



Diversity & Inclusion Policy

Clough aspires to become an employer of choice by creating a culture that embraces and encourages diversity and inclusion. We will aspire to create a workforce profile which reflects the wide range of qualities, attributes and talent available in the many communities in which we work. With this workforce, we will aspire to create an environment where people have both the feeling and reality of belonging and are able to achieve their full potential.

Principles

Diversity and inclusion 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 and inclusion aspiration 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 and inclusion 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.
- Initiatives and statistical information as it relates to diversity and inclusion 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 & Managing Director
Clough Limited
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