

Why Board Diversity is Important to CLP

We recognise that Board diversity is an essential element contributing to the sustainable development of CLP.

CLP Board Diversity Policy adopted by the Board in 2013 (available on website)

The Policy incorporates:

- Code Provisions of the Corporate Governance Code
- Retirement Age Guideline (age 72) for Non-executive Directors (other than the Chairman)
- 30% target for female Director representation on the CLP Holdings Board – to be reviewed by the Nomination Committee annually
- Independence mechanism (for directors to express their views and feedback) will be reviewed by the Nomination Committee annually
- CLP Group Diversity and Inclusion Policy for Senior Management and Staff

Aspects of Diversity cover:

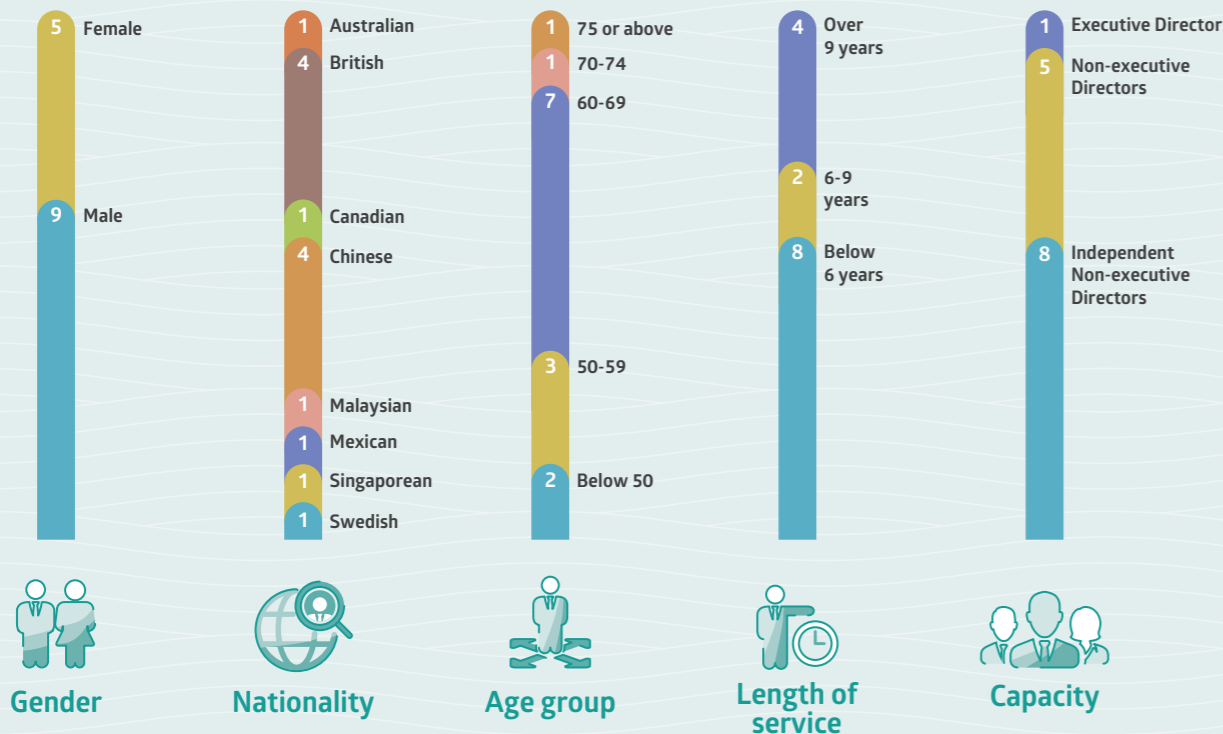
independence / gender / age / cultural and education background / professional experience / business perspectives / skills / knowledge / ethnicity / length of service

Our Board Diversity Policy also recognises that board diversity can be achieved without increasing the size of the Board and that a reduction in board size due to retirements without replacement can also be a way to further diversity. During the Period, our Board size slightly reduced from 15 to 14 due to the retirement of three Directors with the appointment of two Directors only.

Board Composition & Diversity

Key highlights:

Female Representation of **36%** / Independent Non-executive Directors Representation of **57%**



Board Expertise

To ensure the Board continues to possess a balance of skills appropriate for the requirements of the business of the Group, an analysis of the skill set mix was considered by the Nomination Committee.

The table below highlights the breakdown of the skill set mix of our Directors and demonstrates the broad and diverse mix of experience and background relevant to CLP that the Directors bring to the Board and its Committees.

Directors' Skills and Expertise

	CLP market experience (Hong Kong / Mainland China (including Greater Bay Area) / Australia / India / Taiwan Region and Thailand)	Executive leadership	Related industry / global experience (Infrastructure / Power)	Professional (Accounting / Engineering / HR / Legal)	Sustainability (Environmental, Social & Governance)	Technology	Public administration
Non-executive Directors							
The Hon Sir Michael Kadoorie	✓	✓	✓	✓	✓		
Mr Andrew Brandler	✓	✓	✓	✓	✓		
Mr Philip Kadoorie	✓	✓	✓	✓	✓		
Mrs Betty Yuen	✓	✓	✓	✓	✓		
Mr Diego González Morales	✓	✓	✓	✓	✓		
Independent Non-executive Directors							
Sir Rod Eddington	✓	✓	✓	✓	✓		
Mr Nicholas C. Allen	✓	✓	✓	✓	✓	✓	
Ms May Siew Boi Tan	✓	✓	✓	✓	✓		
Ms Christina Gaw	✓	✓	✓	✓	✓		
Mr Chunyuan Gu	✓	✓	✓	✓	✓	✓	
Mr Bernard Chan	✓	✓	✓	✓	✓		✓
Ms Wang Xiaojun Heather	✓	✓	✓	✓	✓	✓	
Mrs Ann Kung	✓	✓	✓	✓	✓		✓
Executive Director							
Mr T.K. Chiang		✓	✓	✓	✓		
Coverage (% of entire Board)	93%	100%	79%	100%	79%	100%	21%
No. of Directors (Full Board of 14)	13	14	11	14	11	14	3

Note: Multiple professional background and experience may apply to a Director.

In terms of skills and experience that we may consider for future Directors appointments, these may include (i) energy experience, specifically in the area of decarbonisation or expanding into new markets and / or along the energy value chain; and (ii) seasoned professional with experience across governance, strategy and / or sustainability.