People are an important key to our success, whether it is our staff that differentiate us from other airlines, or the communities we fly to around the world. That is why we make it a priority to support staff in the workplace, and empowering them to make a difference in the local communities across the network.

1 Staff Relations and Engagement

How We Have Engaged

Staff can provide their views, ideas and feedback through a variety of channels, ranging from the intranet, structured surveys, focus groups, to direct communication with their line managers and other department-specific platforms.

In 2011, in-depth individual interviews were conducted with senior management to understand their views on sustainability and how it relates to the company’s business, culture and future direction. We explored areas where there may be synergies of existing and new sustainability projects. The findings provided input to a series of engagement programmes in 2012 and 2013 which were aimed at different staff groups at different levels.

At the end of our five-year Stakeholder Engagement Plan between 2008 and 2012, the engagement process was reviewed and it was decided that rather than conducting a comprehensive stakeholder engagement exercise annually, it would be more efficient and beneficial to undertake this every other year, with smaller engagements being done during the gap years.

Between November 2013 and June 2014, a series of surveys and interviews on sustainability were conducted with external and internal stakeholder groups, including an internal online survey that involved over 500 employees. This comprehensive exercise was conducted to form a baseline and set of metrics that would be comparable to future engagement, as well as produce findings that would be actionable. This engagement showed that overall, almost half of the participants believed that sustainable development mattered to the company and they tried to integrate it as part of their job, with another third feeling that they were not well-informed enough about the issues but would like to learn more. It also reconfirmed that there were different barriers to engagement for different staff groups, and that we could improve on tailoring specific content through specific communication channels to each group accordingly. More details of the engagement exercise can be found in our Stakeholder Engagement and Issues Materiality Factsheet.
Below are some staff engagement campaigns on sustainable development in recent years:

In 2012, we launched a special edition of “We Suggest”, a regular internal campaign where staff organised themselves in teams and make creative suggestions on what the company can do to become more innovative and successful. This time, the campaign was given a sustainability theme. The aim of the programme was to reach out to staff across the network and encourage them to come up with ideas to embed sustainable development practices in their day-to-day work. Around 100 suggestions were received from teams around the world. Five suggestions were shortlisted, and a team-building offsite session was held in Kunming, the People’s Republic of China in 2013 to prepare the final presentations to Directors. The Cathay Pacific Cargo Manchester Team won the competition with its suggestion on the “removal of 88 pallet stops on cargo aircraft”. The removal of these pallet stops would lead to a decrease in fuel use and carbon emissions. The relevant departments are reviewing the proposals in more detail.

In 2013, we participated in the Earth Hour I Will If You Will campaign, where we asked senior managers to pledge an environmental/charitable or fun act if a number of their team members or colleagues pledged to do their own environmental acts. Our COO at the time, Ivan Chu, pledged to drive an electric vehicle instead of his regular company car for a week if staff signed up to their own environmental pledges. Managers from departments and teams in Hong Kong and outports joined to rally participation. This campaign won the “Most Replicable Activity” at the 3rd Swire Sustainable Development Forum in 2013, which would then be applied to other Swire operating companies.
Carbon trading has been a prominent topic in the aviation industry in recent years, with different emissions trading schemes being proposed and debated the world over. However, staff may not necessarily understand their principles and how these schemes may affect our business. Hence, to raise awareness and knowledge in this area, two interactive workshops in the form of a simulation exercise were held in 2013. The objective was to bring an initial appreciation of carbon trading to staff and build capacity on environmental market issues.

Engaging with Our Diverse, Mobile Workforce

Our team of staff is very unique in that it is widely dispersed around the world and consists of very diverse cultures, background and languages. We work with multiple trade bodies based in different countries with specific union regulations, and we uphold freedom of association for our staff. Industrial relations continue to be an important issue, however we are actively working with the various groups to continue to enhance communication and consultation to ensure views are heard and acted upon appropriately.

A Night of Stars

The staff party, “A Night of Stars”, was held at Cathay City on 12 December to thank staff for their hard work in 2014, and for helping Cathay Pacific and Dragonair win the Skytrax “World’s Best Airline” and “Best Regional Airline” Awards respectively. Over 9000 thousand staff and friends filled the indoor and outdoor venues to enjoy the food, beverages, performances, games and lucky draw.
Ground Staff

Nearly 40% of Cathay Pacific and Dragonair’s staff are ground-based, either at our offices, cargo hubs, or airports. Each of these groups has a staff consultative committee that meets regularly for a two-way flow of ideas with the People Department and management on a range of issues, such as company policy, staff welfare and staff facilities.

In 2014, over 6,800 ground staff from Hong Kong and the outports completed the full Alignment and Engagement Survey (“People Survey”), with a further 7,887 front-line staff answering 20 questions relating to engagement as part of their own climate surveys. Over 3,000 comments were made on the open-ended questions. This was the 4th corporate climate survey that the company has conducted over the past eight years. The previous surveys took place in 2007, 2009 and 2011.

Alignment is the extent to which the company’s systems, processes and a staff’s key performance areas are consistent with the company’s overall aims. Engagement is a measure of our staff’s emotional commitment to the company, an enthusiasm or passion for their work and a willingness to go the extra mile to help the company succeed.

The responses were generally positive, where most people were proud to be working for the company and keen to make the business successful. The 2014 survey showed a number of issues that needed to be addressed. These included better communication of the company strategy and regular progress reports; better communication of the information technology (IT) strategy and why it was necessary to spend on modern infrastructure and new systems; and how to recognise, reward and retain high-performing staff.
Engaging with the Directors

Since 2012, a number of staff activities with the airline’s Directors have been organised to allow staff to engage directly with Directors in an informal and casual setting outside of the workplace. In 2014, the following activities took place:

- Around 30 staff joined a golfing session with Director People Nick Rhodes and Director Corporate Development James Barrington;
- Close to 40 staff went hiking with Chief Executive Ivan Chu and Engineering Director Christopher Gibbs.

HKIA Service Touches Customers’ Hearts

The Heart Awards is a recognition programme that acknowledges our staff’s outstanding service or other performance beyond the call of duty at the Hong Kong International Airport (HKIA), to both internal and external customers. In 2013, awards were given to more than 200 staff who received compliments from passengers and their superiors alike in the past year after demonstrating consistently excellent service. In addition, the HKIA team voted for both individual team awards, recognising those who have shown great handling skills and support in assisting passengers, especially during operational disruptions.
Flight Crew

We proactively engage with our flight crew on the many aspects that concern their well-being, and are constantly working to improve our support to them wherever we can. To assist and support our flight crew on benefits, sickness, rostering, general welfare and on areas of a technical or operational nature, Cathay Pacific and Dragonair have put in place an extensive support infrastructure.

At Cathay Pacific, there are a number of industrial issues which we regularly address in different ways. The two primary issues for many staff, pay and working hours, are equally critical to our flight crew. Issues related to retirement and recruitment largely stem from a combination of legacy issues and constantly changing legislation around the world. In the last 30 years, our crew team has expanded rapidly (from a crew of just over 300 to nearly 3,000), and attached to this growth is a spectrum of differing terms and conditions from various phases of recruitment over the years. Hence, one of the key challenges for us as a company is to seek to be consistent and fair in the way we treat our crew, whilst being compliant with a range of local laws, and balancing the needs of staff and the business. We value our crew and therefore one of our goals is to strive to offer the most attractive working conditions and packages available to them. We continued negotiations with the Hong Kong Aircrew Officers Association (HKAOA) on various matters. In Australia, we continued working towards our first Enterprise Agreement.

At Dragonair, work continued in a positive and meaningful dialogue with various agreements being signed with our Dragonair Pilots Association. On the pay front, a three-year deal for our cockpit crew was signed following our discussions with the Union. Our crew member representatives worked closely with Dragonair on different Committees to provide feedback on various fronts, including meal selections, hotels, rostering and scheduling.

On the communications side, we maintain a number of channels with our flight crew to provide both technical and personal support and information dissemination. These include weekly management updates, news on the fleet, training and the various basings, fleet forum auditorium sessions, industry events, Yammer and the online feedback forms to specific operational and technical teams, and Crews News, a quarterly news and lifestyle magazine.

Auditorium sessions conducted in 2014 included presentations from Airbus, Boeing and the Hong Kong Air Traffic Control. Flight crew also had the opportunity to visit a number of industry sites including the HAS facility, HK Observatory, HK Air Traffic Control, and the Cathay Pacific Catering Services facility.

Finally, as part of the Insync Engagement Survey, Flight Operations conducted their very first survey among the flight crew community which will pave the way for a larger long-term engagement strategy.
At Dragonair, communications with crew continued to take place in the form of twice-monthly fleet forums and ‘town hall’ meetings with the management, in addition to regular bulletins from the Director Operations and other managers.

Our pilots partnered in various Corporate Social Responsibility initiatives. The Dragonair Aviation Certificate Programme (DACP), a core initiative of the Dragonair Youth Aviation Academy, proudly entered its ninth year in 2014. This is a unique educational programme with many of the graduates embarking on careers in different areas of the aviation industry. Many of our pilots worked as mentors for the programme.

**Cabin Crew – Cathay Pacific**

**Communication and Consultation** As part of our frontline team, the Cathay Pacific cabin crew provides invaluable input to the way we serve customers. Their views are important to us, and consultation and feedback are a key focus. We do this by strengthening existing crew forums, including yearly ISM forums, consultative groups, the Premium Service Ambassadors, Economy Class Service Ambassadors, Cabin Quality Specialist groups, and workshops tailored to the different categories of crew.

At Cathay Pacific, the Cabin Crew Consultation Group has been holding bi-monthly meetings since 2001, and comprises a diverse range of cabin crew led by the Cabin Crew Relations & Communications Section. In addition to helping with Crew Forums, the group is also consulted on a regular basis. They discuss issues of interest and relevance to the crew community and provide valuable input for the Inflight Services Department (ISD) management.

Website and mobile phone application “iCrew” was launched in 2013, which was designed to help crew quickly access relevant and up-to-date news and information using a computer, smartphone or tablet, no matter where they are in the world. There are approximately 4,500 active users of the app.
Cabin Crew Survey The CONNECT crew engagement survey has been conducted bi-annually since 2007. We gather thoughts on what is important to crew members, and how well management is doing at meeting their expectations in their work environment. Many changes have been made as a result of the survey, such as adjusting the rostering schemes so that they suit our crew’s lifestyle needs better, and creating a Flight Purser workshop. In 2014, surveys for all staff groups were restructured and consolidated into the company’s Alignment and Engagement Survey, into which the cabin crew-specific survey was also integrated. More than 4,000 cabin crew, which comprised 43% of our crew community, responded to the Engagement questions. A few areas such as reward & recognition, work conditions and roster-related issues have been identified as areas for the management team to look into.

Meeting the needs of our cabin crew In recognition of our large and expanding inflight team and increasingly complex service environment, the following are some of the areas where initiatives are ongoing with the aim of meeting crew requirements and to better cater for their needs:

• Lifestyle and rostering – We work to provide safe, comfortable and convenient layover arrangements, as well as looking at flight patterns to ensure that they meet Hong Kong Civil Aviation Department standards and crew lifestyle needs. Throughout the years, we have launched different schemes under the banner of “iChoose” to meet the differing needs and lifestyles of our cabin crew. These included High Density Scheme, High Hours Scheme, Route Specific Scheme and the Work-Life Enhancement Leave Schemes. These initiatives on flight request systems provide more flexibility on crew rosters. We also schedule days off on crew’s birthdays where possible, and give crew the option of choosing three priority days off per year.

• On the Job – We endeavour to make our cabin crew’s working environment efficient and comfortable, and hence have introduced enhanced inflight dining options and resting amenities. Our crew was also integral in the development and implementation of the defect-free cabin campaign, which is an ongoing and long-term working group with ISMs, the Engineering and Cabin Quality & Standards teams, to maintain the high standards of our cabins.

• Recognition and Support – We have increased interaction and engagement to recognise the efforts of cabin crew through receptions, top performers’ dinners, crew cocktails, bi-monthly crew forums, ISM and Senior Pursers workshops to discuss ideas and issues. We have also recruited a team of Performance Development Assistants to strengthen the support for the line management teams and bonding with crew. Jetset TV, launched in 2011, is a lifestyle magazine in a bimonthly video format, where crew are responsible for developing story ideas, script-writing, producing and presenting on topics that are of interest to them.

• Additional benefits – These include extension of some layovers at new destinations, and a number of organised outings.
Flight Attendants’ Union Every year, salary reviews are conducted and any adjustments are made at the corporate level. Discussions between the Flight Attendants’ Union and Cathay Pacific management took place at the end of 2013, and an agreement was reached by both parties. The dialogue on mutually important matters continues.

Charitable work Our cabin crew is active and enthusiastic in contributing to charitable causes. Some highlights included: In October 2014, more than 70 cabin crew and ground staff from the ISD joined together to take part in the annual Pink Walk for Breast Health, organised by the Hong Kong Breast Cancer Foundation. More than HK$20,000 was raised by the team. Our crew has been participating in this activity since 2012. In 2014, around 30 crew members, together with the General Manager Cabin Crew went to Thailand and China with the charity Habitat for Humanity to build houses for those in need whilst raising US$24,000. In December 2014, cabin crew from different countries came together and organized the International Food Fair in Cathay City. Signature dishes were sold and proceeds of HK$90,000 donated to the charity Sunnyside Club.

Cabin Crew – Dragonair

One of Dragonair’s key objectives of cabin crew engagement is to enhance the relationship between management and crew, as well as amongst crew themselves.

“What is so special about our crew is their strong ‘can do’ spirit, and we want to maintain that by making it an enjoyable workplace. We need to take care of them so that they can focus on taking care of our passengers.”

Alvin Yuen
Manager, Operations and Cabin Crew Relations, Dragonair
To facilitate communication and engagement, Dragonair hosted regular crew forums and appreciation dinners. Twelve and one crew forums were held in Hong Kong and Shanghai respectively in 2014. A variety of issues were raised, including crew roster, flight patterns, new destinations, new policies, catering related topics, hotel issues and travel benefits. The relevant departments would be contacted to follow up on questions raised. About 80 flight attendants and junior cabin crew attended the Annual Dinner. Around 60 crew from Shanghai attended the six engagement dinners organised for overnight base-crew in Hong Kong.

In addition, a monthly Rostering Focus Group was set up in 2014. The main objectives were to provide a platform and interactive setting for crew members to discuss roster issues freely amongst the crew community and to hear different ideas from other crew members. In addition to helping the company better support our crew, and allowing group members to gain a better understanding of crew rostering functions, the focus group also gave management fresh insights into the crew community’s diverse thoughts on this issue. The group was made up of 24 crew members from different ranks and bases.

One of the key initiatives for hearing the views of our cabin crew was through the Dragonair Cabin Crew Engagement Survey, which had the aim of “Understanding you, to serve you better”. This survey was conducted every other year to help us find out what our cabin crew thought about their work with Dragonair. In particular, we sought comments on areas such as annual leave, flying options and career development opportunities. In previous years, the Survey Results was shared in the form of a booklet. The findings from 2014 would be shared online.
Other key communication channels are the monthly Cabin Crew Newsletters (CCNL) and the quarterly DragonTV, an internal crew-produced video that feature personnel interviews and behind-the-scenes stories. The episodes in 2014 covered both work-related and non-work related topics, such as introducing new retrofitted aircraft, new departments, work of the our suppliers and other short inflight stories. In 2014, the Dragonair Channel was set up. It was a new one-stop shop platform for all inflight services work-related news and videos and included contents such as live General Manager messages and training videos.

Regular group visits are also organised for crew to enhance their produce and industrial knowledge, such as to the Airport Police Station. In 2014, a total of 64 cabin crew joined familiarization trips to LSG Sky Chefs and the Airport Fire Station.

In 2013, a new mobile application specifically created for Dragonair cabin crew, i-KA, was launched. The aim was to facilitate swifter communication and create a platform for better engagement for a non-office based workforce. It contained direct links to the most up-to-date cabin crew newsletters, breaking news, events calendars, flight timetables, crew manuals and guidelines. It is also linked to the grooming and Putonghua apps. It serves as a reference point for essential information that may be needed by cabin crew. Some information can also facilitate crew to serve passengers more efficiently, such as the “inflight sales” function which indicates where each inflight sales products are stored. The app has proved to be very popular, with over 80% uptake since its launch.

A Crew Talent Recruitment Campaign was run where cabin crew were invited to join behind-the-scenes and company events to help them discover more about the company and build pride in place they work for. At the same time, we could expand and enhance our crew talent pool. The recruited talents had the chance to participant in both public and internal corporate company events as ambassadors and photo-shoots for new catering menus. Talents also supported internal communications and service guidance, for example the production of safety videos and photo shoots for the grooming handbook and career development website.
Other previous Dragonair initiatives included:

**Cabin Crew Help Desk** With the growth of the cabin crew community, Dragonair is always looking for proactive ways to provide personalised care and attention to them. Two new Cabin Crew Help Desks/Hotlines were established in February 2012 at our Hong Kong and Shanghai bases. Four specialists, who are senior Flight Attendants themselves, are available around the clock at each base, ready to attend to crew issues, answer enquiries and offer support. They also engage with younger crew by sharing inflight experiences and knowledge on operational procedures.

**Cabin Crew Support Team (CCST)** This team has been in place for eight years, and comprises over 20 crew from different ranks and bases. They meet monthly to discuss operational issues, how the service can be more effective, and how to improve occupational health and safety in the cabin. In addition, they are involved with crew communications and rostering projects. This is also a platform whereby the company can obtain feedback on new ideas. To give crew a wider perspective on how the business operates, the CCST acts as a channel to disseminate information about the decision and logistical processes involved in facilitating changes and improvements.

**Charitable events** In 2013, Dragonair cabin crew participated in the first Dragonair Charity Singing Contest, in support of community flights to Kathmandu, Nepal. Thirty finalists and their families were selected to join the two trips in July and August with the ISD management team and local ground staff. There, they visited an elderly home and three orphanages, including one for children infected with HIV. Over HK$20,000 was raised through the singing contest, part of which was used to buy supplies, groceries and sundry items such as rice, oil and toothbrushes. Crew donated clothes and children items, and the airline sponsored two gas cylinders and a water pump at the centres.

**The Extraordinary Service of Our People**

Over the past decade, extraordinary service of close to 150 Cathay Pacific and Dragonair frontline staff has been named Betsy winners. In 2014, 29 top service starts from Cathay Pacific and Dragonair were awarded for their outstanding acts.
2 Recruitment

As a major employer which supports Hong Kong, we endeavour to demonstrate good corporate citizenship. We provide equal opportunities to individuals regardless of gender, race, national or ethnic origin, religion, cultural background, social group, disability, marital status, family status, sexual orientation, age or political opinion. We have adopted formal mechanisms through which staff can make a complaint of discrimination or harassment in any form.

The practice of undertaking local recruitment in the communities in which we operate has been in place for the past 25 years. If the required skills are available locally, we will give priority to the local labour market, before searching internationally. Vacancies are first opened internally to our staff, then to the local community, and then finally, overseas. Most of our overseas hiring relates to skills or experience that is not readily available in the local labour market.

Last year in 2013, a series of new videos introducing career opportunities available to ground-based staff was produced which featured a range of staff from the engineering, IT, airport customer services and other professional streams.

In 2014, we started our first IT Graduate Trainee programme with 10 graduates chosen from more than 450 applicants. They will go through the two-year programme developing IT skills and receiving mentorship from leading IT professionals.

We offer specific programmes to build staff competencies and careers in the following areas:

<table>
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<tr>
<th>Career Choices</th>
<th>Brief Description</th>
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| Management Trainee                                 | • Summer internships through the John Swire & Sons Hong Kong programme  
• To nurture our next generation of business leaders  
• Three-year development programme, with classroom training, workshops, and attachments to different units of our business within and outside of Hong Kong |
| Engineering Trainee Programme                      | • A 30-month development programme, with classroom-based aircraft training alongside practical experience in postings to different engineering sections  
• Engineering internships with two intakes: Summer and Winter seasons interning for eight weeks |
| Cadet Pilot                                         | • A 60-week development programme for becoming a commercial pilot  
• Residential course at a specialised facility in Australia |

Meet Our Cadets and Pilots

Hanson Lau, Technical Services Engineer, “A Day in the Life of an Engineer”

Richard Clausen, Senior First Officer, Cathay Pacific “A Day in the Life of a Pilot”

Cathay Pacific Careers "Jobs on the Ground" (Playlist)
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<tr>
<th>Career Choices</th>
<th>Brief Description</th>
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<tr>
<td>Flight Attendants</td>
<td>• A three-year contract to train as a safety officer, caring team player and ambassador for Hong Kong</td>
</tr>
<tr>
<td>Customer Services Officer</td>
<td>• A nine to 12-month development programme on customer service skills within airside duty, and technical check-in procedures training on landside</td>
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| IT Trainee Programme              | • A two year training programme  
• 10 trainees rotating through a range of programming and non-programming based IT disciplines and business units  
• Opportunity to work their way up the career ladder depending on their performance and opportunities available  
• One-on-one mentoring and support to develop technical skills such as cloud computing, mobile apps, RFID tag technology and web-based activities |
3  Training and Career Development

We promote a culture of continuous learning. Our staff are responsible for their own professional and career development. We support this by investing heavily in extensive formal training, online learning, seminars and forums.

Managers conduct performance reviews for all staff as part of our performance development and management process. We also support ongoing vocational education and career breaks for staff members who wish to pursue external activities to further enhance their careers.

People Development

The ‘People Development’ team was set up to provide a greater focus on people development across the network. The team supports the company’s leadership pipeline in the identification and development of staff who demonstrate high potential and performance, as well as identifying suitable career development opportunities. A formal leadership and management development curriculum has been delivered to relevant staff at all levels in both Hong Kong and outports.

Learner’s World

Learner’s World is our online training platform that allows staff to independently access training, without the constraint of time and place. It offers both personal development and work-related training. It is also a key platform for our compliance-based training.

An online learning course on cultural awareness has been available since 2006, covering issues such as taboos, social norms, languages, values and religions, different ways of greeting people and reflections on cultural sensitivity. This is aimed at demonstrating the importance of respect and sensitivity to other cultures to avoid any behaviour that some passengers might find offensive.

There are online Mandarin and English courses which focus on specific requirements that support various job functions. In addition to these, there are a number of generic courses on effective communication available for all staff.

The Hong Kong Personal Data (Privacy) Ordinance was amended and came into effect from 1 April 2013. As such, the Company amended its Personal Data (Privacy) Policy to comply with the new amendments and developed a new online training module which staff must complete.

Equipping Our Airport Teams Worldwide

Our Airports Training and Development Centre (ATDC) is responsible for driving and enabling the development of skills and competencies required of airport teams worldwide. ATDC works closely with local airport training coordinators, supervisors and managers to ensure training and development approaches, programmes (both technical and behavioural) and capabilities are optimised.
Since 2009, we implemented a training and development strategy to: support the achievement of standards via initial and recurrent training programmes utilising learning technology and improved on-job training programmes, leaders developing leaders to manage the business and grow teams, and social/ collaborative platforms to foster an on-going learning culture.

Creating a Learning Culture for Our Cabin Crew – Cathay Pacific

Cabin crew compose a significant proportion of our staff and in many ways represent the diverse culture of our business. In 2014, induction training was conducted with 1,109 new recruits, and more than 700 crew went through promotion training. Throughout the year, over 200 refresher training classes on Disability Awareness and Occupational Health and Safety were conducted for all cabin crew.

To enable our team to provide the highest quality of service to our customers, the Cathay Pacific Inflight Service Training and Development team provides cabin crew with a comprehensive training and development programme using a ‘blended learning approach’ that focuses on knowledge, skills and attitude development. This includes induction and promotion training, annual refresher courses, job coaching, web-based learning and external workshops. We offer a series of voluntary learning options, whereby the staff is able to decide the extent of their additional training. These include workshops and briefings. Our cabin crew may also be given an opportunity to participate as trainers and to take part in marketing events and office secondment programmes, allowing them to understand how other parts of our business are run.

Our cabin crew was required to complete a new e-learning module, which covered a new corporate policy in 2014 on “Flight Time Limitation”. This is a Civil Aviation Department (CAD)-approved policy on flight and duty time as well as rest requirements for all staff on board an aircraft. This policy is to ensure all operating staff on board an aircraft have adequate rest at the beginning of their flight duty and when needed, rest periods during the flight so that they are able to carry out their responsibilities to satisfactory level of efficiency and safety.

In addition to strengthening our service philosophy, business awareness, service and interpersonal skills, we provide annual training refresher sessions on disability awareness and occupational safety for all crew. Leadership and management skills training are provided to senior crew to support them in managing and mentoring the younger generation of crew. To encourage ongoing development, we provide voluntary learning programmes that cater to both our crews’ work and personal lives.
The Flight Pursers workshops, which were introduced in 2012, focused on exploring concepts that aim to help with personal development, such as developing key life skills, taking up new roles in life, and exploring ways to achieve better work-life balance. We believe that these useful skills will benefit the crew and in turn, the company. A key ingredient of the initiative is the commitment of senior management to be present at every workshop to provide recognition and appreciation to the Flight Pursers for their work.

With the success of the well received Flight Purser development workshops, Development Workshops were introduced in 2013 for BCs who have been in their positions for at least four years. The workshop aimed to enhance understanding of emotions and different styles of communication.

Over the past few years, our ISMs and Senior Pursers have also attended workshops and annual forums focusing on leadership and service excellence. In 2013, ISMs received training on de-escalation techniques for handling unruly passenger behaviour inflight.

In 2014, we provided a series of voluntary personal development options with workshops offered on the following:

- ‘Wine tasting workshop’, enabling crew to taste different types of wines
- ‘Training at a Glance’ workshops: They equip cabin crew with the necessary presentation skills that may be used during pre-flight briefing or when presenting information to passengers.
- ‘First Class Service at a Glance’ workshops: These give cabin crew an opportunity to practise and enhance their First Class cabin skills through a series of fun games and activities.
- ‘Public Announcement’ (PA) workshops: These give cabin crew an opportunity to enhance their English PA skills through practice and feedback sessions.

For 2015, the ISMs will join other Service Delivery Team leaders from the Hong Kong and international airport teams to attend a forum that aims to reinvigorate ‘Service Straight From the Heart’ in our crew and will tie in with the internal service delivery staff campaign – “Living Service Straight From The Heart”.

Over the past few years, our ISMs and Senior Pursers have attended workshops and annual forums focusing on leadership and service excellence. In 2013, modules included workshops dealing with unruly passenger behaviour inflight de-escalation techniques. In addition, voluntary workshops were also offered on areas such as wine tasting, servicing the First Class cabin, public address and grooming. A new ISM Forum focusing on service delivery is being planned for 2015.
Sustainable Development Report 2014 — Factsheet

Our People

In preparation for arrival of the new Airbus A350-900 aircraft, existing training facilities will be renovated in 2015 to cope with future training. These include modular mock ups with A350 Economy and Business Class specific galleys and a Boeing 777 First Class galley room. The Cabin Management Simulation room will be renovated. This simulated environment helps to improve the training quality and new product knowledge, and enhance crew’s servicing skills.

A series of new training programmes have been planned for 2015, including that on using the cabin tablet, new inflight sales handheld machine, and occupational health and safety (OHS). More details will be provided in the next report.

Cabin Crew Service and Development – Dragonair

Cabin Crew are our most important providers of a warm and friendly service and their training is crucial to Dragonair’s success. Being the Cabin Crew Training and Development Center our main responsibility is to provide training to all our Cabin Crew.

Cabin Crew Training and Development utilised a wide range of training methods and technologies. As well as our e-learning strategy that allows self-study via the internet, intranet and mobile applications, a variety of other methods are also used. In 2014, 386 new joiners were recruited to the cabin crew team, which was a record high since the establishment of Dragonair in 1985.

In May 2014, the Indian government announced a new legislation on ‘Non-Discrimination on the basis of Disability (NBD)’. It required airlines which carried passengers to and from any Indian airport to meet the requirements laid down in the policy. Since Dragonair operated scheduled flights to and from Kolkata and Bengaluru, the necessary preparations were made to ensure we complied with the new regulation. Even before this new legislation, we have been taking care of our passengers with special needs from ground to cabin, setting up policies, standard procedures and guidelines, providing training for cabin crew, special seating and boarding arrangements and inflight facilities.

In 2014, two aircraft have completed the A320 retrofit programme. The new A320 is equipped with new features, such as:

- An inflight entertainment (IFE) streaming system which allowed passengers to use their own viewing devices with inflight wifi to enjoy our inflight entertainment;
- Newly-designed overhead lockers which provided 60% more cabin stowage capacity;
- Distribution of iPad air to every passenger in Business class for additional selection of IFE programmes.

In order to ensure our crew is well-prepared for the new aircraft retrofits, the A33R and A320 mock ups were refurbished in 2013 and 2014. The inflight service mock up cabins were not only upgraded with new seats, communication systems and onboard facilities, it also provided a high technology training environment for our trainees.

In 2014, complete wifi access were offered across the entire training centre, which allowed the sharing of up-to-date information and encouraged the ‘go-green’ concept with our crew. More technological devices such as the iPad were being utilised for learning activities.
In 2011 and 2012, Dragonair trialed the Cabin Crew Mentorship Programme which was designed to enhance the professionalism and service quality of our crew. In 2012, we ran four Mentor Development Workshops training 21 mentors to help develop our younger crew leaders. The feedback collected from both mentors and mentees in the pilot programmes were very encouraging. In 2013, we ran two Mentor Master Classes as the second stage of mentor development. During these sessions, the experienced mentors shared and exchanged ideas on improving the mentoring process and the programme itself.

In 2014, 30 new mentors participated in the Mentor Development Workshop with a vision of becoming an effective mentor for their cabin crew peers. In addition to mindset and skills-in-career mentoring, the workshop also provided techniques in exploring life interest, overcoming stress and communicating with different generations. More than 120 mentees benefited from the Cabin Crew Mentorship Program this year, with a lot of positive feedback received. The majority of the mentee groups strongly believed that they have been inspired by their mentor’s dedication, which helped them have a happier career in Dragonair and a more enjoyable personal life.

Comments from mentor Chief Purser Gladys Pang and her mentee Flight Attendant Carman Wong about the programme:

“This is my 4th year as a mentor. I have had over 10 mentees during this time, and have made so many friends through this programme, especially building close relationships with younger members of staff like Carman. I am glad to see that the mentees felt comfortable enough to ask questions about work and even to share their personal problems. I enjoyed helping them and seeing their self-confidence being built up.”

Gladys

“I was so glad to have Gladys as my mentor last year that I decided to continue with the programme this year. There were many things that I did not understand about work when I took up a new position, but the mentors were patient and willing to teach and answer our questions. I was very worried when I had an issue at home two years ago. However, the mentors were very supportive, and they shared their own similar experiences in order to comfort and calm me. We are all like friends.”

Carman
In March 2012, we launched a Smartphone app on Putonghua-learning, the first in the airline industry. This “Putonghua-to-go” app allowed our crew to learn anytime and anywhere. As part of the Grooming Campaign and in preparation for the new uniform rolled out in 2013, an app on grooming was also made available. In addition, we will provide training on presentation skills to increase crew confidence when presenting at promotion interviews.

**Retaining Talent**

Cathay Pacific values the long-term commitment our staff makes to the delivery of their work and to service excellence, which is important to the sustainability of our business. We are proud of our ‘family-oriented’ culture and encourage staff to see the long-term value of working with us. We acknowledge the diversity of needs and values that each generation of staff presents, and we work hard to respond to and meet those needs.

### Years of Service (2014)

<table>
<thead>
<tr>
<th>Years of Service</th>
<th>Number of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-10 years</td>
<td>12,237</td>
</tr>
<tr>
<td>11-20 years</td>
<td>4,963</td>
</tr>
<tr>
<td>21-30 years</td>
<td>3,874</td>
</tr>
<tr>
<td>31-40 years</td>
<td>516</td>
</tr>
<tr>
<td>40+ years</td>
<td>19</td>
</tr>
</tbody>
</table>

Note: Cathay Pacific Airways only.
4 Cathay Pacific Group Benefits

We offer a comprehensive and flexible package of staff benefits. A dedicated onsite Benefits Services Centre caters for all Hong Kong-based staff benefits information needs, whilst our overseas staff can approach their local People Departments for benefits-related queries.

Flexible Benefits: RightChoice

We are one of the first Hong Kong employers to offer a flexible benefits package, including medical and dental coverage, insurance plans and retirement schemes, which can be tailored to meet our staff’ personal circumstances. There is also an option to buy additional leave.

Staggered Working Hours

Staggered working hours have been in place for all Hong Kong non-operational ground staff since 1996. Section heads and staff are encouraged to work out an arrangement that can be of mutual benefit without adversely affecting the work of the team.

Staff Welfare

We provide an Employee Assistance Programme (EAP) in Hong Kong and outposts which staff and eligible dependants can access. It is free of charge, confidential, and provides professional (including financial and legal) information and counseling on personal and work-related concerns such as relationships, parenting, emotional disturbances, substance dependency, coping with trauma, grief, preparing for retirement or job transitions.
5 Cultural Diversity

Cathay Pacific supports a work environment which promotes mutual respect and trust. We are proud of our multicultural environment which creates a uniquely rich diversity not seen in many companies in Hong Kong.

In 2014, we employed pilots from more than 48 different countries and cabin crew representing 14 nationalities. Our staff operate in more than 50 countries where we employ local staff.

Cabin Crew Nationality Mix (%)

- HONG KONG 55%
- TAIWAN 6%
- MALAYSIA 5%
- PHILIPPINES 5%
- CANADA 4%
- JAPAN 4%
- UNITED KINGDOM 4%
- UNITED STATES 3%
- KOREA 3%
- THAILAND 3%
- SINGAPORE 3%
- INDONESIA 2%
- INDIA 2%
- OTHERS 1%

We are pleased to advocate diversity in our workforce because we believe this promotes an outward-looking international perspective in line with the company’s vision.

Any type of discrimination based on background, culture or preference is viewed as a serious matter and is not tolerated by the company.

For further details of our subsidiary companies’ engagement and interaction with their staff, please refer to their respective reports: