

Diversity Policy

Our Diversity Vision:

Clough's diversity vision is to become an employer of choice by creating a culture that embraces and encourages diversity as a core value. We will aspire to create a workforce profile which reflects the talent available in the many communities in which we work. By creating a variety of perspectives – gender and culture – that stimulate, recognise and reward productivity, creativity and innovation, we will maintain our competitive edge.

Principles

Diversity at Clough will be underpinned by four key principles:

- **Fairness:** Every person will have the opportunity to work and succeed at Clough - regardless of their gender, nationality, background, age, physical ability or sexual orientation.
- **Support:** We will support the varying needs of our diverse workforce by providing flexible working conditions and ensuring programs are in place to enable every Clough employee to reach their career potential.
- **Respect:** We will treat every Clough employee with dignity and respect, recognising that our success depends upon the commitment, capabilities and diversity of our employees.
- **Leadership:** Our Board and senior leaders will be ultimately responsible for instilling a culture that embraces and values diversity amongst our workforce.

Strategy

The strategy to achieve our diversity vision is defined below:

- We will attract, recruit, support and retain the best people at Clough – irrespective of gender, nationality, background, age, physical ability or sexual orientation.
- We will clearly communicate our goals and expectations around diversity, to achieve buy in from all employees, and we will communicate and celebrate our diversity achievements.
- Every Clough employee will be held accountable for ensuring our diversity principles are reflected in their everyday attitudes and behaviours. Diversity intolerance of any kind, particularly discrimination or harassment, is unacceptable.
- We will focus on increasing the participation of females in our workforce by providing support and tools, such as parental leave and flexible working practices, to help women balance career and family responsibilities.
- We will improve the participation of women in senior management and board positions by providing networking and support groups, career development programs and mentoring.
- Our Board of Directors will be accountable for establishing measurable objectives for achieving gender diversity and to annually assess the objectives and the progress made in achieving those objectives.
- Progress against each year's measurable objectives will be disclosed in our Annual Report, along with the proportion of women in our workforce, in senior management and on the Board.
- Transparency of Board processes, review and appointments of new Board members, is absolutely essential.
- Objectives relating to gender diversity will be managed through Clough's annual business planning process.



John Smith
Chief Executive Officer
Clough Limited
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