People

People matters
People are key to our success - from our staff that differentiate us from other airlines to the customers that fly with us and the communities we serve around the world. This is why we believe in empowering our staff to make a difference in the local communities across our global network. We understand the importance of prioritising people above all else.

What our stakeholders think
Our staff have shown an increased interest in our company’s sustainability strategy and how it can be integrated into their daily work. They have emphasised the need for targeted communication that is proactive and ongoing. Sustainability messages of digestible content are expected to be communicated through various platforms that cater to different groups of people. In addition, staff would also like increased opportunities for two-way exchanges with management.
Performance update

Our people

35,990 people around the world.

47% male 53% female

We employed pilots from more than 48 different countries and cabin crew representing 30 nationalities.

We operate in more than 50 countries where local staff were employed.

Cabin crew nationality mix (%)

- 57% Hong Kong
- 5% Taiwan
- 5% Canada
- 4% Malaysia
- 4% Philippines
- 4% Japan
- 4% United States
- 4% United Kingdom
- 3% Korea
- 2% Singapore
- 2% Thailand
- 2% Indonesia
- 2% India
- 1% Australia
- <1% Others
People
Performance update

Staff well-being

Over 13,500 employees have joined our company Yammer network, giving our teams a new avenue to engage, interact and collaborate with each other. A dedicated “Sustainability” group was also established.

Over 11,186 crew attended the annual refresher training on Disability Awareness and Occupational Health and Safety in 2016. The sessions focused on education of manual handling, and protecting crew from injuries.

Communities

Over 1,400 hours were donated by our volunteers in 2016.

HKD 165 million raised by Change for Good for UNICEF in the past 25 years, helping children in more than 150 developing countries around the world. Around 18 tonnes of coins were received in 2016.
Employee relations and engagement

We encourage our people to provide their views, ideas and feedback through a variety of channels including the intranet, structured surveys, focus groups, direct communication with line managers and other department-specific platforms.

New online platforms for social media and other crowdsourcing ideas were launched for Cathay Pacific and Cathay Dragon staff in 2015. The use of Yammer, an enterprise social media platform, was introduced to enable teams to communicate in a completely different way. Accessible through PCs and mobile apps, employees can join a wide variety of work and leisure groups to engage and interact with people across the company, within their departments or those who share similar interests. Overall, over 13,500 staff have since joined the company’s Yammer network. A sustainability group was set up and staff have been actively contributing posts on waste reduction, energy efficiency improvement and other environmental developments in the industry.

In 2016, we organised a series of lunch talks on the issues of conservation, biological resources, and food waste, and a photo competition was launched to encourage further engagement. These activities took place throughout the year, with a collective aim to raise awareness and encourage our staff to lead a more sustainable lifestyle.

The winning photos of our World Environment Day Photo Competition 2016

The winning photos of our World Environment Day Photo Competition 2016
Engaging with our diverse, mobile workforce

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

Cultural diversity

As a global business and one of the largest employers in Hong Kong we have a diverse, multicultural workforce. We appreciate the importance of leveraging the richness this diversity brings. Diversity brings us closer to our colleagues and customers, it enhances a Life Well Travelled for both our passengers and our people.

In 2016, we employed pilots from more than 48 different countries. Our cabin crew represents 30 different nationalities, and our local staff operate in more than 50 countries.

Cabin crew nationality mix (%)
We are committed to creating a more inclusive environment. We believe it is our corporate responsibility to be a role model in Hong Kong. Our aim is to create and sustain a fair, equitable and inclusive employee experience for all our staff across the CX Group that encourages them to be their authentic self at work.

Any type of discrimination based on background and culture orientation is viewed as a serious matter, one that we approach with an intolerance policy.

**Ground staff**

In 2016, the People Communications and Engagement team was formed to oversee the corporate-wide internal communications and engagement agenda for both Cathay Pacific and Cathay Dragon. The team is focused on how we can more effectively communicate and engage with all our people through existing and new communication channels, events, forums and recognition programmes.

Some of these include The Journey magazine, our intranets, social collaboration via Yammer, auditoriums and various employee events like our A350 aircraft experience, our final 747 flight and our 70th anniversary event of the Street.

The team also looks after our annual Niki and Betsy awards programme. Our annual Betsy Award has been celebrating our customer facing teams for over 10 years. And for the first time, the new Niki Award is focusing on all the great work being done behind-the-scenes that helps us operate smoothly, every day.

This team formation marks an important first step forward towards building an environment where our people better understand the company’s strategic direction, and can feel more connected to the company and our brand.
People
Employee relations and engagement

HKIA service touches customers’ hearts

The Heart Awards is a recognition programme that acknowledges our staff’s outstanding services and other performances beyond the call of duty at Hong Kong International Airport (HKIA). In 2016, three presentation ceremonies were hosted and awards were given to more than 600 staff who received extraordinary praise from their superiors and passengers after demonstrating consistent service excellence. In addition, the HKIA team voted for both individual and team awards, recognising those who have shown great handling skills and support in assisting passengers, especially during times of operational disruption.

Engaging with the directors

Since 2012, a number of employee activities involving the airline’s directors have been organised, allowing our people to engage directly with senior leaders in an informal and casual setting outside of the workplace. For example, around 40 staff participated in a hike with Chief Executive Ivan Chu in 2016.
Cathay City rooftop farm

Cathay Pacific’s first-ever rooftop farm was launched in April 2016 with the aim of transforming a city building’s rooftop into a vibrant green space. 130 volunteers from over 20 departments joined the newly-formed Farmer’s Club to take part in this urban farming initiative. A farm-to-table event using fresh produce was organised in celebration of the first harvest. During the year, 25 varieties of herbs and vegetables were cultivated, yielding over 500 kg of fresh produce.

I have cooked for myself since I studied abroad, and over the years I discovered that besides cooking skills, the freshness of the ingredients can have a significant influence on the taste of dishes. One of the many advantages of growing your own food is that you can guarantee what you eat is safe, healthy and fresh.*

Sindy Lam
Assistant Manager, Revenue Management System
Member of Farmer’s Club

Flight crew

Our teams across Cathay Pacific and Cathay Dragon support pilots on matters relating to their employment and wellbeing, including benefits, rostering, sickness and injury, in addition to technical and operational matters. On the communications and engagement side, we keep pilots updated on developments within the Flight Operations Department, and across Cathay Pacific. This is achieved through regular management updates, fleet and training news, fleet forums where pilots meet with managers and via our corporate social media platform. We also host regular social events for our senior pilots, giving them and their partners an opportunity to meet with the senior management team.

Cathay Pacific pilots based in Hong Kong, Europe, North America, Australia and New Zealand are represented by various associations. Our employee relations team strive to ensure that the workplace conditions negotiated with each of the associations are fair and work in the best interests of pilots and the sustainability of Cathay Pacific in the long term.
Engagement is further strengthened through the Cathay Dragon Pilots Association. Pilot representatives have worked closely with Cathay Dragon’s management on different committees to provide feedback on various fronts, including meal selection, accommodation, rostering and scheduling. Communications with crew continue through twice-monthly fleet forums and ‘town hall’ meetings with the management. There are also regular bulletins from the Director Operations and other managers.

Our pilots continued to partner in the Cathay Dragon Aviation Certificate Programme (CDACP), a long-running corporate social responsibility initiative that has been at the core of the Cathay Dragon Youth Aviation Academy for the past ten years. Many graduates of the programme began their careers in different areas of the aviation industry.

**Fly pink**

In 2016, Fly Pink was established by our female pilots from Cathay Pacific, Cathay Dragon and Air Hong Kong to raise awareness and funds for The Hong Kong Breast Cancer Foundation (HKBCF). Since its establishment, over $1,485,500 has been raised through charity sales and other fund raising events. For example, throughout the month of October in 2016, our pilots wore pink epaulettes, sold pink ribbon pins, held a charity luncheon, and bid a nostalgic farewell to our magnificent last Cathay Pacific Boeing 747-400 on her final passenger scenic flight over Hong Kong – all in aid of the HKBCF.

Fly Pink is a 100% charitable society. Our aim is to join hands to raise funds and awareness throughout our community, in our fight against breast cancer, and in support of those affected.

Antonia Zoya-Anton  
Senior Captain and Chairperson, CX Fly Pink
Cabin crew

Communication and consultation
As part of our frontline team, the Cathay Pacific cabin crew provide 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, comprised a diverse range of cabin crew led by the Cabin Crew Relations & Communications Section, has been holding monthly meetings since 2001. In addition to helping with Crew Forums, the group is also consulted on a regular basis for matters of interest and relevance to the crew community, and they also provide valuable input for the management of the Inflight Services Department (ISD).

To engage with the crew community on a regular basis, Cathay Dragon carried out monthly Rostering Focus Group meetings throughout 2016. These groups discuss various roster issues which prevail across the crew community and relay constructive ideas collected from other crew members. The focus group also provides fresh management insights to the diverse crew community.

Cathay Dragon’s Cabin Crew Support Team (CCST) meets monthly to discuss operational issues and looks for ways to enable a more effective service and to improve occupational health and safety conditions in the cabin. 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.
People
Employee relations and engagement

Newsletter and social network
Cathay Pacific produces bi-weekly cabin crew newsletters (CCNL) and monthly safety newsletters in both print and digital formats to ensure cabin crew are well informed. Cathay Dragon publishes its own CCNL on a monthly basis. Cathay Dragon also implements DragonTV, an initiative which is hosted by the General Manager of Inflight Services. This was shown on a monthly basis on Dragonet, iKA, at the Crew Lounge and on the KA Channel, along with a special edition on the Cathay Dragon rebranding in November.

A Yammer group has been created to encourage cabin crew to share views and suggestions with the company in an informal way. Our inflight management team has been actively engaged in constructive dialogue with our cabin crew on this platform.

Meeting the needs of our cabin crew
In recognition of our 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 more effectively catering to their needs:

• Lifestyle and rostering
  We work to provide roster flexibility to crew in order to meet their lifestyle needs. Throughout the years, we have launched different schemes to cater to the different needs of our cabin crew. These have included the High Density Scheme, the High Hours Scheme, the Route Specific Rosters Scheme and the Work-Life Enhancement Leave Scheme. These initiatives on flight request systems provide more flexibility on crew rosters.

• On the job
  We endeavour to provide our cabin crew a safe and efficient working environment. In 2016, we launched special meal options for cabin crew. Similar to passengers, cabin crew may select special meals to meet their dietary needs. Our crew was also integral in the development and implementation of the defect-free cabin campaign. This has been an ongoing, long-term working group with Inflight Service Managers (ISM) and the Engineering and Cabin Quality & Standards teams to maintain the high standards of our cabins.

• Recognition and support
  We increased interaction and engagement to recognise the efforts of our cabin crew through receptions, top performers’ dinners, bi-monthly crew forums and ISM workshops to discuss ideas and issues. We also recruited a team of Performance Development Executives and 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 topics that are of interest to them.
**Cabin crew helpdesk**

Cathay Dragon Cabin Crew Help Desk in Hong Kong and Shanghai provide personalised care and support to the crew community. Manned by a group of senior cabin crew seven days a week, Help Desk handles enquiries, shares experiences and job knowledge, addresses crew sentiments and exercises ‘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. Approximately 100 cases are handled by the helpdesk every week.

**Flight Attendants’ Union**

Salary reviews are conducted every year, and any adjustments are made at the corporate level. Discussions between the Flight Attendants’ Union and Cathay Pacific management took place at end of 2016 and an agreement was reached by both parties. The dialogue on mutually important matters continues on an ongoing basis.

**Charitable work**

Our cabin crew is active and enthusiastic in contributing to charitable causes, both locally and internationally. In 2016, Cathay Pacific 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 2016, cabin crew from different countries came together to organise the International Food Fair in Cathay Pacific City. Cabin crew chefs prepared their signature dishes from their home countries and sold them to benefit the charity group Sunnyside Club. This event not only raised funds for those in need, but also celebrated diversity among the cabin crew community.

Internationally, cabin crew partner with Habitat for Humanity on charity trips. In 2016, around 30 crew members, together with the General Manager Cabin Crew (GMCC), travelled to developing countries to build houses for those in need.

In collaboration with Cathay Pacific and the Hong Kong Breast Cancer Foundation, Pink Ribbon pins were sold throughout the month of October to Cathay Dragon’s cabin crew, who wore them inflight in support of the meaningful event. Members from the Hong Kong Breast Cancer Foundation visited Cathay Dragon House to conduct Breast Cancer Awareness talks to our cabin crew. The campaign was well-received, raising a total of HKD$38,000 from our community of 1993 cabin crew.
Opening of Beijing base cabin crew
The grand opening ceremony of Cathay Dragon’s Beijing-Based Cabin Crew Briefing Office took place on 11 November at the Beijing Capital International Airport. The ceremony was led by General Manager Inflight Services, along with members of the ISD Management in a simple ribbon and cake-cutting ceremony. The first batch of Beijing-based cabin crew were welcomed with a celebratory dinner.

Crew forum and annual dinners
To facilitate enhanced communication and engagement, Cathay Dragon hosts regular crew forums and appreciation dinners. In 2016, 12 crew forums were held in Hong Kong and one each in Shanghai and Hangzhou respectively, reaching out to more than 600 cabin crew. A variety of issues were raised in these forums, which were then followed up by the relevant departments. These issues included crew rostering, flight patterns, new destinations, policies, catering matters, hotel issues and travel benefits. In addition to the crew forums, many members of cabin crew across different ranks and nationalities also joined various annual dinners, crew gatherings and the annual Inflight Sales Fun Fair.
Attracting talents

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 relate to skills or experience that are not readily available locally.

Brushwingers

The Brushwingers orientation programme was revamped to help new joiners learn more about our company in preparation for their first day. The unique name was chosen to give our new joiners an identity and to help them build a sense of belonging. A new interactive site has been set up providing Brushwingers access to information regarding the company, our values, culture, and profiles of other Brushwingers in different parts of the business.

The orientation programme was expanded to give Brushwingers an opportunity to obtain in-depth information on our company, such as through meeting managers from different departments and visits to our major subsidiaries and suppliers.

We all know that starting a new role in a new organisation can be daunting, even overwhelming. We are determined to ensure we help our Brushwingers feel a sense of belonging and are ready from day one.

Tony Reynolds
Head of Employee Experience
Career development and training

We are passionate about promoting a culture of continuous learning, and we support staff that want to further develop their career. We have invested 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.

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

<table>
<thead>
<tr>
<th>Career Choices</th>
<th>Brief Description</th>
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| Management Trainee (Part of John Swire & Sons Hong Kong, the majority shareholder of Swire Pacific Limited, also the majority shareholder of Cathay Pacific Limited) | • Summer internships through the John Swire & Sons Hong Kong programme  
• Aims 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  
• Eight-week long engineering internships with two intakes during summer and winter |
| Cadet Pilot                     | • A 60-week development programme for becoming a commercial pilot  
• Residential course at a specialised facility in Australia |
| Cabin Crew                      | • A three-year contract to train as a safety officer, caring team player and ambassador for Hong Kong |
## Career development and training

### Career Choices

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<tr>
<th>Career Choices</th>
<th>Brief Description</th>
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<tr>
<td><strong>Customer Services Officer</strong></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>
</tr>
</tbody>
</table>
| **IT Trainee Programme**       | • A two year training programme  
• 10 trainees rotating through a range of programming and non-programming IT-based 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 |
| **Operational Leadership Programme** | • An eight-year programme  
• On-the-job experience provided within different operating divisions and departments in the Cathay Pacific Group  
• Opportunities to broaden and deepen technical, professional and soft skills  
• Opportunities to be supported and coached to develop management and leadership skills |

### 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 – online training platform

Learner’s World is our online training platform that allows staff to independently access training without the constraints of time and place. It offers both personal development opportunities 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 amongst different religions, reflections on cultural sensitivity. The aim of this is to demonstrate the importance of respect and sensitivity to other cultures and to avoid any behaviour that some passengers might find offensive. Additionally, there are language courses which focus on the specific requirements that support various job functions. There are also a number of generic courses on effective communication available for all staff.

### Equipping our airport teams

Our Airports Learning and Development (ALD) team is responsible for driving and enabling the development of skills and competencies required of airport teams worldwide. ALD 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.
Cabin crew service and development

To enable the cabin crew team to provide the highest quality of service to our customers, a series of training procedures are put in place for our cabin crew. 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. This helps them to adapt to the complex and evolving service environment.

Here are some of programmes undertaken by the cabin crews of the Cathay Pacific and Cathay Dragon.

Cathay Pacific:

- **Blended learning approach:** after new recruits have passed 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.

- **A variety of training:** includes induction and promotion training, on-the-job coaching and 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 2016, induction training prepared 311 new recruits to join the cabin crew workforce. Another 1,177 crew completed progression and promotion training for various levels of supervisory and leadership positions. Throughout the year, over 11,168 crew attended the annual refresher training classes on disability awareness and occupational health and safety. The focus in 2016 was the reinforcement of the positively received manual handling guidelines introduced in 2015 from training provider, Pristine Condition of UK.

- **Service Leadership Forum:** a joint workshop for inflight service managers and other frontline team leaders from the Hong Kong and outport airport teams were held on over 30 occasions in 2016. The one-day workshop explored the business realities, challenges and ways frontline leaders can support the larger corporate on-time performance initiative.

- **A350 preparation:** an e-learning module was launched in late 2015 to prepare all crew for the arrival of the new Airbus A350 aircraft in 2016. To support further training requirements, a new approach to the cabin training mock-up is under development, due to be completed in 2017. Instead of the traditional aircraft cabin, the new flexible modular classroom design will enable flexibility in accommodating a wider variety of training needs.

- **Secondment programme:** a key aspect that contributes to the creation of a learning culture is the ability for cabin crew to participate in a secondment programme, for instance being seconded part-time as a service trainer. This kind of opportunity brings two types of benefits. Firstly, it allows experienced crew to share their knowledge and experience with the trainees. At the same time, it gives these more-experienced crew exposure and experience in other aspects of the business.
Cathay Dragon:

- **A variety of training**: the Cabin Crew Training and Development Centre conducted 213 classes of internal training covering an equivalent of 466 training days in 2016 in order to provide quality training programmes covering the knowledge, skills and qualities that help cabin crew become competent in their job and enable them to meet and exceed our passengers’ expectations.

- **Cathay Pacific/Cathay Dragon and Ground Service Leadership Forum (SLF)**: co-hosted for the first time in 2016, the one-day forum addressed the issue of operational efficiency, and ground and cabin leaders gathered to share ideas on how to achieve on-time performance. The ‘Crucial Conversion’ between ground and air colleagues provided a platform for different teams to hear each other’s perspectives, thus enhancing understanding and collaboration.

- **The Cabin Crew Mentorship Programme**: since its launch in 2012, two workshops are held annually by a group of mentors. In addition to mentoring the mindset and career skills, the workshop also provided techniques in overcoming stress and poor communication between different generations. The majority of the mentee groups reported feeling inspired by their mentor’s dedication, which in turn helped to lead to a happier career in Cathay Dragon and an overall more enjoyable personal life. To recognise the dedication and passion of our group of mentors, a Best Mentor Award, nominated by their mentees, is awarded to two mentors every year.

- **Brandon Hall Excellence Bronze Award**: the induction eLearning program “Dragonair Food and Beverages in Economy Class” won the Brandon Hall Excellence Bronze Award 2015. This eLearning program is designed for all new joiners as part of their pre-training study. The course has been designed to arouse the trainees’ learning interest through a number of interactive exercises and practices, and its accessibility via both iPad and tablets helps to enhance the learning flexibility for the trainees.

- **KA Cantonese App**: this new learning app was introduced in 2016 to help non-native speakers learn Cantonese. The new app focuses on Cantonese Pinyin pronunciation, and introduces inflight service language with vocabulary audio clips. This app is not only designed for non-Cantonese speakers but also for native speakers who are welcome to use it to improve their pronunciation and to provide assistance to those who are learning Cantonese.
Staff welfare

We offer a comprehensive and flexible package of staff benefits. A dedicated onsite Benefits Services Centre caters to all Hong Kong-based staff, 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 which is tailored to meet our staff’s personal circumstances. Our plan included medical and dental coverage, as well as insurance plans and retirement schemes. There is also an option to buy additional leave.

Staggered working hours

Staggered working hours have been put 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.

Employee Assistance Programme

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

We support and invest in the Hong Kong community of which we have been a part for the past seven decades. Our local staff are also actively involved in community initiatives at our outport destinations. They are provided with guidelines to help them choose the types of projects in which we are involved.

Over the years, we have had numerous meaningful community initiatives that have brought significant benefits to local communities. Our strategy is to leverage and align the resources of our company (including our staff and passengers) with the needs of the communities we serve. Our global community investment strategy focuses on two major areas: education and the environment.

Encouraging staff involvement

The Cathay Pacific Volunteers Team was set up in 2007, and by the end of 2016 had 1,500 participating staff. In 2016, our staff completed a total of more than 1,300 hours of volunteering. Further details of these initiatives and their impacts are described in the following sections.
Education

We support and nurture today’s young people by providing them with aviation and travel-related education schemes that also support sound personal development. This section outlines our key programmes.

I Can Fly 2016

The I Can Fly programme for 2016 commenced in March with the aim to encourage around 300 young participants to reach for their dreams and enhance their sense of social responsibility. They were engaged in a series of aviation-related training and visits as well as in implementing their self-designed social service projects. During the summer, the top 100 participants visited overseas aviation facilities and gained cultural experience in Singapore and Adelaide, Australia. Over 3,700 students have benefited from this programme since its initial launch in 2003.

Hackathon 2016

The inaugural Cathay Pacific 24-hour Hackathon, a software development and design challenge, was held in October to allow more than 120 young and talented people to showcase their skills in technology and business development by creating innovative technological solutions to enhance the customer travel journey. As well as encouraging innovation, the Hackathon also aimed to inspire participants to join our industry.
English on Air

Since 2007, Cathay Pacific has been organising the company’s flagship English on Air programme to provide English-speaking opportunities for the young people of Hong Kong. Two different programme activities were designed to cater for secondary school students of different age groups and needs: the Conversation Series and Mock Interviews. A total of 176 students from across six schools in Tung Chung participated in the programme during the 2015/2016 academic year.

We continued to evaluate the outcome of our activities with reference to the London Benchmarking Group model through survey responses from 149 participating students and 15 English teachers involved in the programme’s activities.

During the 2015/2016 academic year, the programme continued to perform well against the goals set across five different aspects. Over 90% of students found the programme effective in encouraging them to practice their spoken English.

**English on Air programme evaluation (2014-2016)**

![Diagram showing evaluation results]

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<tr>
<td>Leverage Cathay resources</td>
<td>4.28, 4.08</td>
<td></td>
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<tr>
<td>Awareness of Aviation and Cathay</td>
<td>4.24, 4.11</td>
<td></td>
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<tr>
<td>English opportunities</td>
<td>4.37, 4.03</td>
<td></td>
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<tr>
<td>School partnership</td>
<td>4.27, 4.72</td>
<td></td>
</tr>
<tr>
<td>Increase confidence</td>
<td>4.23, 3.85</td>
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Cathay Dragon Aviation Certificate Programme

Launched in 2005, the Cathay Dragon Aviation Certificate Programme is jointly organised with the Hong Kong Air Cadet Corps and the Scout Association of Hong Kong. It is a one-on-one pilot mentorship programme conducted over a nine-month period which aims to inspire a new generation of aviators in Hong Kong. Forty graduates completed the programme in 2016.

In addition to having the opportunity to explore the world of aviation through a series of lectures, training sessions, briefings and a tour of our aviation facilities, each participant is mentored by a Cathay Dragon pilot. As of 2016, over 200 participants have graduated from the programme, with nearly half of them starting an aviation-related career.

Cathay Pacific City visits

Cathay Pacific’s headquarters, Cathay Pacific City, is fully equipped with aviation and training facilities that are open to different non-profit organisations through a visitation programme. Nearly 10,000 visitors from schools and NGOs were welcomed at Cathay Pacific City in 2016.
Environment

Support to local and international environmental organisations
Cathay Pacific and Cathay Dragon consistently support both local and international environmental organisations in various ways.

Since 2004, Cathay Dragon has been running the “Change for Conservation” inflight fundraising campaign to raise awareness of the importance of nature conservation. Over HK$9.7 million has been raised for projects in remote areas of China, such as protecting watersheds in northwest Yunnan, establishing national parks, introducing a green credit system to help preserve forests and developing economic opportunities for the locals, as well as promoting usage of alternative energy and protecting endangered species.

Contributing to the Hong Kong community
As the home carrier of Hong Kong, we are committed to serving the Hong Kong community. Cathay Pacific has leveraged on its strengths and invited close to 90 families on a tour of the skies above Hong Kong.

Community Flight 2016
In January 2016, Hong Kong SAR Chief Executive CY Leung was guest of honour on a special community flight organised by Cathay Pacific as part of the Appreciate Hong Kong Campaign. The 90-minute flight on a Boeing 777-300 aircraft was a special treat for around 250 people from less-advantaged backgrounds. By flying together for the first time, they were able to spend quality time together and strengthen the family bond. A new element for this year’s flight was getting some of the participants involved in various duties during the flight, such as facilitating the boarding processes and making announcements. This echoed with the main theme of participating as a community by building their sense of awareness and empathy with others.
Inspiration

The successful inaugural flight of the first-ever homebuilt aircraft to fly under Hong Kong registration marked a new chapter in the history of Hong Kong aviation. Led by Cathay Pacific pilot Hank Cheng, and with support from the B-KOO “Inspiration” team, the aircraft completed a three-month around-the-world journey from August to November 2016. Starting and ending in Hong Kong, Inspiration’s journey covered approximately 50,000 km across 20 countries, including Australia, the United States, France, Jordan, Oman, Sri Lanka and Thailand.

http://www.inspiration.bkoo.hk/flight-tracker
Engaging with our customers

We have been engaging our passengers via inflight fundraising programmes – such as Cathay Pacific’s “Change for Good” for UNICEF and Cathay Dragon’s “Change for Conservation” for The Nature Conservancy – as well as through Asia Miles.

**Cathay Pacific/UNICEF Change for Good inflight fundraising programme**

Since 1991, travellers on Cathay Pacific flights have been encouraged to donate any spare change of any currency to UNICEF. Cabin crew help distribute, collect and seal Change for Good envelopes inflight. Cathay Pacific staff members have participated in-field visits to witness first-hand how this spare change is used to improve the lives of children.

In August 2016, we announced that the airline’s passengers had contributed more than HK$13.9 million in 2015 to help improve the lives of disadvantaged children around the world. Since the programme’s launch in 1991, more than HK$165 million have been raised through Change for Good. The money collected is used to support UNICEF’s programmes, helping children in more than 150 developing countries around the world.

2016 marked the 25th Anniversary of the partnership between Cathay Pacific and UNICEF HK. Twenty-five newly designed donation envelopes, each representing a different country, were launched on 1 October 2016. Starting from 2016, 30% of the donations have been received by will be allocated to the Schools for Asia initiative, which aims to transform the lives of children through education in China and India.
Staff field trips to Nepal and China

In 2016, our staff from Cathay Pacific joined UNICEF field trips to Nepal and China in July and December respectively. They were able to see how funds from “Change for Good” have been put to good use in improving people’s lives, and were also able to learn more about the critical issues faced by local communities, such as post-earthquake recovery efforts in Nepal and early education needs in China.

Cathay Pacific Wheelchair Bank

The Wheelchair Bank was set up in 1996 with the help of the Faculty of Medicine at the Chinese University of Hong Kong, the Hong Kong Polytechnic University and the Prince of Wales Hospital, in order to raise funds to purchase specially adapted wheelchairs for children with neuromuscular diseases.

Since 1999, with UNICEF’s support, an average of one month’s proceeds each year from Cathay Pacific’s Change for Good inflight fundraising programme has been donated to this cause. To date, more than HK$16 million have been donated to the Cathay Pacific Wheelchair Bank, which has contributed to the aid of nearly 500 children.

I could see how the children are benefitting from the UNICEF projects. The project teams make a special effort to create space for the children to play and learn, devising exciting and ingenuous ways to make learning more fun, while also helping to improve their living environment and hygiene standards.

Alex Cho
Flight Attendant
Turn Miles into Good Deeds – Asia Miles Social Goods

Asia Miles Limited, a wholly owned subsidiary of Cathay Pacific Airways Limited, shows its strong commitment to the community and the environment through various charitable initiatives. The leading travel and lifestyle rewards programme in Asia serves as a platform for NGO partners to reach their potential donors while at the same time offering a number of charitable choices to its members. With the aim of delivering a Life Rewarded, the online platform connects Asia Miles (which has more than nine million members worldwide) with charity partners and other NGOs. Asia Miles converts miles into good causes that benefit the underprivileged across the globe.

In response to member feedback, Asia Miles greatly expanded the depth and breadth of social goods packages available at its online platform in 2016.

Social goods items included a birdcage oil burner, the proceeds of which were donated to Heep Hong Society - a leading education and rehabilitation organisation committed to helping children and youth with special needs. Other items included a Lotus 8 Print Silk Shawl from L plus H Fashion - a social enterprise which collaborated with the Arts with the Disabled Association Hong Kong to popularise the arts among people with disabilities. Another one was a mammogram service from The Hong Kong Breast Cancer Foundation for financially underprivileged women. Many other items are available on the Asia Miles iRedeem platform.

Oxfam Trailwalker and UNICEF Charity Run – Asia Miles

Asia Miles has been a long-standing sponsor of major charity sports events in Hong Kong, including the OXFAM Trailwalker (OTW) and the UNICEF Charity Run.

Asia Miles has been sponsoring OTW, the largest hiking fundraising event in Hong Kong, which was hosted by Oxfam Hong Kong. For the past 13 years, funds from the event have supported Oxfam's various poverty alleviation and emergency relief projects in Africa and Asia, including in Hong Kong, Macau and Mainland China. In 2016, the partnership expanded to offer Asia Miles members an opportunity to redeem social goods, such as a cow, a road, meals and a safe haven. Miles redeemed for these much-needed items and facilities supported the underprivileged in remote villages in their struggle for a better life.
For the 10th consecutive year, Asia Miles supported the UNICEF Charity Run, the second largest long-distance running event in Hong Kong, to raise funds for UNICEF’s “Unite for Children, Unite against AIDS” global campaign. In 2016, members redeemed miles for participating in the charity run, while non-running members supported UNICEF by redeeming UNICEF HK Gift Packages. Gift Packages helped to eliminate mother-to-child transmissions of HIV in over 150 developing countries, while also protecting children from contagious diseases which could leave survivors with life-long disabilities, such as blindness, deafness and brain damage. Asia Miles members, staff and family took part in the charity run.

Social Enterprise Products Inflight
Since 2005, we have been offering products through our inflight sales shop that are managed by social enterprises and benefit the underprivileged. In 2013, a special section called “Shop for a Good Cause” was created in our inflight shop magazine, Discover the Shop, to support charitable products. The section has been further revamped to the current “Cathay Pacific Cares”. Throughout 2016, our inflight sales programme continued to collaborate with different charities to offer various charitable items including:

- SPCA – Foldable Bag & Giant Aeroplane Chess
  Established in 1921, the Society for the Prevention of Cruelty to Animals (SPCA) rescues thousands of animals each year and proactively carry out educational work on animal welfare.

- Love + Hope – Handmade Traveller’s Wallet and ‘Mail of LOVE’ Passport Holder
  Love + Hope is a social enterprise founded in 2008 to provide job opportunities to the locally-based, skilled but displaced textile artisans of Hong Kong. They offer products that combine the finest materials with artisan craftsmanship and revives Hong Kong’s rich heritage of knitwear manufacturing. They take pride in their efforts to revitalise the label “Made in Hong Kong”.

- LEAP – Vivienne Tam X LEAP Tote Bag
  Life Education Activity Programme (LEAP) reaches out to young people in local and international schools in Hong Kong to promote drug prevention, and more than 90,000 students benefit from the programmes each year.
• Hong Kong Breast Cancer Foundation – The Pink Scarf
The Hong Kong Breast Cancer Foundation is a non-profit charitable organisation dedicated to mitigating the threat of breast cancer to the local community through education, advocacy, support and research.

• &Care – Hand Stitched Leather Stationery Set
&Care, working together with commercial enterprises, is devoted to promoting the spirit of caring in collaboration with social and commercial sectors through the ‘Enterprise & Care’ brand.

Further to the Cathay Pacific Cares Section, Discover the Shop collaborated with its key partner brands during Q4 2016 to support the Cancer Fund Pink Revolution campaign. $10 was donated to the Hong Kong Cancer Fund for each of the selected items sold. Hong Kong Cancer Fund promotes the importance of early detection of breast cancer and provides free breast cancer support services in Hong Kong.

Meet our staff from different positions and sections of the company, and hear them talk about what it is like working at Cathay Pacific

At Cathay Pacific, we offer you unique opportunities to let your passion for travel and aviation fly. Our vision to become the world’s best airline would not be achievable without the commitment of our people. No matter where you are based, you’ll be immersed in a friendly and supportive environment that thrives on teamwork.

At Cathay Dragon, together with Cathay Pacific, we offer you unique opportunities to let your passion for travel and aviation fly. Our vision to become the world’s best regional airline serving China and beyond would not be achievable without the commitment of our people. As part of Cathay Pacific Group, no matter where you are based, you’ll be immersed in a friendly and supportive environment that thrives on teamwork.

Our General Manager of Revenue Management, Patricia Hwang discusses how Cathay Pacific is always improving the “life well travelled” experience.

Our Airport Supervisor, Shigemi Miyaki shares her experience with a passenger and explains that passengers’ expectation should always be surpassed.

Our IT Account Manager, Priya Menon describes the opportunities that have opened up to her at Cathay Pacific, and how everybody matters when it comes to ensuring a Life Well Travelled for our passengers.

Our First Officer, Kenneth Au talks about why Cathay Pacific has always been so memorable, and how he now plays a part in delivering the “life well travelled” experience to our passengers.