CLP to contribute to the communities in which we live and work. The cover story takes you back to the 19th century to look at how the Kadoorie family's charitable tradition touched many lives in old Hong Kong.

This year marks the 25th anniversary of our CLP Volunteer Team in Hong Kong. What started out as a frontline staff-initiated volunteer group providing free rewiring services to underprivileged elderly has become one of the largest corporate volunteer teams in the city. When I was head of our Hong Kong business, I participated in

many of their activities – delivering used appliances to families in need, rewiring electrical cables in elderlies' homes, or simply spending time with some less fortunate people. Every time I remember going away with a grateful heart. I still try to make sure I do things for the communities nowadays – be it visiting tenants of subdivided units or sharing my views on climate and environmental issues with students and the business sector. In the last few years, I have had the honour and privilege to be a judge in the Spirit of Hong Kong Awards, which recognises the commitment and perseverance of Hong Kong people. The stories of those who follow their life goals in spite of challenges, and the passion and creativity displayed in helping others touch many hearts and I have been truly inspired by these unsung heroes.

In this issue, you can read about the story behind the CLP Volunteer Team from an interview with a founding member. There are articles about our initiatives in promoting community wellbeing, education and environmental awareness in Mainland China, India and Australia as well. Many of you may know the many community works and public services by SH Chan, our Managing Director – China. But you may not know how his passion came about. In his interview with us, he explains how an incident that took place over 30 years ago has shaped his relationship with the community.



▲ Richard Lancaster enjoys doing things for the communities, such as taking part in charity hikes.

After reading this issue, I hope you will be inspired to contribute to the communities in your own way. Happy reading!

**Richard Lancaster**

Chief Executive Officer





# Lighting Up Lives across the Centuries



▲ Lord Lawrence Kadoorie handed out electrical appliances to residents of Tap Mun in 1978.



Hong Kong is one of the most dynamic and advanced cities in the world. It crackles day and night with energy and ambition – and it is hard to remember that just a generation ago, something as simple as a basic electricity supply had the power to transform lives.

As recently as in the 1960s, the late Lord Lawrence Kadoorie would go to switching-on ceremonies in remote parts of the New Territories and hand out kettles and other appliances to villagers through which they got to enjoy the wonder of electricity in their homes for the very first time.

Those ground-breaking days of the Rural Electrification Scheme saw communities in the countryside transformed, and made the drumbeat of progress, opportunity, and prosperity heard in even the furthest-flung corners of Hong Kong.

A desire to look after people left behind by the march of modernity has characterised the work of the Kadoorie family since the 19th century – and it is a mission CLP is today carrying forward into a new era of technology and super-connectivity in the 21st century.

The charitable ethos has become an integral part of the CLP culture, empowering employees in Hong Kong, Mainland China, India, and Australia to use their expertise not just to fulfil their daily duties but to improve people's lives.

Caring for the communities in which we live and work is a core value of CLP, and our efforts are focussed on four pillars: Environment, Education and Development, Community Wellbeing, and Arts and Culture.

“At CLP, our relationship with the communities we serve is much more than a business transaction,” explains Chief Corporate Development Officer Quince Chong. “By providing reliable, safe, affordable, and clean electricity to our customers, we are supporting the economic and social development of the communities in which we operate.



▲ Chief Corporate Development Officer Quince Chong (third from left) enjoys interacting with participants of CLP's community activities.

“Members of the Kadoorie family have been philanthropic leaders in Asia for generations and still continue to support many good causes. They have influenced and inspired us to contribute to the communities in which we live and work.”

The Kadoorie family's philanthropic tradition can be traced to the 19th century, when it set up schools in the Middle East including the first girls' school in Baghdad that would later play an important role in the emancipation of women. When the family moved to the Far East, it continued that tradition, helping communities wherever it went.



▲ The Laura Kadoorie Girls' School in Baghdad in 1930s.



▲ The Ellis Kadoorie Public School for Chinese (Yu Cai High School) in Shanghai in the 1950s.



▲ The KAAA helps farmers raise pigs to improve their livelihoods in the 1950s.



▲ Farmers are able to buy fertilisers with loans from the KAAA.



▲ Sir Horace Kadoorie distributes cattle to widowed women in rural areas.



▲ CLP has been supplying electricity to remote Tap Mun island off Sai Kung since 1978.

The family's philosophy in philanthropy is to help others help themselves. The Kadoorie Agricultural Aid Association (KAAA) set up in 1951, for instance, helped farmers in post-war Hong Kong become self-sustaining.

Drawing from the Chinese proverb "Give a man a fish and you feed him for a day, teach a man to fish and you feed him for a lifetime", the KAAA taught farmers pig-raising techniques and over the years gave out 50,000 animals to create new livelihoods.

Projects such as these created a bond between the family and the communities they served. In 1901, the family founded the Ellis Kadoorie Chinese School Society which opened schools in Hong Kong, Shanghai, and Guangzhou to train Chinese students in English so they could have more job opportunities.



▲ The HKHP has brought together the historical records of the Kadoorie Family and their business and philanthropic activities.

The family's rich heritage of sharing their good fortune is celebrated through Sir Michael's creation in 2007 of the Hong Kong Heritage Project, which draws together a unique historical archive from CLP, the Hongkong and Shanghai Hotels, and other Kadoorie businesses and interests involved in Hong Kong's social and economic development, and makes them available to the wider public.



Inspired by how the family contributed to societies, our vision at CLP is to be the leading responsible energy provider in the Asia-Pacific region, from one generation to the next, and a vital element of that mission is to maintain and build upon our community ties.

Our community initiatives, sponsorship and donation activities complement other elements of our operations to earn and sustain trust from our stakeholders, using our skills and resources for programmes that have a positive impact on community development.

Going forward, we will continue to frame the way we serve our communities around the four pillars, as we recognise that our long-term success depends on the support of strong and thriving communities.

“CLP takes great pride in being a responsible corporate citizen, and we will continue to do everything we can to contribute to the community in a positive way, both today and into the future,” says Quince.



▲ CLP volunteers clean up Hong Kong beaches to help protect our marine ecology.



▲ CLP continues to bring electricity to remote villages, supporting rural revitalisation and eco-tourism by connecting Mui Tsz Lam and Kap Tong to the grid.



## Seizing the Opportunities Life has to Offer



“Chance favours only the prepared mind.” This quote from the great French scientist Louis Pasteur is the motto of SH Chan, Managing Director – China of CLP. Opportunities do not always come along, he says, but people must be ready to seize them when they do.



▲ By working on the frontline in the early years of his career at CLP, SH (left) gained an understanding of a variety of different roles to prepare him for his management position today.

For SH, one such opportunity arose in 1988, seven years after he joined CLP. He grabbed the chance to join a company training programme for high-potential colleagues, where he learned lessons that have influenced him for life through a series of well-structured workshops to practice *“The Seven Habits of Highly Effective People”*<sup>1</sup>.

SH applied all seven habits as best as he could to his life and work and the most important, he believes, is to “begin with the end in mind”. This requires people to visualise the goals they want to achieve and work towards them. “When a company prepares its coming year’s business plan, the best way to do it is to assume we start writing its year-end annual report and plan for its contents, for instance, we think about the intended deliverables of our plan and objectives for the next year. We can also apply this method to our lives,” SH says.



## Realising the Importance of Personal Goals

SH recalls that during one session of the “Seven Habits” programme, he was asked to write a personal mission statement, which got him thinking about his life priorities.

### My Personal Mission Statement

I am a responsible spouse and parent. I am an inspiring role model for my family. I act to create a harmonious environment for them and give a right path for them to live, develop, love, learn, and leave a legacy to be remembered.

In my profession, I am a leader of all kinds. I act to inspire others including bosses, peers, subordinates and business partners, to create a team spirit, and to achieve expected results in a professional and acclaimed manner.

I act with courage, consideration and discretion. I let my work speak for me.

I deal with others with honesty and integrity, tolerance and compassion, evenness and consideration. I earn friends respectful of me.

I prefer to be worthy and respectful, wealthy but not necessarily rich.

In addition, the exercise required him to draw a tree, with branches and leaves representing elements of life, such as friends, family, career, and community. He filled the blanks on the leaves with his achievements in each area.

“I very quickly filled in the blanks,” he says. “‘Family’: I was married and had two sons. ‘Career’: I had become a First Engineer and was making good progress along the engineering professional path. ‘Friends’: I had a good group of friends. But when it came to ‘Community’, I had nothing to write! The blank space in the area of community left a deep impression on my mind.”

## Rising through the Ranks with the Super Trainees

Four years later, SH was selected to join the Engineer Development Scheme – a one-year programme for 10 engineers aimed at nurturing leadership talent. Of the 10 engineers taken onto the scheme, five including SH were selected internally from more than 100 nominated employees and five by a global executive search. “The programme gave me very good exposure. My background was in transmission and distribution business of the power systems, and the programme stretched me and encouraged me towards power generation,” says SH.



▲ SH gets a taste of the diverse elements of the company's operations.

The 10 selected engineers were dubbed “super trainees”, and some went on to take up senior management positions. One was SH and another was Richard Lancaster, now Chief Executive Officer of the Group.

## Getting to the Heart of the Community

SH grabbed another important opportunity of his career in 2000 when he became Executive Assistant to the then Managing Director of CLP Power Hong Kong Michael Price for six months. While some people might consider the position came with high risks, SH accepted the challenge without hesitation, and was grateful for the exposure to a work environment with leadership and management.

One day, opportunity knocked again when Michael asked him if he was interested in working for the Central Policy Unit (CPU), an advisory arm of the Hong Kong Government. SH took up the challenge and became a part-time member of the CPU from 2002 to 2004, and was subsequently appointed a member of the Government’s top advisory body Commission on Strategic Development from 2005 to 2007.

Since then, he has been active in public service. He is currently a member of the Election Committee for the Chief Executive of the Hong Kong Special Administrative Region and a member of the Guangdong Provincial Committee of the Chinese People’s Political Consultative Conference.



▲ Despite his busy schedule, SH is dedicated to public service. In 2016, as President of the Hong Kong Professionals and Senior Executives Association, SH (fifth from left, first row) oversaw the association’s 10th anniversary celebrations.

## Reaching Out to People Across China

Since 2013, SH has assumed responsibility of CLP’s business in China. Through his work, he has forged close relationships with communities there. “Many of our assets on the mainland, such as solar or wind power, are located in remote areas where ethnic minorities live,” he says.



This explains why ethnic minorities are one of the focuses of CLP China's community initiatives. While state-owned enterprises address issues facing them through big-budget programmes in line with the Government's policy of targeted poverty alleviation, CLP targets its relatively smaller community budget to other areas of need.

"We focus on niche areas that other organisations might not have enough time and resources to look after, such as helping ethnic minorities preserve their culture," says SH.

One signature community initiative has been a partnership with the China General Nuclear Power Group and the Guangxi Government to support ethnic minorities in the cities of Liuzhou and Baise respectively in Guangxi. The initiative helps minorities preserve their languages and culture and raises their ecological awareness through programmes like ethnic culture classes, summer camps for students, and visits to CLP's Fangchenggang Power Station in the area.

The project also supports the teaching of ethnic embroidery and helps people who have learned the craft to sell their work in markets. "We hope their rich heritage will be passed from one generation to the next," SH says.

Getting involved in community work has helped SH achieve all the goals in his mission statement written back more than 30 years ago. He has also maintained his most important life habit of beginning everything with the end in mind. "When we know our ultimate goals from the outset, we can plan backward from the end objectives. Then we will always know what we have to do today," he says.

## Four Keys to a Happy Retirement

Now aged 61, SH has given thought to retirement but says: "The best plan is no plan because we have to make so many plans at work already." In any case, there are still things he wants to achieve at work such as cementing the China team he has been building over the years and preparing his successors. So rather than a detailed retirement plan, he is concentrating on the four factors he says are key to a happy retirement: Health, a partner, capital, and friends.

### 1. Health

Good health is vital for a happy life. The importance of health becomes greater as one grows older.

### 2. A partner

A partner is important for the journey of life, and perhaps even more so in retirement.

### 3. Capital

We all need to make sure we have enough money to enjoy retirement. It does not need to be a huge amount, but it does need to be enough.



▲ SH (third from right) formed lifelong connections during his university years and remains close friends with some of his former fellow students.

#### **4. Friends**

SH has a group of close friends who join him in a variety of activities, such as travelling and wine pairing.

1. *The programme was designed by Stephen Covey, the author of the best-selling book *The Seven Habits of Highly Effective People*.*





# 25 Years of Caring by CLP Volunteers



▲ CLP Volunteer Team celebrates the 25<sup>th</sup> anniversary this year.

Twenty-five years ago, To Yip Lam – widely known as To Sir – with his CLP colleagues began to provide a free rewiring service for underprivileged elderly people in Yuen Long. A quarter of a century later, the employee-founded group has grown into one of the largest corporate volunteer teams in Hong Kong, comprising 11 separate teams and more than 1,600 members, made up of CLP employees and retirees along with their families and friends.

To Sir retired in 2016 but the memories of the volunteer team stay with him. "It was 1994. I was hiking with my boss one day and he asked me to look into the need for electrical installations in homes for



▲ To sir (third from left, second row) and colleagues attended a volunteer service recognition ceremony in 2001.

the elderly,” he recalls. After discussing the idea with colleagues, To Sir says they realised there was a greater need among poor elderly people living on their own.



▲ CLP volunteers provide free rewiring service for people in need.

“Some of them lived in the old resettlement areas,” he says. “The electrical installations in their homes were old and might put them in danger.” And from that realisation, the volunteer initiative was born.

“At that time, volunteering and corporate social responsibility were very new concepts in Hong Kong,” To Sir explains. “Our company at one point thought about giving us compensation leave for doing volunteer work on Saturdays, but our CLP colleagues decided to do it in their own time as real volunteers.”

The CLP Volunteer Team began with 30 to 40 colleagues in Yuen Long and later expanded to other districts across CLP supply areas as more and more employees signed up and services became diversified, allowing people to bring their different talents and expertise to the meaningful cause.

“As we worked on the electrical installation, we needed someone else to accompany the elderly people, so we had administrative staff also joining our team,” To Sir says. “There was one old lady who had walking problems, for instance. Our colleagues made her a string attached to the door, so she could open the door more easily.”

Over the years, the CLP Volunteer Team has provided a broad range of services, including power safety and energy-saving workshops, beach clean-ups, English tutorial classes, caring visits, and the CLP Hotmeal Canteens service, catering to people including the elderly, dementia sufferers, the disabled, newly-arrived migrant teenagers, and low-income families.



▲ CLP volunteers clean up the shoreline to protect marine ecology.



▲ CLP volunteers go to the CLP Hotmeal Canteens to serve meals and chat with the beneficiaries every week.

One signature activity is the Sharing the Festive Joy programme, which invites elderly and underprivileged people to celebrate festivals with CLP volunteers and at the same time learn about energy efficiency and safety. The CLP Hotmeal Canteens, meanwhile, has served more than 570,000 hot meals to people in need around Hong Kong since its launch in 2011. Every week, CLP volunteers go to the canteens and help with serving meals and chat with the beneficiaries.



The scope of volunteer services has evolved as the needs of society change. As awareness about cognitive disorders increases, the team has introduced a new service, the “Be Dementia Friendly – Home Visit” programme, last year to visit elderly showing early signs of dementia.

“The CLP Volunteer Team came into being through the enthusiasm of our colleagues,” says the team’s Chairman Keith Chan. “Our profession is a very meaningful profession. We can use our expertise to help others, even outside our work.

“We are proud to have helped people in need with our expertise in electricity and other fields for 25 years. Looking ahead, I hope more CLP colleagues, especially the younger generation, will join the team to continue to bring more positive energy and love to our society.”



▲ Keith (sixth from left) joins a volunteer activity with colleagues.

For To Sir, the benefits of volunteering flow in both directions. “In our day-to-day work, most of the time our colleagues probably just follow orders – but volunteering is different,” he says. “They have to plan everything themselves. Colleagues who join the volunteer team become more motivated self-starters, and develop a stronger sense of responsibility.”





# CLP India Supports New Kitchen to Serve Midday Meals to 20,000 Children



▲ Excited students queue for their midday meals at Hubli.

Children's faces light up when they hear the words "midday meals", and they run to line up for the delicious food at the ring of the school bell. CLP India has been spreading smiles by providing midday meals to 5,000 children in Hubli in the southwestern state of Karnataka over the last two years.

"I was very weak when I was in my first grade but I am much healthier now. It's all because of the midday meals," says Bhagyashree Chitti, a seventh-grade student from Dharwad School in Hubli.

Renuka Kalagi, an eighth-grader from the same school, says: "I feel energetic. I can play well, and I also have more interest in my studies."



▲ Students talk, laugh, and spend time together over their daily meals.

CLP India entered into a partnership with The Akshaya Patra Foundation (TAPF) in 2017 to bring wholesome freshly-cooked lunches to 5,000 children in 27 schools in Hubli. The initiative is part of the Indian Government's flagship midday meal programme which aims to serve 1.75 million children every day through 38 centralised kitchens in 12 states.

By providing the meals, the programme seeks to improve enrolment, raise nutrition levels, and encourage children to stay in Government schools. The scheme dovetails with CLP India's approach to community initiatives, which count education and development of children in the rural communities near our operations as one of its focuses.

CLP India believes quality education is the first step in building a skilled and developed community. Through our education and development initiatives, we hope to help empower the next generation to drive and sustain their own personal and community development.

Rajeshwari Sutagatti, whose child benefits from the programme, says: "My daughter is happy with the delicious meals. She likes to go to school regularly and is able to concentrate well in her studies because of them."

After the success of the Hubli project, CLP India set up a brand new centralised kitchen in July this year to provide daily meals to 20,000 children in Telangana in central India. The kitchen, equipped with modern cooking facilities, is situated close to CLP India's Veltoor solar site and supports students in the surrounding villages who TAPF say are often hungry because of high poverty levels.

"We are proud of our partnership with TAPF which meaningfully serves and empowers the communities surrounding our plants," Head of Corporate Social Responsibility for CLP India Dr Priyesh Modi says.



▲ CLP has teamed up with the Akshaya Patra Foundation to launch a central kitchen providing daily meals to children in Telangana.





# A Gift of Green Education for a Land Rich in Natural Beauty



▲ Students attending class in Pengbuxi Primary School, Sichuan.

It is a land of spectacular natural beauty – an azure sky, rolling grassland, crystal-clear rivers, roaming herds of cattle, and, in summertime, blooming galsang flowers, a native floral species that symbolises the happiness of the Tibetan people.

This is the Pengbuxi township of Kangding in the Ganzi Tibetan Autonomous Prefecture in Sichuan province and home to a Tibetan girl called Sonam Baizom, who with her classmates enjoyed a memorable visit to their school last year.



Sonam Baizom and her friends dressed in traditional Tibetan costume to greet their visitors, presenting them with khatas – ceremonial Tibetan scarves – as a gesture of welcome and blessing. The guests were also given small gifts made from recycled materials by the students, including patchwork art created with old buttons and ships made of bottles.

The visitors were from CLP's Jiangbian Hydro Power Station in Jiulong county, about 100 km from Pengbuxi. They brought learning aids to the school and delivered a talk on electricity and environmental education to Sonam Baizom and her classmates.

"Uncles from the hydropower station explained to us how electricity is generated by flowing water and delivered to our homes to light up our electric lamps and help us cook," says Sonam Baizom. "We were told hydropower is a very clean energy source that can meet our power needs while protecting the environment."



▲ CLP's Support-a-School programme helps children in the poorer areas of Mainland China, bringing them school supplies and environmental education.

Pengbuxi Primary School is one of the beneficiaries of CLP's Support-a-School programme. CLP has been helping children in some poorer areas of Mainland China through a range of charitable education initiatives, and the programme was extended to three schools in Sichuan in 2014.

Employees from Jiangbian have visited the schools periodically since, helping them install solar panels, delivering school supplies, and teaching pupils about conservation and electric power. The Pengbuxi visit was attended by SH Chan, Managing Director – China.

"Uncle Chan gave us a lecture on environmental protection. He told us 'A scenic landscape opens up a world of natural treasures'," Sonam Baizom recalls. "To help us memorise it, he asked us to teach him how to say it in Tibetan. I translated the line into Tibetan, wrote it down on the blackboard, and taught him how to say it. He repeated the line after me until he knew how to say it in Tibetan properly."

SH says, "Some people may say that it is more important to lift the poor out of poverty first and worry about environmental issues later after they get rich. I would say if we don't care about the environment now and wait until everyone becomes rich, it will be too late."

Textbooks on environmental education are rare in this rural region and both teachers and students knew very little about the subject before CLP devised a textbook specially designed for Tibetan children.



▲ Sonam Baizom helps translate SH's message on environmental protection into Tibetan.

The book, handed out to students by colleagues from Jiangbian Hydro Power Station, is printed in Chinese and Tibetan, with lively illustrations to teach them about the environmental issues facing our planet, and what they should do to contribute to conservation on a day-to-day basis. SH says he hopes the book can help the students understand more about environmental protection and help preserve the Tibetan language and culture.

The book has indeed opened the door for Sonam Baizom to a treasure trove of environmental knowledge.

“Before reading it, I knew very little about the world's environmental challenges and how to protect the environment. I now realise how important the clean energy generated by CLP, such as hydro, wind, and solar power, is to our environment,” Sonam Baizom says.

## 第二章 ཁོ་ཚོ་གཉིས་པ།

### 地球正在面临哪些环境问题？ ཁའི་གོ་ལ་ཁོར་ཡུག་གི་གནད་དོན་ཅི་འདྲ་བྱུང་བཞིན་ཡོད།



随着人类活动及社会发展，地球面临的环境问题越来越突出。目前，我们必须关注的重要环境问题有哪些呢？

#### 全球气候变暖

地球的气温在悄悄地升高，而且已经到了为人察觉的程度。它的危害是不应漠视的。它会引起两极冰川融化，会带来频繁的暴风雨，会导致生物物种减少，更会使海平面上升，据统计，目前海平面正在以每10年6厘米的速度上升。这不仅会危害自然生态系统平衡，更威胁着人类的食物供应和居住环境。

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▲ Extracts from the bilingual book on environmental protection provided to pupils in Pengbuxi by CLP.



# Collective Power for Good: EnergyAustralia Customers Go Neutral

EnergyAustralia introduced the Go Neutral programme in 2016 to encourage customers to combat climate change by offsetting the carbon emissions of their electricity use, at no cost to them.

## The Way it Works



When a customer signs up to Go Neutral, EnergyAustralia calculates how much carbon dioxide the customer's electricity use emits. It then purchases carbon offsets from a climate action project to remove an equivalent amount of carbon dioxide from the atmosphere. These offset units are approved by the Australian Government's rigorous National Carbon Offset Standard.

More than 145,000 people have signed up for the initiative since its launch. Last year, in an impressive display of collective power, EnergyAustralia customers offset around 546,000 tonnes of carbon emissions – three times the offset achieved in 2017 and the equivalent of taking more than 170,000 cars off the road for a year<sup>1</sup>. The programme underscores EnergyAustralia's commitment to combating climate change.

Customers who sign up for Go Neutral can support a range of emission reduction initiatives that both offset emissions and bring about positive economic and social benefits, including forest regrowth projects in Australia, landfill waste management programmes in Brazil, and the replacement of incandescent light bulbs with energy-saving bulbs in India.

Here are just some of the climate action projects around the world that the Go Neutral programme supports:

### Mainland China: Daan Laifu Wind Farm

The 25 turbines of Daan Laifu Wind Farm in Jilin province, northern China, generate enough electricity to power scores of factories and thousands of homes. Although the farm sells the electricity it generates back to the local energy grid, the price is not high enough to turn a profit, so it relies on extra income from selling carbon offset units to EnergyAustralia. By purchasing these units, customers help safeguard the future of renewable energy in China while improving the air quality in Jilin where large amounts of low-grade coal are burned to power the industrial sector.



## India: Bachat Lamp Yohana Project

Incandescent light bulbs, still widely used in India, consume more energy and increase demand on power stations. The Bachat Lamp Yojana renewable lighting project, which involves the replacement of old bulbs with efficient energy-saving ones, not only benefits the environment but also helps low-income families in India save electricity costs. So far, the project has distributed 22 million light bulbs in several regions. Households save around 10% on power bills after installing the new bulbs.



▲ Low-income families in India are given efficient energy-saving light bulbs in a project supported by Go Neutral.

## Brazil: CTR Rio Landfill

The Santa Rosa Centre for Solid Waste Treatment (CTR Rio) is a landfill site near Rio de Janeiro which has been modified recently to reduce the amount of methane it emits. Landfills create huge amounts of methane gas, which has around 30 times the global-warming potential of carbon dioxide (CO<sub>2</sub>). Worryingly, many landfills in Brazil are not enclosed, so the methane emitted simply escapes into the atmosphere. CTR Rio has put a huge lid on its landfill with a pipe coming out of the top and has begun burning off the methane to convert it into less-damaging CO<sub>2</sub>.

## New South Wales, Australia: Urisino Ecosystem Project

In the far west of New South Wales, the former Urisino cattle station covering an area of 80,000 hectares is being returned to its natural state through a careful combination of land-clearing, replanting, and monitoring. Greenhouse gas emissions are being reduced through this process in two key ways: The replanting of native vegetation which absorbs carbon more effectively, and the removal of non-native animals including a large population of methane-producing feral goats and horses.

## Northern Territory, Australia: Arnhem Land Fire Abatement

Bushfires sweep across Australia every summer, many of them burning uncontrollably for weeks and producing massive amounts of carbon dioxide. Aboriginal rangers in the Northern Territory are fighting back. They are combining age-old wisdom with helicopter surveillance to expertly carry out hazard-reduction burning and reduce Australia's carbon emissions. The Arnhem Land Fire Abatement project works across a vast swathe of pristine native-title land and has already achieved a marked reduction in Australia's bushfire-related carbon emissions. The non-profit initiative is staffed entirely by the residents from Aboriginal communities.



▲ Aboriginal rangers in Australia initiate the fire abatement project to help reduce bushfire-related carbon emissions.

*1. Calculated using a factor of 3.2 tonnes/passenger car/year, based on 2016 Australian passenger vehicle numbers (Australian Bureau of Statistics Motor Vehicle Census) and 2016 greenhouse gas emissions for cars (National Greenhouse Gas Inventory AEGIS database).*



# Bringing Global Innovation to the Search for Smarter, Cleaner Energy



▲ Officiating guests and representatives from member utilities unveil the CLP and Free Electrons Ecosystem Immersion Day.

Some of the biggest utility companies and most innovative start-up companies in the world gathered in Hong Kong this summer to brainstorm ideas for new digital technologies for the power industry with the potential to deliver smarter, cleaner energy.

Free Electrons, a global start-up accelerator programme focusing on new energy technologies, held a week-long module in Hong Kong for the first time in June. CLP was the host as Free Electrons member utilities and start-ups deepened their cooperation on energy products and services backed by digital technologies such as artificial intelligence, data analytics, and the Internet of Things.





▲ CLP Group Chief Executive Officer Richard Lancaster.

“As a densely populated city with the world’s highest concentration of skyscrapers, a reliable and efficient electricity supply is extremely important for us all. These unique characteristics make Hong Kong an excellent test bed for energy innovation,” CLP CEO Richard Lancaster says. “Collaboration is absolutely invaluable, not just with start-up organisations, but also with other like-minded utilities.”

Free Electrons was founded in 2017 and runs annual programmes that connect leading electricity companies with start-ups to fast-track the development of new energy solutions.

Alongside CLP, Free Electrons member utilities are American Electric Power, AusNet Services, the Dubai Electricity and Water Authority, Ireland’s Electricity Supply Board, Energias de Portugal, European energy company Innogy, Origin Energy from Australia, the Singapore-based SP Group, and Tokyo Electric Power Company.

The Hong Kong module in June followed meetings in Dublin and Columbus, Ohio, earlier this year. Almost 500 start-ups from around the world were evaluated before 15 finalists were selected to work with the 10 member utilities to pilot new products and technologies for possible commercialisation. The start-ups and utilities will meet again for a final module in Lisbon in September.

“Joining Free Electrons not only meant we can engage and deliver our pitch to the utilities, but more importantly we can find out more about their pain points and figure out how we can tailor our solutions to meet their needs,” says Julian Lee, CEO of Hong Kong based-Ambi Labs, one of the start-up finalists of Free Electrons 2019. Ambi Labs helps users control their indoor environment, including air-conditioning, with artificial intelligence technologies.

Established utilities with world-class capabilities in energy services and engineering can speed up innovation by leveraging the disruptive technologies offered by start-ups, says CLP Senior Director for Innovation Austin R. Bryan.

“Digital tools like artificial intelligence are strategic pieces of the future of energy and are fundamental to the way a successful 21st century energy company will operate,” he says.

CLP has worked with start-ups from Asia, Europe, and North America on technologies including predictive analytics for grid management and smart homes since joining Free Electrons in 2018.

Adaptricity, a provider of power grid analytics software from Switzerland, started working with CLP during Free Electrons last year to develop solutions for tracking grid performance as renewable power is integrated into the system through the Feed-in Tariff scheme.

“Data is one of the key disrupters that will enable a greener energy future,” says Adaptricity Project & Sales Engineer Benjamin Schaule. “There is an abundance of opportunities in energy technologies right now with data.”



▲ The Free Electrons Hong Kong module comprises a week of engaging meetings and activities.

Smart homes technology company Howz completed a pilot project in Hong Kong with CLP as part of the Free Electrons 2018 programme. The British company's products track the electricity use of senior citizens and people with medical needs, delivering alerts to relatives and caregivers when problems arise. "The elderly population is growing, and we have an opportunity to work with CLP to learn about the market in Hong Kong," says Howz Chief Operating Officer Louise Rogerson.

At the CLP and Free Electrons Ecosystem Immersion Day at the Hong Kong module, the Free Electrons start-up companies presented ideas on energy innovation to more than 200 executives, entrepreneurs, technologists, business partners, investors, and policy makers. The event explored potential new energy services and business models for use in Hong Kong and beyond.



▲ More than 200 guests attend the Immersion Day.



▲ Start-up companies showcase their innovations in smart energy technologies.

The Immersion Day was officiated by Hong Kong Government's Under Secretary for Innovation and Technology Dr David Chung and featured speakers from businesses and organisations including CK Hutchison Holdings, the Hong Kong Cyberport Management Company Limited, the Hong Kong Applied Science and Technology Research Institute, and KPMG.

"We hope to be able to connect the Hong Kong ecosystem to the ecosystem we are creating in the Free Electrons programme, exposing energy disrupters around the world to the fantastic innovation and entrepreneurial spirit of Hong Kong," Austin explains.

## Smart Energy Connect – Asia's first online app store for energy management innovations

As part of CLP's transformation into a Utility of the Future, CLP has introduced Smart Energy Connect (SEC), Asia's first online energy app store offering a range of innovative and practical applications to help businesses and organisations in Hong Kong and the region manage energy usage in a greener and smarter way.

SEC is a one-stop gateway for energy users to find apps developed by CLP and our partners, powered by digital technologies such as artificial intelligence, the Internet of Things (IoT) and data analytics to make energy systems smarter, more efficient and sustainable.

Users can access the store through [www.clpsec.com](http://www.clpsec.com).



▲ Pubudu Abayasiri, Associate Director – Digital Products of CLP, says SEC represents a new business model for energy users, application developers and utilities to collaborate to meet evolving market needs.





# Mobility Helps Develop a Successful Long-term Career

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Rick Truscott grew up in Oklahoma but never looked back after graduating with a mechanical engineering from Texas A&M University. He has lived in the US, Europe (where he studied for his MBA), and then in Asia, which has been his home for the past 24 years.

It is a global journey that has taken Rick through an astonishing variety of jobs. He joined the US Navy working on a submarine for five years after his graduation. Following the navy, he went skiing in Colorado and worked at night as a bartender. After getting his MBA in Austria and the US, a job took him to the Philippines, Indonesia, and Thailand, where he joined CLP. He moved to Hong Kong almost ten years ago and today is Chief Operating Officer of CLP Power Hong Kong.

Rick's story is a vivid example of how mobility across geography and job functions can equip someone for a top job. It also helps illustrate why CLP encourages employees to be mobile so as to gain wider exposure and perspectives which in turns helps a long-term career development.

"In an era of energy transition and digital disruption, a mobile workforce is more important than ever to CLP. Working in different countries or roles helps build the capability and adaptability of the staff and supports their career development. Talent mobility will also enable the company to be more agile and enduring when business conditions change and, in turn, support sustained business growth. A mobile workforce further promotes diversity and inclusion in the workplace which encourages diverse ideas and perspectives that foster innovation in the company," says Sara Wong, Director – Corporate & Asia Pacific from Group Human Resources.

## Embrace Change and Realise Every Possibility of Yourself



▲ Rick (left) enjoys a holiday in Prague with his family and says moments like these are "the reason I work".

The key to moving between job functions is the ability to connect the dots, transferring skills learnt in the past and building on experience.

"In the US Navy, I learnt about power plants and nuclear power," Rick says. "We had a submarine with nuclear reactor which propelled the submarine and made electricity." This knowledge paid dividends when he later led the construction of a coal-fired power plant after joining CLP.

When he joined CLP in Thailand in 1999, Rick initially worked mainly on business development, leading teams for projects, negotiating contracts, and raising finance. He later switched to a role in operations which reduced his seniority but increased his opportunities and gave him a more stable family life.

That experience taught Rick another important life lesson. "Don't be afraid to go sideways or even go down, because it can broaden your experience," he says. "It's

very important that you build a diverse collection of experiences and knowledge. This gives you valuable perspective to understand and manage in today's complex environments, because you get different perspectives that prepare you for many potential eventualities."

Rick moved from Thailand to Hong Kong in 2010 and maintained his flexibility, working in business units including Generation and Power Systems, as well as his current role.

## Be Ready to Step out of Your Comfort Zone

Moving to a new location or a different role forces people to step out of their comfort zones.

Patrick Leung, Associate Director - Asset Management & Operations - Renewable (China), never thought he would work outside Hong Kong before he moved to Daya Bay in 2008 and ended up staying there for seven years.

Patrick had worked with CLP in Hong Kong for more than a decade before the move and decided it was time for a new challenge when the Daya Bay opportunity came up. "My attitude was 'Never say never'," he says.



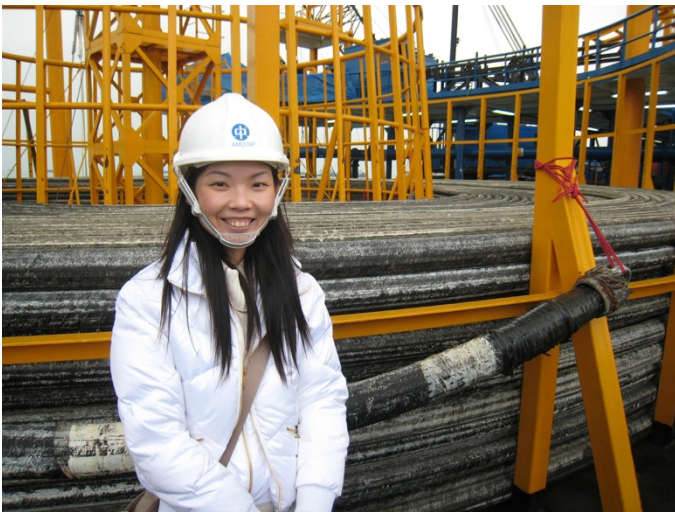
▲ Patrick (left) participates in a safety workshop held by the World Association of Nuclear Operators and networks with other nuclear plant operators.

The move turned out to be richly rewarding. “One of the most valuable things I learnt was to solve problems with different approaches,” he says. “If I had never left Hong Kong, I might only have known one approach to problem-solving. But in a different environment, the approach you are used to may not always work.”

Patrick concludes: “The most important thing is not to put yourself in a box.”

## Find Your Own Career Path

Not every career path follows the same trajectory. Some employees take a traditional route from working on operational tasks to formulating higher-level strategy. For Mandy Leung, Deputy Director – Substation Implementation, however, the route was reversed.



▲ Mandy went on board a submarine cable-laying barge when she worked on network planning in PSBG in 2008.

Mandy began her career at CLP in 2001 working on network planning in the Power Systems Business Group (PSBG) and later worked on regulatory management and environmental strategy. Then in 2017, she joined the Engineering Projects Department of PSBG to work on circuits, overhead lines, and transmission substations.

“At first, my work was more about planning, strategy, policies, and interacting with the Government,” she says. “Those experiences broadened my horizons. Later, for development opportunities, I moved to working on engineering projects. I learnt to implement plans and work on things in more depth. That way, I have been able to develop both the breadth and depth

of my work.”

## Sharing Best Practices

“Employee mobility not only helps the individual involved but also the company, expanding people’s horizons and giving them the opportunity to share different experiences and best practices”, says Tom Beach, Associate Director – Project Development from Group Operations.

Tom, who was born in South Africa of British descent, has lived around the world in countries including the UK, Nigeria, Turkey, and South Africa, before joining CLP in Hong Kong.



▲ Tom (right) and his family visit the Tropic of Capricorn.



“You see different rules and regulatory systems,” he says. “These require different ways of approaching challenges. It can help you put things into context. Learning best practices across the Group is very important – and having people who are mobile helps make sure those best practices are shared.”



# Brave Youngsters Building a Brighter Tomorrow



▲ Joe (first from left, front row) and Kyle (second from left, front row) act as mentors in the Brighter Future Buddy Programme to provide guidance to young people.

CLP started to team up with the Hong Kong Federation of Youth Groups in the CLP Energy for Better Tomorrows award last year to commend brave youngsters from challenging backgrounds who have used their positive energy to overcome adversities in life.

As part of CLP's support, its employees participated in the Brighter Future Buddy Programme as mentors to provide guidance to the award-winning youngsters.

Kyle Yip, Engineer I with Power Systems, and Joe Lo, Digital and Technology Support Manager, were among the CLP mentors. They shared their life experience with the young people, giving them advice on career choice and life planning. In return, they were inspired by the courageous youngsters working to succeed against the odds.

"The stories of these young people are a big motivation for us," says Joe.



▲ (From left) Joe, Yumi, Ivan and Kyle attend the CLP Energy for Better Tomorrows award presentation ceremony and share their experiences with the audience.

One of them, Yumi Wai, is from a broken home. She had to start working in convenience stores while still a Form 3 secondary school student three years ago to support her family after her divorced mother ran into debt.

She still works part-time while continuing her studies to help pay off the debts but never complains about not being able to enjoy the more carefree life of her classmates. "Everyone should help shoulder the family burden," Yumi says. "I just started a little earlier than other people."

Yumi says willpower and a sense of perspective has helped her cope with working and then studying into the night to keep up with her schoolwork. "Why should I

complain about being less fortunate?" she says. "There is always someone more unfortunate than me."

This year, Yumi completed her Hong Kong Diploma of Secondary Education and hopes to become a Chinese medical practitioner. Her mentors have given her career advice and put her in touch with people in the trade.

"I have learnt a lot from these young people," says Kyle. "I think they are probably better at coping with adversities than some adults."

Joe observes: "Compared with the straightforward paths in life and the careers of many of our colleagues, these youngsters have walked difficult paths. It has taught me we really shouldn't take a lot of things in life for granted."

As well as offering mentorship, Kyle and Joe bonded with the youngsters through activities including a cappella concert, poon choi feast, and by working together to distribute rice to people in need.

Kyle feels a special empathy for a teenager called Ivan Chan who suffers from the rare brain condition known as cerebral arteriovenous malformation and reminds Kyle of a poorly sick family member of his own.

Ivan has faced up to his illness with stoicism and a positive attitude. "I have learned not to worry about tomorrow," Ivan says.



▲ Kyle (right) enjoys a cappella concert with the youngsters.





## Company News

### Interim Results Reflect Strong Fundamentals amid External Challenges

CLP Holdings announced its 2019 interim results on 6 August. Despite the challenging environment in the first half, the Board is confident in the strong fundamentals of the business and the Group's long-term, diversified opportunities, and has increased the second interim dividend by 3.3% from the level of last year to HK\$0.63 per share this year. Chief Executive Officer Mr Richard Lancaster said CLP has the capabilities to deliver investment plans, maintain dividend practice and create long-term value for shareholders and stakeholders.



### CLP Snatches Five Awards at Australasian Reporting Awards

CLP's 2018 Annual Report was crowned the Gold Award for the 6th consecutive year at the 2019 Australasian Reporting Awards (ARA). The Online Snapshot won a Special Award under the Private Sector category while our Sustainability Report won the Sustainability Reporting Award - Private Sector, along with a Gold Award. Besides, our 2017 Sustainability Report was named the winner of the Joint ARA-Hong Kong Management Association



Award for Sustainability Reporting. The ARA awards benchmark the quality of company reports against the world's best practices.

## New Landmark for CLP India as Power Transmission Assets Broaden Portfolio

CLP India has entered into a binding agreement to purchase three power transmission assets totalling 815km in length from Kalpataru Power Transmission Ltd. and Techno Electric & Engineering Co. Ltd. The planned acquisition, which is subject to requisite approvals and compliances, marks CLP India's first entry into the power transmission sector and broadens our portfolio to straddle two of the three main segments in India's power value chain.



## Senior Management Visit to Hong Kong-Zhuhai-Macao Bridge Substation

Chairman of CLP Power Mr William Mocatta, non-executive Director of CLP Holdings Mr Philip Kadoorie and Director of Sir Elly Kadoorie & Sons Ltd. Mr Rudolf Bischof officiated at the civil completion of the Hong Kong-Zhuhai-Macao Bridge (HMB) Substation on 8 May. The project marked an important milestone of CLP's electricity supply to the Hong Kong Boundary Crossing Facilities and the Tuen Mun-Chek Lap Kok Link Tunnel, connecting Hong Kong with the rest of the Greater Bay

Area. The HMB Substation has swept multiple innovation and sustainability awards for its green initiatives and adoption of Building Information Modelling (BIM) technology that contributes to a sustainable project life cycle.

## CLP Celebrates 40th Anniversary of Power Supply to Guangdong

On 24 June, representatives from CSG, Guangdong Power Grid Company, Shenzhen Power Supply Bureau Company and CLP, as well as retired colleagues and partners of CLP attended a dinner to celebrate the 40th anniversary of CLP's power supply to Guangdong province. In 1979, CLP began its electricity supply to Shenzhen's Luohu district through an interconnection with the local power grid, marking its entry into Mainland China's power market and the beginning of the collaboration with China Southern Power Grid (CSG). Forty years on, CLP has become one of the largest overseas investors in Mainland China's power sector, and will continue to deepen the cooperation with all parties.





## New Milestone Reached for LNG Terminal Project

The Hong Kong Offshore LNG Terminal project has reached a new milestone. Hong Kong LNG Terminal Limited, a joint venture between Castle Peak Power Company Limited and The Hongkong Electric Co., Ltd., was formally established on 21 June. At the same time, commercial agreements for the long-term supply of LNG and the chartering of the floating storage and regasification unit vessel have been entered into with Shell Eastern Trading (Pte.) Ltd., a subsidiary of Royal Dutch Shell, and Mitsui O.S.K. Lines, Ltd. respectively.

## Commissioning Ceremony of Solar Energy System in SuperTerminal 1

The 159.96kW solar photovoltaic system at SuperTerminal 1 of Hong Kong Air Cargo Terminals Limited commenced operations on 30 April. It is the first pilot project installed and funded by CLPeS Solutions (CLPeS) using the energy service model. CLPeS Managing Director Mr Alex Keisser and Hactl Chief Executive Mr Wilson Kwong officiated the commissioning ceremony on 12 June.







## 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. Building a Dementia-Friendly Community
- > 2. CLP and Care for the Community

### Building a Dementia-Friendly Community

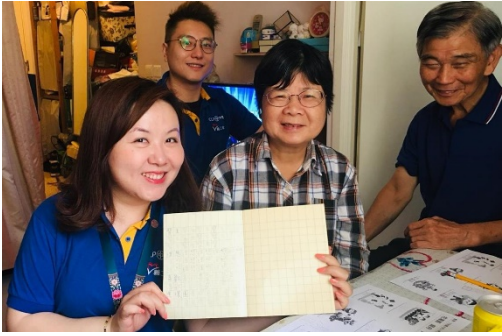
*by Lilian Lo, Assistant Public Affairs Manager, CLP Power*

The rising population of dementia sufferers has been a matter of growing public concern in recent years. Since 2018, I have organised and participated in the Be Dementia Friendly – Home Visit programme, jointly ran by the CLP Volunteer Team and Caritas Community Centre in Ngau Tau Kok. I visit elderly people showing early signs of dementia every month with 31 other volunteers. With guidance from social workers, we conduct a variety of tool-supported exercises, such as counting, drawing, and tablet games, to provide elderly people with simple training in memory, calculation, and coordination. This early intervention can help slow down the deterioration of concentration, memory, and other capabilities.



▲ CLP volunteers visit elderly people with early symptoms of dementia on a monthly basis.

One of the meaningful activities in the monthly visits is chatting with elderly people and understanding their lives, which allows social workers to know more about their condition. It also builds mutual trust between volunteers and the elderly as a way to provide better emotional support to our more mature friends. For example, one couple my team visited were reserved, and appeared a little alienated when we first met them in April last year. After several months, they became closer to us, however. I remember how on the Winter Solstice in December, they couldn't wait to treat us to a bowl of sweet rice dumplings after we had finished our "homework" assigned by the social workers. I was overwhelmed by the sense of warmth and sweetness which stays with me to this day. Moreover, when we visited in May, they eagerly shared with us the happy news of their daughter's wedding.



▲ Lilian (left) helps senior citizens do memory training exercises and chats with them to establish a bond.

We have been involved in this volunteer programme for more than a year now and it has greatly enriched our understanding of dementia. We have become more determined to help elderly people improve their cognitive capabilities as we see their progress and their happy faces. We hope we set a good example for more people around us, encouraging them to show care and support for dementia patients and their families to build a truly dementia-friendly community.

## CLP and Care for the Community

*by Bhaskar Shukla, Deputy Manager of Human Resources and Administration, CLP India*

I feel blessed and am thankful to the Almighty

As I work in CLP which cares for the community

I firmly believe that the success of every entity

Depends on prosperity of the society in its vicinity

For success can never be steady without humanity

And humanity is evoked through acts of benignity

But benignity can't exist if there is a lack of affinity

And affinity develops when we Care for Community

CLP's care is evident through its acts of generosity

It creates infrastructure and generates employability

Everyone benefits from CLP according to their capacity

They all experience a fortunate stroke of serendipity

As every venture of CLP has something for the society

Be it thermal, solar, wind, or transmission of electricity

Upkeep of Health and Environment is like CLP's identity

Safety and Respect for People are given the top priority

Women empowerment in CLP does hold its credibility

While employees also get a volunteering leave for CSR activity

So what can be better than to be a part of this fraternity

Which not only gives power but dignity to the community



▲ CLP India encourages employees to take part in community activities such as tree planting.





## 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.



@ CLP Power Daisy Woo

**Volunteering is a Double Blessing ...** Volunteering is a delight that benefits the volunteer as well as the community. It connects you to your community and helps make it a better place. That is the reason I joined the CLP Volunteer Team. I feel particularly satisfied when I see the smiles on the faces of elderly people we help. For me, that is both rewarding and reassuring.



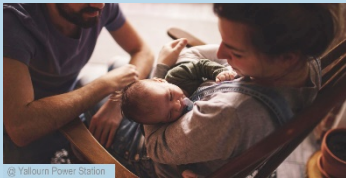
@ Blood Donation Organising Team

**Making Every Drop Count ...** More than 130 colleagues from different departments and offices supported CLP's Blood Donation Campaign. One donation of blood can save up to three lives. We sincerely hope everyone will get into the habit of making regular blood donations.



@ Mount Pigeon Power Station

**Digging in for Mother Nature ...** Pupils at Capertee Public School have created a sensory garden at the front of the school featuring native plants and an Aboriginal yarning circle in a project supported by the EnergyAustralia Community Grant programme.



@ Yallourn Power Station

**Strengthening Family Ties ...** An organisation supported by the EnergyAustralia Community Grant programme is Olivia's Place, a charity that provides emotional and practical support to vulnerable families in the Latrobe Valley, helping parents connect with other services in their community.



@ CLP India Bishal Kumar

**Sowing Seeds of Hope... To celebrate World Environment Day, the CLP India Renewables team organised tree planting programmes at all of its sites. At Andhra Lake, members of the local community were told about the importance of conserving the environment and creating more green space. The team received an overwhelming response from the locals who were all keen to play a part in helping the environment.**



@ CLP India Darshak Patil



@ Jiangbian Hydro Power Station

**Picturing a Better Planet ...** Jiangbian Hydro Power Station in Sichuan Province teamed up with local schools to hold a series of events celebrating World Environment Day. Children eagerly showed off their drawings on how to better safeguard the world around us.



@ Penglai Wind Farm

**A Clean Sweep ...** A team of employees from Penglai Wind Farm in Shandong Province staged a clean-up operation to show their commitment to creating a cleaner environment.

The gift of clean water... Many areas of India face a water crisis, and having regular access to clean drinking water remains a dream for many people. CLP India has recently helped an orphanage in Theni install a water purifier. Children were delighted with the water purifier and gave a ritual of thanks for the gift of pure, clean drinking water.