

# Diversity Policy

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:

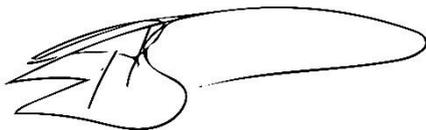
- **Fairness:** Every person will have the opportunity to work and succeed at Clough – regardless of their gender, nationality, background, age, physical ability or sexual orientation.
- **Respect:** We will treat every Clough employee with dignity and respect, recognising that our success depends upon the commitment, capabilities and diversity of our employees.
- **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.
- **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.
- 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.
- Diversity initiatives and statistical information as it relates to diversity are reviewed by the Company on a quarterly basis.
- Transparency of Board processes, review and appointments of new Board members, is essential.
- Objectives relating to gender diversity will be managed through Clough's annual business planning process.

Clough undertakes to communicate this policy to all persons working for or on its behalf and to the public as required. The policy will be reviewed annually to ensure relevance to Clough business activities.



### Peter Bennett

Chief Executive Officer  
Clough Limited  
November 2018

All personal information obtained by Clough during the implementation of this policy will be controlled in accordance with the Clough Policy for Privacy and the Privacy Amendment (Private Sector) Act 2000.