



Diversity and Inclusion Policy

As part of our ongoing journey to remain an employer of choice, Clough aspires to create an inclusive, culturally capable and diverse workforce that reflects the communities in which we work and live. With this workforce, Clough will create an environment where people are able to bring their true self to work and achieve their full potential.

Principles

Diversity and inclusion at Clough is underpinned by five key principles:

- **Fairness:** Every person has the opportunity to work and succeed at Clough – regardless of their gender identity, nationality, background, age, religion, physical ability or sexual orientation.
- **Respect:** Clough treats every employee fairly and equitably and acknowledges that every employee brings a wealth of knowledge, skills and capability to the workplace. Clough consistently demonstrates appropriate workplace behaviours, by listening, engaging and understanding our employees and responding appropriately to their needs and changing circumstances and recognising that our success depends upon the commitment, capabilities and diversity of our employees.
- **Support:** Clough supports the varying needs of our diverse workforce by providing favourable working conditions and ensuring programs are in place to enable every Clough employee to reach their full potential.
- **Ownership:** Building a positive, fair, respectful and inclusive workplace is everyone's responsibility and all employees must understand and be committed to the role they play.
- **Authenticity:** This policy exists to embrace differences and enable all Clough employees, regardless of their background, to bring their unique perspective to work.

Strategy


The strategy to achieve our diversity and inclusion aspiration is defined below:

- Clough will attract, proactively recruit, support and retain the best people – irrespective of gender identity, nationality, background, age, religion, 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 and inclusion intolerance of any kind, particularly discrimination or harassment, is unacceptable.
- Clough will focus on increasing diversity and inclusion in our workforce by providing support and tools, such as flexible working practices available to all, to help our employees balance their career and lifestyle responsibilities.
- Clough will improve diversity and inclusion at all levels of the organisation by providing networking and support groups, career development programs and mentoring.

Accountability

- Clough's Board and Executive Committee are accountable for diversity and inclusion outcomes. Each executive is required to champion, lead and promote diversity and inclusion through inclusive leadership and modelling behaviours.
- Initiatives and statistical information, as it relates to diversity and inclusion, are reviewed by Clough's Executive Committee on a monthly basis.
- Objectives relating to diversity and inclusion will be managed through Clough's annual business planning process.

Clough undertakes to communicate this policy to all employees 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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