Staff Relations and Engagement

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.

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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.

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 staff. 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.

In 2014, the Mainland China team organised the China Dress Cool Day for more than 700 colleagues from 22 ports in China. Participants, which included corporate clients and PR agents, were asked to submit environmental pledges and photos of their fancy dress at work onto their Sina Weibo accounts. The top 10 participants whose photos had the most 'likes' won air tickets to Hong Kong.

In 2015, new online platforms for social media and crowdsourcing ideas were launched for Cathay Pacific and Dragonair staff.

Yammer, an enterprise social media platform, was launched to enable staff and teams to communicate and collaborate in a completely different way. Accessible through PCs and mobile apps, staff can join a wide variety of work and leisure groups to engage and interact with people in their departments or those who share the same interests. Overall 10,000 staff has since joined the company Yammer network. A sustainability group was set up, and staff have been actively contributing posts on waste reduction, energy efficiency improvement and environmental developments in the industry.

“The launch of Yammer marks the first time we have been able to offer a completely open two-way channel through which all our staff can communicate.”

James Tong
Director Corporate Affairs (up to July 2016)
Spark, an online platform for crowdsourcing ideas, was launched corporate-wide in 2015 with a sustainability themed challenge. Staff were asked to submit and vote on ideas on how might we become a more sustainable airline group. Over a three-week period, 92 ideas were submitted under the three categories of customers, operations, and suppliers. The top two winning ideas involved making our amenity kits more sustainable and making our office greener. These were considered by the Innovation Council and respective departments.

**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.

**Service Straight From the Heart 2015**

Service Straight From the Heart (SSFTH) has been Cathay Pacific’s service ethos since 1995. For over 20 years, this approach has been our signature service style, which has been seamlessly delivered by our frontline teams around the world. A campaign aimed at reigniting passion for the airline’s service ethos was launched in November with senior service delivery managers sharing how they live SSFTH by writing their messages on heart-shaped tags and hanging them on a specially created SSFTH tree. By the end of 2015, over 1,000 messages have been hung on SSFTH trees at various locations across our network, including Cathay City, Hong Kong International Airport, and outpost crew bases and airports. Phase two of the campaign will start in 2016.
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 2015, around 50 staff participated in a hike with Chief Executive Ivan Chu and Director People Tom Owen.

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 2015, three presentation ceremonies were hosted and awards were given to more than 600 staff who received compliments from passengers and their superiors after demonstrating consistent service excellence. 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

Our teams across Cathay and Dragonair support pilots on matters relating to their employment and wellbeing, benefits, rostering, sickness and injury; and on those that are technical and operational. On the communications and engagement side, we keep pilots updated on developments within Flight Operations and across Cathay, with regular management updates, news on the fleets and training, fleet forums where pilots meet with managers, and via social media including Yammer. We also host regular social events for our senior pilots, which gives them and their partners an opportunity to meet with the senior management team.

Our Cathay pilots who are based in Hong Kong and across Europe, North America, Australia and New Zealand are represented by various associations, and industrial matters remain ongoing. Our employee relations team put in a lot of time to ensure the workplace conditions negotiated with each of the associations are fair and work in their best interests of pilots and also the sustainability of Cathay in the long term.

Engagement continued with the Dragonair Pilots Association. Pilot representatives also worked closely with Dragonair management on different Committees to provide feedback on various fronts, including meal selections, hotels, rostering and scheduling. Communications with crew continued with twice-monthly fleet forums, and ‘town hall’ meetings with the management. There were also regular bulletins from the Director Operations and other managers.

Our pilots partnered in Corporate Social Responsibility initiatives. The Dragonair Aviation Certificate Programme (DACP), a core initiative of the Dragonair Youth Aviation Academy, will be entering its tenth year in 2016. Many graduates of the programme started their careers in different areas of the aviation industry.
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 Inflight Service Managers (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 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.

In addition, we produce bi-weekly cabin crew newsletters and monthly safety newsletters in both print and digital format to ensure our cabin crew are well informed.

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. As part of continuous improvement effort, we will be conducting another CONNECT crew engagement survey in 2016.
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 the 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 Rosters Scheme and the Work-Life Enhancement Leave Schemes. These initiatives on flight request systems provide more flexibility on crew rosters.

- **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 video format, where crew are responsible for developing story ideas, script-writing, producing and presenting on topics that are of interest to them.

**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 end of 2015, and an agreement was reached by both parties. The dialogue on mutually important matters continues.
CX Choir
CX Choir is an interest group comprising of talented Cabin Crew and HKIA Ground Staff. In August 2015, the CX Choir performed among 100 local young musicians, 300 member chorus at the 25th Anniversary Asian Youth Orchestra concert. In December 2015, the CX Choir spread the holiday joys by carolling around town; at the Swire White Christmas event, on the tram along Hong Kong Island, at the Hong Kong International Airport, and at Cathay City.

Charitable Work
Our Cabin Crew is active and enthusiastic in contributing to charitable causes locally and internationally. In 2015, our Cabin Crew participated in different activities such as Pink Walk for Breast Health and Beat the Banana Run, raising funds for local charities. In December 2015, Cabin Crew from different countries came together and organised the International Food Fair in Cathay City. Cabin Crew chefs prepared their signature dishes from their home countries and sold them for charity group Sunnyside Club. This event not only raised funds for the ones in need, but also celebrated diversity among the Cabin Crew community.

Internationally, we partner with non-profit group Habitat for Humanity on charity trips. In January 2015, around 30 crew members together with the General Manager Cabin Crew (GMCC) went to Siem Reap, Cambodia to help build houses for those in need. Another group of 30 crew volunteers went to Cebu, the Philippines in June 2015 to visit the local community, mingle with the school kids and build houses for the residents of Daanbantayan. In January 2016, around 25 Cabin Crew went to Jakarta, Indonesia with the GMCC to help build houses for the local residents of Babakan Madang Village in Sentul.
One of the key objectives of Dragonair’s cabin crew engagement is to enhance the relationship between management and crew, as well as amongst crew themselves.

**Crew Forum and Annual Dinners**

To facilitate enhanced communication and engagement, Dragonair hosts regular crew forums and appreciation dinners. Twelve crew forums were held in Hong Kong and one in Shanghai in 2015. 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 follow up on questions raised. More than 250 cabin crew across different ranks and ethnic groups, including those from the Japanese and Korean communities, attended these events. The celebrations of Dragonair’s 30th Anniversary and the 10th anniversary of the Shanghai cabin crew base were other highlights in 2015. The management team attended the celebratory event in Shanghai involving over 70 cabin crew as helpers and performers.

**Rostering Focus Group**

The monthly Rostering Focus Group continued to engage with the crew community in 2015. The group discussed roster issues which prevailed across the crew community and relayed constructive ideas collected 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 provided fresh management insights to the diverse crew community.

**Cabin Crew Newsletter and DragonTV**

Cabin Crew Newsletters (CCNL) and DragonTV are our key communication channels with the crew community. Monthly editions of the CCNL are produced in hard copy and electronic format. DragonTV, hosted by General Manager Inflight Services, was increased from a quarterly release to monthly episodes in 2015. An additional four special editions covered events including Dragonair being named as Skytrax ‘World’s Best Regional Airline’ and Dragonair’s 30th Anniversary. DragonTV can be viewed through KA Channel (a platform hosting videos produced by various teams within Dragonair’s Inflight Services Department), i-KA app, Dragonet, and at the crew lounge.

**Group Visits**

Regular group visits are also organised for crew to enhance their knowledge of the aviation industry and our products. A total of 121 cabin crew joined familiarisation visits to the Airport Police Station, LSG Sky Chefs and Airport Fire Station in 2015.
i-KA App
Since i-KA’s launch in 2013, it continued to be the companion app for our cabin crew. In addition to providing access to Crew Notices, CCNL, event calendars, outport allowance calculator, our grooming and Putonghua apps, and other useful documents, it also pushed important company news to our crew. A review of i-KA looking at future enhancements to improve functionality and user friendliness commenced in 2015.

Cabin Crew Help Desks
Cabin Crew Help Desks in Hong Kong and Shanghai provide personalised care and support to the crew community. Manned by nine senior cabin crew seven days a week, the Cabin Crew Help Desk in Hong Kong handles enquiries, share experience and job knowledge, address crew sentiments and exercise ‘Tender, Loving, Care’ (TLC) to crew members who are affected by flight disruptions or work injuries. Similarly, the Cabin Crew Help Desk in Shanghai offers support to locally based crew. A total of 5,088 cases were handled by the Cabin Crew Help Desks supporting 1,932 cabin crew in 2015.

Cabin Crew Support Team
The Cabin Crew Support Team (CCST) meets monthly to discuss operational issues and looks for ways to enable a more effective service and improve the occupational health and safety conditions in the cabin. In addition, they are involved with crew communications and rostering projects. Through this platform, feedback on news ideas could also be shared with the company. To give crew a better understanding of other operational areas, the CCST acts as a channel to disseminate information about the decision and logistical processes involved in facilitating changes and improvements.

Cabin Crew Community reached “2,000”
Our cabin crew community reached 2,000 as we welcomed Induction Class A168. A special graduation ceremony for Induction Classes A168 and 169 held in July 2015 concluded with performances by our graduates.

Betsy Award 2015
Betsy Award is the highest accolade given to staff in recognition of their service excellence. In 2015, 16 outstanding Cathay Pacific and Dragonair staff and five incredible teams were recognised for going beyond their duty to help passengers in need.
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.

Videos featuring staff from the engineering, IT, airport customer services and other professional streams introduced career opportunities available to ground-based staff.

In 2014, we started our first IT Graduate Trainee programme giving candidates the opportunity to work with the latest technologies and actively contribute to major projects that will make a visible impact on the way Cathay Pacific operates and on the quality experience that the airline delivers to customers. The IT Trainees undergo a two-year rotation through a range of core IT disciplines, including business intelligence, digital retail, customer relationship management, supply chain management and infrastructure. In 2015, we had over 530 applicants, out of which 10 high-calibre candidates were chosen.
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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<tbody>
<tr>
<td><strong>Management Trainee</strong></td>
<td>• Summer internships through the John Swire &amp; Sons Hong Kong programme&lt;br&gt;• To nurture our next generation of business leaders&lt;br&gt;• Three-year development programme, with classroom training, workshops, and attachments to different units of our business within and outside of Hong Kong</td>
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<tr>
<td><strong>Engineering Trainee Programme</strong></td>
<td>• A 30-month development programme, with classroom-based aircraft training alongside practical experience in postings to different engineering sections&lt;br&gt;• Engineering internships with two intakes: Summer and Winter seasons interning for eight weeks</td>
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<tr>
<td><strong>Cadet Pilot</strong></td>
<td>• A 60-week development programme for becoming a commercial pilot&lt;br&gt;• Residential course at a specialised facility in Australia</td>
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<tr>
<td><strong>Cabin Crew</strong></td>
<td>• A three-year contract to train as a safety officer, caring team player and ambassador for Hong Kong</td>
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<tr>
<td><strong>Customer Services Officer</strong></td>
<td>• A nine to twelve-month development programme on customer service skills within airside duty and technical check-in procedures training on landside</td>
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<tr>
<td><strong>IT Trainee Programme</strong></td>
<td>• A two year training programme&lt;br&gt;• 10 trainees rotating through a range of programming and non-programming based IT disciplines and business units&lt;br&gt;• Opportunity to work their way up the career ladder depending on their performance and opportunities available&lt;br&gt;• One-on-one mentoring and support to develop technical skills such as cloud computing, mobile apps, RFID tag technology and web-based activities</td>
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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 development curriculum has been delivered to relevant staff at all levels in both Hong Kong and outposts.

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 Competition Ordinance (“Ordinance”) came into effect in December 2015. As such, the Company revised the existing Antitrust Policy and Guidelines to ensure that all our marketplace activities are compatible with the new Ordinance. To further strengthen and enhance our commitment to strict competition law compliance, we will roll out a new Online Antitrust Training programme for all relevant staff including subsidiaries in 2016.
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.

To enable the cabin crew team to provide the highest quality of service to our customers, after new recruits have passed a stringent Emergency and First Aid training, the Cathay Pacific Inflight Service Training and Development team provides a comprehensive training and development programme using a ‘blended learning approach’ that focuses on the service philosophy, business awareness, as well as service and interpersonal skills.

The overall approach we take is the development of individuals on the relevant knowledge, skills and attitude that set the foundation not only for delivering service but also for continuous learning on the job in order to adapt to the complex and evolving service environment.

The training includes Induction and Promotion training, on the job coaching, web-based learning and workshops. Annual refresher workshops are theme-based and aim to refresh and bring the crew up to date on relevant skills and knowledge.

In 2015, induction training prepared 781 new recruits to join the cabin crew workforce and another 446 crew completed their promotion training for various levels of supervisory positions.
Throughout the year, over 9,000 crew attended the annual refresher training classes on Disability Awareness and Occupational Health and Safety. The focus of the annual refresher workshop in 2015 was the introduction of new manual handling guidelines from training provider, Pristine Condition of UK. Feedback from the crew indicated that the concepts were useful, easy to follow and as a result were being applied. Most importantly, numbers indicated a decrease in work injury.

Another annual workshop was conducted for Inflight Service Managers. This was a joint effort with frontline Team Leaders from the Hong Kong and outport airport teams. The focus was on how to reinvigorate ‘Service Straight From The Heart’ in the frontline teams and was tied to the internal staff campaign called “Living Service Straight From The Heart”.

In addition to the workshops above, training support was provided for all crew following the distribution of cabin tablets to the senior cabin crew. This technological advancement allowed the crew quick access to updated flight information to better serve our passengers.

Late in 2015, an e-learning module was launched to prepare all crew for the arrival of the new A350 aircraft in 2016. To support further training requirements, a new design to the cabin training mock-up was introduced. Instead of the traditional aircraft cabin, a flexible modular classroom design was used to enable flexibility in accommodating a wider variety of training needs.

One key aspect that contributes to the creation of a learning culture was the ability of cabin crew to participate in a crew secondment programme which allowed them to be seconded part-time as a service trainer. This opportunity brought two types of benefits. It allowed experienced crew to share their knowledge and experience with the trainees, while at the same time giving the more experienced crew exposure to working on ground to learn about aspects of how the business was run.
Cabin Crew Service and Development – Dragonair

Training and development is a core part of enabling an enriched and fulfilling cabin crew career. Our Cabin Crew Training and Development Centre (CCTD) is committed to developing cabin crew to reach their highest potential by delivering consistent and quality inflight service training. We provide quality training programmes covering knowledge, skills and qualities that help cabin crew become competent in their job and enable them to meet and exceed our passengers’ expectations.

In 2015, we conducted 188 classes of internal training with 704 training days. Special attention was given to tailoring the course for our young and energetic cabin crew. CCTD emphasised incorporating state-of-the-art facilities, technology and innovation. In addition, senior crew learnt how to use cabin tablets, while one iPad mini per flight was provided for inflight use. In the Joint Crew Resource Management training, special focus was placed on how to make effective decisions by exercising critical thinking.

We also ran several Chief Purser Development courses to enhance the connection between the Chief Purser and management staff. Cantonese Language Training was provided for non-Cantonese speaking cabin crew in order to enhance their language and communication skills to facilitate their inflight working experience.

The Cabin Crew Mentorship Programme was designed to enhance the professionalism and service quality of our crew. Since 2012, we have run nine Mentor Development Workshops, including two in 2015, to help develop our younger crew leaders. The mentors comprised Chief Purser and Senior Purser. 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. The majority of the mentee groups strongly believed that they have been inspired by their mentor’s dedication, which helped them lead a happier career in Dragonair and a more enjoyable personal life.

In 2015, we continued with two Mentor Development Workshops for 21 mentors to equip them with the tools they need to become a good mentor, which can be very useful both at work and for personal development. More than 120 mentees benefited from the Cabin Crew Mentorship Program this year.
Comments from mentors Chief Purser Fiona Lee and Senior Purser May Chan about the programme:

“The mentorship workshop was dynamic and contained much useful resources. I had a lot of inspiration and learned many new skills, which would help me promote a supportive culture within the crew community. I look forward to sharing what I have learned with my fellow colleagues.”

Fiona SC Lee
Chief Purser

“Although the mentorship training was intensive, I have found it inspiring and helpful. The learning environment was warm and the materials were very detailed. It was absolutely beyond my expectations. I have learned a lot about myself, and how to listen to other people’s emotions and stories better. One of my key roles as a mentor is to inspire my mentees and help them better understand themselves so that they can set clearer personal life goals.

Having been a leader for so many years, I am used to giving solutions to problems. Now, I know how to communicate with others in different ways. Indeed, the skills taught in the workshop are not only useful for my work but also my personal life.”

May Chan
Senior Purser
In 2015, an additional three A320 aircraft completed the retrofit programme, bringing the total to five aircraft. The 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 Business Class passenger for additional selection of IFE programmes.

In 2012, we launched a mobile app on Putonghua-learning, the first in the airline industry. The “Putonghua-to-go” app allowed our crew to learn anytime and anywhere. As part of the new uniform roll out in 2013, an app on grooming was also made available.

In 2015, a cabin tablet was distributed to every senior leader to facilitate the retrieval of passenger and flight information in real-time. This helped our cabin crew to get accurate information before the flight and enabled effective communication within the team. The i-KA and Service Matrix apps were developed for cabin crew to view the latest product and service information anytime and anywhere.

Inflight Services Development & Standard (SDS) was recognised at the Hong Kong Association for Customer Service Excellence (HKACE) Awards 2015. The team received top accolade, the Gold Award in the team category for internal support service.

The judges commented about the team, “The team has extensive service scopes which include improving service concept, procedure, aircraft feature, cabin crew’s role and responsibility, grooming and uniform, in order to enhance the customer experience continuously.” Dragonair will continue to invest in new products, expand its network and grow with fleet size increase. To sustain the excellent service delivery by Dragonair’s Cabin Crew, SDS will develop services and products both at high quality and even better than all our competitors.
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 (2015)

- 31-40 years: 1%
- 21-30 years: 17%
- 11-20 years: 23%
- 0-10 years: 60%

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 were 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 outports 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 2015, 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 (%)**

- 56% Hong Kong
- 5% Taiwan
- 5% Canada
- 4% Malaysia
- 4% Philippines
- 4% Japan
- 4% United States
- 4% United Kingdom
- 3% Korea
- 3% Singapore
- 2% Thailand
- 2% Indonesia
- 2% India
- 1% Australia
- <1% Others

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:

Cathay Pacific Catering Services

Hong Kong Airport Services