

Policy for Indigenous Relations

Clough is committed to improving employment prospects of indigenous people and building mutually advantageous relationships with indigenous communities and businesses in ways that respects their unique culture, heritage and views, wherever it operates globally.

Principles

- **Fairness:** We recognise the historical and often continuing disadvantages, poverty and various forms of social and economic exclusion indigenous people experience. Through our engagement with indigenous people we seek to contribute to their sustainable long-term economic empowerment, social development needs, skills development and cultural well-being.
- **Respect:** Indigenous people often have profound and special connections to, and identification with, lands and waters, flora and fauna and that these are tied to their physical, spiritual, cultural and economic well-being. We will continue to seek opportunities to learn of their practices, traditions and perspectives to become a better employer and economic partner of indigenous people.
- **Support:** Indigenous people are critical partners and stakeholders in many of our client's and Clough operations within Australia and around the world.
- **Leadership:** Our Board and senior leaders will be ultimately responsible for instilling a culture that embraces indigenous differences and promotes sustainable partnerships with indigenous people.

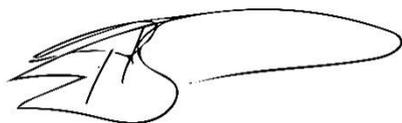
Strategy

The strategy to achieve our indigenous relations vision is defined below:

- All employees and subcontractors within their sphere of influence are personally responsible for promoting activities that provide realistic economic, skills development and employment opportunities to indigenous communities affected by, or involved in, our work environment.
- We ensure that indigenous employment and business opportunities are clearly identified and incorporated into the planning at tender stage of all suitable projects and commitments supported following award.
- We will actively consult and liaise with and seek the counsel of relevant indigenous communities within the scope of Clough projects and with the communities in which we operate.
- We seek to engage and develop local Indigenous talent within Clough.
- We encourage and promote understanding of local indigenous culture and heritage issues through corporate and project cultural awareness programs and inductions.

We implement procedures and procedures and apply them consistently to ensure that good indigenous relations are achieved and maintained.

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 & Managing Director
Clough Limited
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