Change of course
How we are transforming the way we learn

Rostered on
The way we roster cabin and cockpit crews is changing

Now boarding
A day in the life of the Hong Kong International Airport team

Final countdown
The A350-1000 has been eight years in the making

Destination Europe
How we market Hong Kong in our new European destinations
In the air, in the lounge, at home. Enjoy tea at its best, anywhere with 25% off JING teas and teaware

We’re celebrating our partnership with JING and mutual respect for the ancient culture of tea as part of hospitality.

Enjoy 25% off teas and teaware on their website until Tuesday 31 July 2018. Just enter the code: CATHAY25

Inspired by Asia’s great, ancient tea culture, JING teas are the finest quality expressions of authentic provenance, outstanding skill, and exceptional taste.

Teas that reflect the local terroir and production methods refined by masters over millennia. JING do not blend from multiple origins, but source extensively to find the very best taste of a place.

Discover a Whole New World of Tea by visiting: https://www.jingtea.com / @jingtea
A message from Rupert

WE ARE HALFWAY through 2018, and halfway through something else – our three-year transformation programme. Why three years? Because that timeframe requires us to make immediate and necessary changes – but still keep an eye on the long-term. So let’s use this vantage point to look at what we’ve achieved and what we still need to do.

We reorganised – top to bottom. The business has become leaner and more agile. We asked ourselves how a truly customer-centric airline behaves, and then began acquiring richer and deeper insights into what people value. Turning those insights into practice will drive new sources of revenue, new partnerships and new products and services.

Meanwhile, the job of redefining how we work did not end with the structural changes we made in 2017. Imagine all the tasks that it takes to run our airlines smoothly every day, from selling seats online and managing funds, checking in customers, serving meals on board, onboarding new employees and performing engineering checks on aircraft before departure. There are thousands. Now imagine that all of those tasks come under just nine “processes”.

We have identified those nine. Directors are now tasked with reviewing them and strategising how we can do things better across departments, faster, simpler and with better outcomes for our people and our customers.

Talking of the number nine – that’s how many new routes we will launch in total in 2018. That’s a record for this airline. In April we announced two more: Medan and Davao. We want to build our hub and keep Hong Kong’s position as a ‘super connected’ city and a fantastic gateway point for mainland China’s Greater Bay Area. Every new route is a new opportunity and a new adventure. We are moving fast.

The countdown has also started to the June delivery flight of our first A350-1000, one of 20 that will arrive in quick succession. We take a new aircraft at the rate of one per month between now and the opening of the third runway at Hong Kong International Airport, a testament to our investment in a super-efficient fleet and a great platform from which to build our premium customer experience. Read more on page 20.

We are also having important discussions around Diversity and Inclusion at Cathay. As an international airline that flies millions of people every year, this is an area absolutely central to who we are and what we believe. We are working on how we can better encourage and celebrate diversity in the workplace, and how we should ensure that everyone feels comfortable and included within the Cathay team. This is something I feel strongly about: I am committed to getting it right.

As the busy summer months get closer, we build up to one of the year’s major travel peaks. I’d like to thank our operational staff in advance and say how much I appreciate the effort that goes into maintaining our premium customer service standards and operational excellence during such a busy time.

Get involved…

This is your magazine – we want to hear from you! If you have pictures or story ideas please email us: peoplecomms@cathaypacific.com or find us in The Journey group on Yammer
**East meets West**

**WHEN THE FIRST** Cathay Pacific flight from Hong Kong to Dublin launches on 2 June, it will be the first time the Emerald Isle has been directly linked to the Asia-Pacific region.

The new route means 15 European destinations are now directly linked to Hong Kong, along with the launch of Cathay Pacific direct flights to Copenhagen on 2 May.

General Manager Europe James Ginns, said both destinations have had strong early interest.

“Both sets of advanced bookings are looking healthy for passengers and cargo, and where they should be at this stage in the booking cycle,” he said.

“Destination Europe has a lot of appeal for the Asian market. European markets are growing; there’s a lot of corporate activity and the leisure market is pretty robust. It’s a good time for us to take advantage.”

The inaugural Hong Kong to Copenhagen flight on 2 May marked the first of the seasonal summer service to the Danish capital, scheduled to operate three-times weekly until 26 October.

The Dublin service will fly four-times weekly year-round and both routes are operated by the Airbus A350-900.

These destinations follow the introduction of the Hong Kong to Brussels route – Cathay Pacific’s first flight to the Belgian capital was on 25 March.

Read more about how we are marketing Hong Kong as a destination to European travellers on page 18.

### Wake up in Dublin

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<th>To</th>
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### Wake up in Copenhagen

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**Did you know?**

**12h25m**

The flight time from Hong Kong to Dublin, one of our latest routes

**3km**

The average distance people in Copenhagen cycle each day

**1903**

Year the world’s first successful aircraft, the Wright Flyer, was launched. It is now housed in Washington DC’s Smithsonian National Air and Space Museum

**6225.8 miles**

Air distance the new Airbus A350-1000 aircraft will travel for delivery from Toulouse to Hong Kong

**1198**

The year Ireland’s oldest pub, The Brazen Head in Dublin, was established
MEET ESME, OUR newest adopted rhino, sponsored by the South Africa team based in Johannesburg. Looked after at the Hoedspruit Endangered Species Centre (HESC), Esme is now eight months old and was rescued when workers at a game farm noticed she was struggling to put on weight when she was born. She was moved to HESC where she now lives with Lula, our first adopted rhino. This image was captured by Operations Training Specialist Richard Anderson when he visited HESC with his daughter as part of our previous competition in The Journey. Look out for more information on how our South Africa team is helping to save endangered species in upcoming issues of The Journey.
Cathay Dragon boosts regional profile

**CATHAY DRAGON WILL** start services to Davao City in the Philippines and Medan in Indonesia in October, strengthening the Group’s regional offering.

The cities are the eighth and ninth new destinations announced this year, and means that four cities in Indonesia and four in the Philippines will now be directly connected to Hong Kong.

Cathay Pacific Chief Customer and Commercial Officer Paul Loo said, “Davao City and Medan are key trade and tourism centres in their respective regions and each looks set to play an important role in the Belt and Road Initiative. As such, both present exciting opportunities for business and leisure travellers alike.”

The first flight to Davao City, the main trade, business and tourism centre of the island of Mindanao in the southern Philippines, will be on 28 October. The city will be served four times a week.

Cathay Dragon will fly to Medan, the capital of North Sumatra in Indonesia, three times a week with the first flight scheduled for 29 October. Both routes will be operated by our Airbus A320 aircraft. Medan and Davao City add to the list of new destinations for Cathay Dragon, including an A320 service to Jinan, the capital of mainland China’s Shandong province, which started in March.

**Medan**
- Head to Merdeka Walk, a food market that serves local cuisine and specialities
- More than 14 per cent of the population in Medan is Chinese
- Some of the world’s last remaining Sumatran orangutans inhabit the Gunung Leuser National Park, 160km from Medan

**Davao City**
- It’s 3.5 hours by road to Mount Apo, the highest peak in the Philippines, which is 2,954 metres above sea level
- Located on the island of Mindanao, the second largest in the archipelago
- The annual Kadayawan Festival, held in the third week of August, celebrates life, nature and local culture

IT campaign to up awareness

**THERE ARE SEVERAL** telltale signs that an email is in fact SPAM, and a new campaign at Cathay City has boosted awareness of how to identify and report SPAM emails.

Often SPAM emails come from an unknown sender and can request you to perform a financial transaction and may include malicious links or attachments.

The best way to deal with these emails is to click the “Report as Spam” button in your Outlook, which will alert our IT department. Over the years, the volume of phishing emails – which use links to install malicious software on computers or extract information – has been increasing. In 2017 alone, 76 per cent of organisations experienced phishing attacks.

“Apart from monetary loss, clicking on these types of emails could lead to system outages or data leakage which impacts our operations and our brand,” said Amanda Bolzan, Head of IT Risk and Security.

If you see anything suspicious in your email inbox, report it to the IT Service Centre via the hotline +852 2747 3883 or Live Chat. There is also a comprehensive list of IT security tips on IntraCX.
CATHAY PACIFIC WILL continue our support of the city’s brightest young tech talent in July as sponsor of RISE, a start-up investor conference in Hong Kong. Held at the Hong Kong Convention Centre from 9-12 July, RISE is set to attract 15,000 people and features investors and start-ups from 110 countries.

Keynote speakers including Microsoft President Brad Smith (top left), Tinder founder Sean Rad (top right), Cheetah Mobile Chief Executive Fu Sheng and our Chief Executive Officer Rupert Hogg.

Our sponsorship of RISE adds to the support given to the tech community through our annual 24-hour Hackathon, during which young people have the opportunity to develop tech solutions to improve the overall passenger experience.

“The Hackathon gives young people the chance to explore their own ideas and improve their skills,” said Paul Loo, Chief Customer and Commercial Officer.

Recruitment streamlined
A new system for recruiting flight attendants has been introduced by the Talent Acquisition – Service Delivery team, allowing a radical reduction in the time it takes to review candidates.

HireVue is a digital interview web platform that lets applicants record video answers. Recruiters then efficiently and effectively assess candidates in as little as three minutes.

“Previously, recruiters would conduct a 10-minute phone interview with each shortlisted applicant,” said Christy Choi, Talent Acquisition Manager.

“There were times when candidates could not be reached, or the quality of the call was affected. If our team were to assess 100 candidates, this single change means the total time spent would be reduced from 16 hours to five hours, a significant 68 per cent decrease.”

CATHAY PACIFIC GROUP is making changes to the Asia Miles reward programme, which will increase the number of miles earned on the vast majority of flights and provide better access to redemption bookings. Changes will come into effect from 22 June, 2018.

When members fly Cathay Pacific and Cathay Dragon, they will earn more Asia Miles on 80 per cent of the airlines’ tickets, including those to popular destinations such as Shanghai, Osaka and London.

The number of seats available for customers to redeem will also be increased by 20 per cent or more and customers will enjoy greater flexibility in how they redeem flights, with options to suit individual travel needs and priorities.

Members will be able to redeem all Economy Class tickets with fewer or the same miles. Some flight awards on premium cabin classes, especially on longer routes, will require more miles to redeem. All flight awards will be set as one-way so that members can fly to and from a destination in different cabin classes.

The changes demonstrate our commitment to recognising and rewarding loyal customers and are in response to customer feedback. Currently, Asia Miles members travelling Economy (in fare class Y, B, H and K) from Hong Kong to Shanghai earn 779 miles. After 22 June, that flight booking will earn 2,000 miles and a First Class flight (in fare class F and A) to London Heathrow will earn members 11,640 miles after the change, previously 8,975. Members will earn miles based on a combination of the cabin class, fare class and distance zone. A new online flight award booking system will also be launched and customers will benefit from the more seamless booking experience.

For more information visit asiamiles.com/change

Happy Birthday, Cathay Dragon!
Cathay Dragon celebrated 33 years in the skies on 24 May. The airline’s maiden flight was in 1985, from Kai Tak International Airport to Kota Kinabalu in Malaysia. By 1986, the airline was serving Phuket, Thailand and six cities in mainland China.

Cathay Dragon, originally Dragonair, became a wholly owned subsidiary of Cathay Pacific in 2006. Learn more about the Cathay Dragon flight deck on page 30.
Starting the conversation: Diversity and Inclusion

ON WORLD DIVERSITY Day, 21 May, we celebrated the diversity of our people from all walks of life, genders, sexual orientations, nationalities and religions. As our business has grown and become more global, so too has the diversity of our employees – something we should recognise and not take for granted. The different experiences and perspectives of our diverse community is what strengthens our airline. It is what makes us the airline we are today.

On World Diversity Day our Chief Executive Officer Rupert Hogg shared an important message about how we are taking positive steps towards increasing the activity, changes and improvements to many aspects of Diversity and Inclusion at Cathay.

“Both our challenge, and our commitment, is to work harder and do more to ensure that all of our people are included, respected and valued,” he said. “We know there is much more to do on our Diversity and Inclusion journey and this is just the start.”

We now have a Diversity and Inclusion committee to champion and set the Diversity and Inclusion agenda, create change to policies and practices, raise awareness of the two networks, the Women’s Network and the LGBT+ Network, and agree on activities and events that Cathay support.

We’re also making steps to align policies, including the introduction of a Diversity and Inclusion policy, a review of our anti-discrimination policy, and looking through the lens of Diversity and Inclusion at other polices across the company.

Swire has also just appointed a new Head of Diversity and Inclusion Development, Olivia Wong. As part of this important position for the Swire Group, Olivia will take the lead on setting the strategic agenda for Diversity and Inclusion across Swire, including the alignment of the Swire group’s Diversity and Inclusion vision, goals and initiatives.

On the employee networks front, we launched the Cathay Women’s Network back in March alongside celebrations of International Women’s Day. The network’s focus is on igniting conversations on gender diversity, tackling the area of women in leadership and strengthening our workplace conditions and policies.

The newest network to join our community is the LGBT+ network, (Lesbian, Gay, Bisexual, Transgender and other) Fly With Pride. This network exists to build a sense of community, inclusion and support amongst Cathay employees who belong to the LGBT+ community, and the broader group.

“With the network, we hope to support and build a sense of community among LGBT+ employees and raise awareness of the challenges that LGBT+ colleagues face,” said Kerry Peirse, LGBT+ Network Sponsor and General Manager IT Infrastructure and Operations.

“Anyone can get involved and be an ally (someone who supports LGBT+ people). Our goal is to make sure everyone feels comfortable to be themselves at work. We don’t want anyone feeling the need to hide their identity. We should all be able to be open about who we are,” Kerry said.
Small enterprises, big business

Our new Business Plus platform gives small businesses control of their travel and rewards

AS OF DECEMBER 2017, there were more than 330,000 SMEs (small to medium-sized enterprises) in Hong Kong, and the number is growing – fast.

While they may be small individually, collectively these businesses employ close to 1.3 million people in the city.

Across Asia, the SME and start-up sectors are booming, and airlines, among other service providers, are competing for their business. Recognising this trend, we launched a project in late 2016 to develop a product tailored to SMEs. The result, Business Plus, was a collaboration between the Global Sales and IT teams.

Business Plus is a loyalty scheme that offers to SMEs the same kind of “earn and spend” potential as the Marco Polo Club (MPO) for individual customers. It’s another example of how we are improving the way we serve our customers. There are tiers, like MPO, each bringing privileges including lounge passes, upgrades and priority baggage. SMEs can administer their travel planning and spend, as well as prepare reports from the portal. As with many of the current digital transformation projects, Business Plus is “agile” and will continuously improve in response to feedback from customers and the airlines’ sales teams.

“Although the parameters for spending to move between tiers may vary from territory to territory, it is actually quite an easy programme to administer,” says Head of Global Sales Paul Johannes. “Points can be accrued throughout the year and there is no annual or quarterly minimum spend, so it provides a lot of flexibility for SME customers.”

The programme can be accessed online and run by nominated people at the SME. “Before we’d have to meet and assess the company,” adds Winnie Wong, Global Sales Development Manager. “Now it’s self-administered; you sign up and are instantly part of the scheme. There is no minimum spend threshold or wait for registration.”

Paul says: “The big message is that this is a growing market worldwide and Business Plus is perfect for start-ups doing supplier or investor trips overseas. It is a very efficient way to go after this market because it is a personalised proposition to the SME. It requires little manpower from us because it’s digital but it is personal to you and we will give you the benefits you deserve as a company.”

Business Plus is now available in 17 markets and was launched in Hong Kong, our biggest market, in May this year. By the end of June, all of our existing 1,172 SMEs will be migrated to the new programme.

Additionally, and importantly for a city that recently hatched its first two “unicorns” – start-ups with a valuation of US$1bn – Business Plus enables us to have a relationship with companies as they grow. Paul adds: “We are seeing bookings coming faster than average through Business Plus members. We believe there is a big opportunity for Cathay Pacific to capitalise on the SME market, especially in the Asia-Pacific region.”

So far, feedback from the SMEs seems positive. Calvin Chao is Director of Luxe Real Estate, based in Singapore. “We are a regional real estate company with a presence in Singapore, Hong Kong, mainland China and Thailand. Travelling has been a big part of our business. The user-friendly Business Plus portal saves us time when we need to book a flight urgently, and we get rewarded for using something that’s easy to use, and it enables us to generate reports of our team’s past travels.”

Opportunity knocks

330,000+ SMEs in Hong Kong (Dec 2017)

1.3 million Hong Kong people work in SMEs

50 per cent of SMEs are linked to the import and export trade

510,787 Hong Kong SME journeys with Cathay Pacific in 2017

1,172 Hong Kong Corporate Travel Solutions clients are migrating to Business Plus

View the Cantonese Business Plus video
Upstairs, downstairs
Industry exhibition showcases innovative uses of space for future passenger cabins – including down in the hold

THE ANNUAL AIRCRAFT Interiors Expo, held each year in April in Hamburg, is a supplier showcase for the blue-sky thinking, concepts and prototypes that could redefine the passenger experience.

This year the future of high-density travel and a return to luxurious, long-haul travel berths grabbed the headlines, if not necessarily the financial commitment of the airlines.

Passengers will be excited by the ideas to make long-haul travel more comfortable. Qantas recently started its 17-hour Perth to London non-stop service and had already mooted the idea of sleeping berths and exercise areas for its ultra-long-haul flights. This would be particularly important if manufacturers meet Qantas’ challenge to produce an aircraft with the range to fly non-stop from Sydney to London.

Qantas CEO Alan Joyce asked an Aviation Club audience recently: “If we’re not carrying freight, could some of the freight areas be used as an exercise area? Could they be used for berths for people to sleep in? Is there a new class that’s needed on the aircraft?”

There are sleeping berths, modelled on Zodiac’s sub-floor crew rest areas as on the A380, as well as family relaxation areas and meeting and dining areas. Geoff Pinner, Head of Airbus Cabin & Cargo Programme, said: “We have already received very positive feedback from several airlines on our first mock-ups. Airlines will initially be able to choose from a catalogue of certified solutions by 2020 on A330 for retrofit and line-fit markets.” The company is also exploring the idea of sleeper compartments on the A350.

The cabin modules can be loaded and unloaded depending on demand. The modules are interlocking, with access between them by a door.

While use of these modules might be able to standing on rush-hour trains, it may not seem so outlandish.

Night concept is very much aimed at ultra-premium customers. This is a First Class cabin solution by Airbus Interiors Services for the A350 and A380 that offers two separate areas – a day seat by the aircraft window and an enclosed, sound-insulated night cabin.

The day area comprises a premium seat, dining table and IFE screen, while the night cabin features a real two-metre bed, storage and another IFE screen.

At the other end of the market, Aviointeriors revisited its “standing seat” concept with a new design after an earlier incarnation failed to meet regulatory approval. It features a long, thin back and a small, sloping saddle-style seat for passengers to perch on. This time it comes with extra padding and each “seat” has its own support in the form of a ceiling and floor-mounted pole.

Passengers can’t entirely take the weight off their feet as they remain planted on the cabin floor. The Italian manufacturer claims that seats will generate 20 per cent more capacity for short-haul aircraft. Whether passengers would accept them for lower fares remains uncertain, but for people used to standing on rush-hour trains, it may not seem so outlandish.

OTHER AIRLINES

Lion Air buys to the MAX
Indonesia’s Lion Air has placed an order for 50 next-generation Boeing 737-MAX10 aircraft. The big order makes Lion Air the launch customer of the largest of the 737 family.

Hong Kong Airlines adds Manila
Hainan Airlines Group-owned Hong Kong Airlines is adding a daily flight from Hong Kong to Manila using an Airbus A320 from 1 June.

China Southern adds to fleet
China Southern Airlines has taken a delivery of its first Boeing 787-9 to join its 10 existing -8 Dreamliners. The longer variant is configured with 28 Business and 269 Economy Class seats. The airline has a further 19 -9s on order.

Air Belgium stalls Hong Kong flights
The relaunched Air Belgium has had to postpone its first flight to Hong Kong until at least 6 June after apparently failing to secure all the necessary overflight permissions. The airline, which flies from Brussels Charleroi Airport rather than the city’s main airport, will operate flights using an Airbus A340.
The launch of Tesla’s electric vehicles with self-driving capabilities has caught the imagination and hit the headlines for those incidents when people illegally used the autonomous driving option on the open road.

Behind the chain-link fence of the airport, autonomous or remote-controlled vehicles are beginning to make their mark on the private roads with a series of launches and trials. Industry body IATA says it has identified 40 roles for driverless vehicles. It will be pleased with developments in the UK.

At London Heathrow, British Airways has run a successful trial of radio-controlled Mototok push-back vehicles in the place of traditional diesel tugs. The airline is now adding to the pioneer fleet of five so that all of its short-haul pushback operations will use the zero-emissions electric tugs by the end of the year.

Also at Heathrow, IAG Cargo and Oxbotica have completed a trial of a CargoPod vehicle that operated autonomously along a cargo route on the inner perimeter of the airfield. During the trial it collected 200km of information, and all parties are interested in using the technology more in future.

A few miles to the south, Oxbotica is also involved with a trial, but this time running slow-moving autonomous cars to ferry staff between airside locations at the airport.

Gatwick Airport chief information officer Cathal Corcoran said: “If this trial proves successful then we could have an Uber-like service across the airfield that staff can hail as and when they need to travel.”

British Airways is recruiting more Mandarin-speaking cabin crew at its mainland China crew bases. It is looking for 26 for its Beijing crew base and 44 in Shanghai. Once recruited, there will be a minimum of four Mandarin-speaking crew on its 17 flights a week to China from London. The move follows recruitment of Mandarin speakers in its Heathrow T5 customer service representatives.

Qantas is to sell its catering businesses in Sydney, Melbourne, Brisbane and Perth to Dnata, Emirates’ aviation services subsidiary. Under the agreement, which is subject to approval from Australia’s competition regulator, Dnata will supply catering to Qantas for 10 years.

British Airways, Finnair and Iberia have joined their Atlantic joint-venture partner American Airlines in offering a basic economy fare on selected routes. The BA fare is being applied to five routes and is hand-baggage only. Customers will have seat allocation made for them at check-in. This will offer a saving of up to €60 (HK$640) for a return flight on certain routes.

American Airlines has cancelled a commitment for 22 Airbus A350 aircraft, which had been made by its merger partner US Airways. It has instead ordered 47 more Boeing 787s which will take its total Dreamliner fleet up to 89 aircraft. The airline said the decision was in line with its aim to simplify its long-haul fleet to three aircraft types.
Our ports in India have had impressive growth both in cargo volume and revenue in the first quarter, as Regional Cargo Manager SAMEA Anand Yedery explains

**Q** Tell us about Cathay Pacific’s cargo operation in India

**A** We operate from Chennai, Mumbai, Delhi, Bengaluru, Kolkata and Hyderabad in India and all ports have freighter and passenger services. Every one of the ports has contributed double-digit revenue growth in the first quarter. The most significant export trade lane is to North America, which accounts for 60 per cent of revenue share via our Hong Kong hub.

**Q** How is cargo performing against the same time last year?

**A** India has been very strong in both tonnage carried and the revenues achieved. In the first quarter tonnage was also up by a double-digit percentage and revenue was way ahead of target. India’s contribution to SAMEA’s cargo revenue is the lion’s share. It’s been an exceptional performance. Chennai, Mumbai and Delhi each exported huge tonnages of cargo in the first quarter and import figures were strong too.

**Q** What is the breakdown of shipments?

**A** More than half of the cargo handled in India is general cargo – products shipped without using our specialised cargo products. The bulk of this comes in the form of garments, electronics and machinery.

We handle a lot of perishable exports, including chilled meat, crab and fish. ExpertLIFT has been one of the exceptional performers, for outsized goods like cars and aircraft engines. PharmaLIFT has also performed well with high-yielding, temperature-sensitive containers.

I’d like to congratulate all of our teams. This is a testing market and they worked exceptionally hard to get these volumes of cargo to the aircraft on time as booked.
Day of difference

For the team in Kolkata, a day with residents at a local missionary was well spent

THE TEAM IN Kolkata visited the Missionaries of Charity recently, home to 60 people with physical and mental disabilities. The team decorated the home with balloons, sang some songs and entertained the residents with a dance performance.

They then served lunch and the team had a great sense of satisfaction from making the residents smile. A very special thanks to Craig Fernandes for organising the activity and the additional hours spent on planning and logistics.

Promotions in Taipei

THE TAPEI TEAM hosted a special event for Marco Polo Club members in April. Area Head Agatha Lee introduced our new destinations of Brussels, Jinan and Copenhagen and our fleet investment plans for 2018. The day then wrapped up with a dinner.

Singapore adds to awards collection

IT HAS BEEN a busy few weeks for the Singapore team. They picked up three awards at the Changi Airline Awards 2018, including Top 5 Airline and Airline Groups by Passenger Carriage, Top 5 Airline and Airline Groups by Cargo Carriage, and Top 5 Airline by Absolute Cargo Growth.

“It is an honour to be one of the preferred airlines flying through Singapore. These achievements would not have been possible without the hard work of the teams worldwide,” says Maggie Yeung, General Manager Southeast Asia.

CEO Rupert Hogg also swung by our new Singapore lounge and the town office to meet the team, stopping for a few photos.

Korean canola quest

OUR TEAM IN Korea enjoyed a canola flower festival in Busan recently, the biggest celebration of the canola flower in Korea. Our people from Busan, Jeju and Seoul all enjoyed a day in the great outdoors.
Deliver for the customer

AT THE START of the year we made a number of commitments to put the customer at the centre of what we do. At this critical part of the transformation programme, words are being translated into action – and product. We said we would enhance the inflight experience and we are introducing a new Economy cabin on our Boeing 777 fleet, which brings an improved seat, better IFE including bigger HD screens and content, and, ultimately, connectivity. We understood that we needed to improve our food, and we are also introducing a new Business Class meal service, which uses improved catering to deliver a restaurant-style dining experience in the sky. Learn more about these below.

Economy changes
By the end of 2019, state of the art Economy seats will have been installed on all 65 of our Boeing 777-300ER and Boeing 777-300 regional aircraft, taking our entire fleet up to industry leading standards. The Economy seat configuration will go from 3-3-3- to 3-4-3, the In Flight Entertainment offering will be significantly upgraded with larger screens and high definition modules on -300ERs and all Economy passengers will be accommodated in ergonomically designed seating. Customers will also have better access to technology with gate-to-gate Wi-Fi on all 777s by the end of 2020. The new configuration follows suit of other airlines including Emirates, China Airlines and American Airlines, which introduced a configuration of 10 seats in a row as long ago as 2012 (Emirates). Our new seats remain wider than the Economy seating on all of these airlines. Installing the new seating years after other airlines made the change gave us the opportunity to introduce one of the most advanced and comfortable Economy cabins. Recaro is a manufacturer of luxury car seating for the likes of Lamborghini, Aston Martin and Porsche and is the designer and manufacturer of our new 777 seating. The new seating also aligns with our goal of growing capacity by 4-5 per cent each year, at a time when Hong Kong International Airport (HKIA) is significantly

Seat features

Ergonomically designed seats with customised thick cushioning

New leather headrest provides additional head and neck support

Additional cup holder separate to the tray table

Anti-slip tablet shelf

AC 110V power outlet

Meanwhile in Business...

THE WAY WE serve our customers in Business is set to change. CEO Rupert Hogg says: “With increased competition and changing customer expectations, it’s time to evolve to ensure we offer an experience that meets and exceeds those expectations.”

The new Business service puts Cathay Pacific’s heartfelt service at its centre. There will be a change to a “restaurant-style” service – food will be plated in the galleys and taken to customers individually, rather than entrées being heated and served in the same dish and delivered from a trolley. But what’s really important is how the food service is conducted. General Manager Inflight Service Delivery Ed Higgs says: “The focus will be more on the interactions cabin crew have with customers during the service and the memorable experiences that come from those.”

Ed adds: “The change comes in response to feedback from our customers. They told us they wanted to see an improvement in food quality, better presentation, more choice and more personalisation of service.”

The roll-out of the new service will be gradual, starting in July with flights to and from Chicago, and by the end of the year it will be offered on 12 routes. Learn more about the new service training for cabin crew on page 24.
What’s hot in social
How fans and followers engaged with our airlines through social in March

This Instagram post from @cathaypacific, featuring a fan’s photo of a Cathay Dragon flight landing in Thailand, got more than 8,700 likes. It inspired followers to share their favourite plane spotting locations, including Chequerboard Hill to observe Kai Tak airport when it was operating, rooftop cafes in Ho Chi Minh City and Brest Bretagne Airport in France.

95.5% of the engagement with our Facebook posts in March was positive – likes and emoji reactions. 3.63% of engagement was neutral and 0.86% was negative.

In March, one of the highest trending topics on Facebook was the agreement to introduce trousers to the female cabin crew uniform.
This need led the airline to select Jeppesen as supplier of a new crew management system three years ago. The selection process was a collaborative one, involving the Associations and Cabin Crew Unions. Jeppesen is a Boeing company and supplies the roster systems for around a third of the world’s crew.

At the heart of the Jeppesen system are sophisticated algorithms that take our rules and information, such as flight schedules and crew availability, to generate the most efficient flight combinations or “pairings.”

ROSTERING IS COMPLEX. It’s not simply about allocating cockpit and cabin crew to certain aircraft on certain days. There are many considerations to factor in, including the hours they are allowed to work, minimum rest periods between flights, and many other statutory and company rules and requirements, and lifestyle preferences.

The Crew Management Programme (CMP) team has been working to introduce new systems and processes that will allow our airlines to better manage flight combinations, or “pairings”, and improve rostering overall. Like many of the transformation initiatives, the new CMP system is data-driven and introduces new ways of working to help improve efficiency.

Looking further ahead, an industry leading rostering system will ultimately enable crew to have greater control over their rosters. Expectations are high.

Director of Flight Operations Anna Thompson says: “CMP supports the modernisation of our business and will help transform the way we work. It actively supports our overall strategy by not only helping us to work smarter and streamline processes, but will also improve crew satisfaction. It is really important that CMP has a positive impact on the experiences of our crew by enhancing roster stability and, in time, giving them greater control of their rosters.”

James Evans, General Manager of the Crew Management Programme, joined the programme last July and has been overseeing the design and implementation of the new system: “It’s been accepted for some time that we need to modernise our rostering system and we’re excited to be bringing Jeppesen’s Crew Pairing and Rostering systems in house,” he says.

The difficulty is to automate the very complex way crew are currently rostered, a system that has grown organically over the years as our airlines have grown and as technologies have changed. It’s time to modernise our systems further.

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### CMP timeline

- **1 December**
  - KA Flight Ops (FOPs)
  - Jeppesen Crew Pairings created externally

- **1 February**
  - CX 747 FOPs
  - Jeppesen Crew Pairings created externally

- **7 February**
  - Jeppesen Crew Rostering final design stage commences

- **1 August**
  - CX 747 FOPs in-house
  - Jeppesen Crew Pairings go live
The CMP team is currently working on the first phase of the programme, which is implementing a new pairings system, Jeppesen Crew Pairings (JCP). A pairing, at the most basic level, is a trip that takes crew from their base and returns them back to their base.

James adds: “Pairings are very much the building blocks of rosters. We are looking to improve roster stability by providing robust pairings, that is to say, pairings that do not need to be broken at the rostering stage or during the day of operations”.

On receiving the new pairings, the Crew Resources team creates the rosters for the entire crew population, incorporating other elements such as required and requested leave. After completion of the pairings phase the programme will be focusing on introducing Jeppesen’s Crew Rostering (JCR) system, which will give options to bid for lifestyle preferences, such as time off, buddy-flying and specific destinations. There is a lot of work that needs to be done before we move from the pairing phase of the programme to the rostering phase, including the need for approval of the business case.

Cathay Dragon pilots have been flying rosters built with the optimised pairings since December, and Cathay Pacific 747 pilots have been flying the optimised pairings since February. Starting implementation with these two groups covers a spectrum of challenges. Cathay Dragon pilots are all based in Hong Kong, whereas freighter pilots are drawn from multiple bases, have multi-stop trips and, due to the nature of the cargo business, can experience many last-minute schedule changes.

James adds: “We understand that crew want stability and greater certainty over their rosters. The greater the predictability and stability, the better. Stability is one of the core goals of CMP.”

While it’s early days, the feedback CMP is receiving from crew that have been flying the new pairings is that while the pairings are generally more efficient, some have been more tiring for pilots. The new pairings are a work in progress, as the JCP system is built to be tuned each month, and, James says: “We are now working on some mitigations for trips that we have been receiving feedback on and monitoring. We rely on crew feedback to get this right.”

As well as providing efficient pairings, the JCP system enables the team to monitor and analyse them. Combined with feedback from line pilots, this analysis will offer insights to help the business make better decisions. James adds: “CMP is helping to boost our analytical capabilities and give our teams a clearer view on where we can be more efficient. We’ve started on this journey and there is a long way to go.”

CMP is a multi-year transformation programme that, by design, is very much a work in progress, built to be improved month-to-month. CMP is currently tuning the system by taking invaluable feedback from the line each month.

For example, in response to a recent pulse check with Cathay Dragon pilots, the team made changes to “tail-to-tail” connection times – where crew need to change from one aircraft to another – in Hong Kong for certain mainland China trips. The system’s rules were changed from 60 minutes to 90 minutes to factor in “real life” disruptions. And following feedback from pilots, the JCP system no longer allows certain trips to India for cargo crews.

James says: “We sometimes hear that there is an impression that the CMP team doesn’t fully appreciate the impact of the pairings produced by the system. We see pilots as one of our customers and so we really do value the feedback we receive. We may not get everything right from day one but it’s important that we listen and adapt.”

Pilot perspective

“I HAVE BEEN working closely with the CMP team since October 2017, as one of the two Hong Kong Aircrew Officers Association (AOA) reps. I’ve been asked many times "why do we bother?" While at times it has been a slow and frustrating process, I believe CMP can deliver its objectives to both pilots and the airlines.

Although pilots and the CMP team can sometimes speak a different language, I can assure you there are some incredibly clever people within the CMP team and I believe our goals are mutually compatible – CMP is the future. It will enable pilots to better manage their lifestyles, while increasing efficiency and productivity. We all need to understand it.

The Jeppesen system is vastly complex and has been producing trips that we have never seen before but all the productivity in the world is worthless if the pairings are not robust and achievable.

For the 747 fleet in particular it’s been a tough learning curve, not without a few hurdles. Even minor changes have had unforeseen consequences and it takes time to work through what the system has produced and why. This is all part of the tuning process.

We are seeing an improvement in some trips, although we are still looking to better manage fatigue issues. Crew feedback is invaluable.”

Anthony Fesche
Captain, Boeing 747
“THIS NEW SERVICE will help foster the growing trade, tourism, education and cultural links between Ireland, Hong Kong, ‘Asia’s World City’, and the rest of [mainland] China,” Ireland’s Tourism Minister Shane Ross said of the news of a direct flight between Dublin and Hong Kong.

He was quoted by the Irish Independent, the country’s most read newspaper, in one of many media grabs in the lead up to our inaugural flight on 2 June.

The story pointed to the estimated “4,000 Irish people living in Hong Kong” and noted that “trade between Ireland and China [is] now worth more than €8bn per annum.”

The excitement on the Emerald Isle for Cathay Pacific’s direct service followed the fanfare surrounding our two other new European routes – a seasonal service to Copenhagen started on 2 May, and direct flights to Brussels started on 25 March.

Why these three cities?

“We are well positioned to capture the import and export market with ample belly space in the A350,” says CEO Rupert Hogg.

“Growing our reach to new destinations that aren’t served from Hong Kong boosts the city’s status as Asia’s largest international hub and enables us to capture new and important sources of revenue,” says CEO Rupert Hogg.

“We are in a very good position to capture the import and export market with ample belly space in the A350 to carry all kinds of cargo from Ireland to Asia and beyond,” he says.

The UK team hosted a business conference in Dublin in April, Routes to Growth, to bolster interest in the new direct trade route – more than 450 businesses who trade or are thinking about trading with East Asia attended.

Our technical cargo capabilities for transporting temperature and time-sensitive cargo were highlighted, to appeal to some of the biggest markets in Ireland.

Cargo Manager UK and Ireland Andrew Roe adds: “One of the biggest opportunities with cargo out of Dublin is in the world over. We listened to our customers’ demands for more options and greater flexibility and have responded by building direct air links with these great cities.”

To make these new routes a success, the focus is on optimising the cargo, business and revenue streams. Obvious they may be, but how do we build the business in these cities? When it comes to Dublin, General Manager Europe James Ginns explains that with the Airbus A350-900 we are well placed to harness cargo opportunities.

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SKY HIGH ECONOMICS

The Airbus A350-900 operates the Brussels, Copenhagen and Dublin routes. The Planning team explains the strategy behind the choice of aircraft for the new destinations.

“The A350 enables us to operate a smaller, long haul capacity with better per-trip economics than the Boeing 777,” says Head of Passenger Network Jasmine Hui.

The A350 is more fuel efficient and using this aircraft means we can be nimble and try new markets. Speed to market is a critical element in launching new routes like these.

“The market’s and customers’ behaviour could change within a short timeframe and we need to respond quickly,” says Jasmine.

All three routes were announced in August 2017 and Brussels started flying seven months later in March, Copenhagen started flying in May, and the Dublin service launched in June.
carrying pharmaceuticals and fresh produce such as seafood and dairy.

“China has a high demand for Irish milk powder formula, and we are already carrying a lot of contact lenses manufactured in Ireland.”

The focus for building the cargo business out of Brussels is also on pharmaceuticals and Copenhagen is a gateway for the Nordic region’s seafood exports.

The cargo revenue stream is critical in making the new Europe routes viable and some routes would not work without the additional cargo contribution.

When it comes to leisure travel, the new routes have slightly different strategies.

Brussels is a four-times-weekly service, and Copenhagen is a seasonal service, flying three-times-weekly between 2 May and 26 October, offering the only direct flights between the Danish capital and Hong Kong. Both cities have a strong profile in Hong Kong and the wider region and were chosen because passengers want direct connections to them from Hong Kong.

For Dublin, the strategy for leisure travel is partly influenced by the demand for the “Kangaroo Route”. “Australia is a popular destination with Irish travellers and Hong Kong benefits from its geographical location as a natural stop between Europe and Australia,” says James.

“We anticipate our Dublin to Hong Kong service will be a highly popular choice with customers. It is well timed to catch the early morning wave of onwards departures to more than 80 destinations in the Asia Pacific region.”

Hong Kong isn’t just being marketed as a thoroughfare, though. “The city is also being marketed as a great destination in its own right, given the diverse nature of outdoor activities, nightlife, culture and food,” James says.

“Our objective is to showcase the many different facets of the city, and that Cathay Pacific is the best choice there is to get from Dublin to Hong Kong.”

So, how is this strategy turning out in bookings? So far, so good.

“The load factor in both directions is looking healthy and encouraging,” says James.

“Our long term goal is to launch a sustainable service and see it progress into a daily flight. Our role is to position Cathay Pacific as the premium airline and the only non-stop flight into Asia with a good schedule to maximise the business day and onward transit,” James says.

COUNTDOWN TO LAUNCH

How we’ve celebrated Dublin to Hong Kong

In association with Enterprise Ireland we hosted our signature business conference Routes to Growth at Aviva Stadium. More than 450 businesses and entrepreneurs attended the seminar, panel discussions and networking sessions.

We hosted an event for more than 150 lifestyle media and the local travel trade to stimulate appetite for travel to Hong Kong as a destination, and showcase our brand promise of a Life Well Travelled.

We will support Enterprise Ireland and InvestHK to host an in-depth version of the Routes to Growth conference for two of Ireland’s most important sectors – fintech and aircraft leasing. Senior government representatives and industry leaders will attend the event.

Our launch reception and gala dinner at the historic Dublin Castle will thank key government officials, agencies, organisations and trade stakeholders for their support in launching the route.

At the boarding gate of the first flight, a gate ceremony will be held for passengers, with refreshments, a lion dance performance and goodie bags.
The first Airbus A350-1000 is about to arrive in Hong Kong. PHIL HEARD speaks to some of the team involved to find out how it differs from the -900.
grips in the rear galley for crew. While crew feedback on the -900 has been important for the -1000 design, some items, like the configuration of the galley, were defined well before the -900 started operations.

“We have tried to change as much as possible at this late stage, such as the handgrips,” says Simmy. She will be part of the 15-strong team for the final delivery check, which Airbus Onsite Manager Clive Montgomery says is an opportunity for final checks before payment.

He is one of two Airbus Onsite Managers based in Toulouse. From 2013 to 2016, Clive was working in the “Airline Office” with other Airbus customers as manufacturing started, to ensure that airlines got the aircraft they wanted. When the office closed he moved across to the Build and Delivery department to help his colleague Trevor Broeders with orders and deliveries of A330s and A350s.

Like all Airbus airliners, the -1000 is a composite with parts from more than one country – the wings are made in the UK, the fuselage in France and Germany and the tail in Spain. Trevor and Clive travelled the continent inspecting those parts in their skeletal form, and then again when the parts were equipped with avionics or other components. After certification on the final assembly line (“the FAL”) all parts are flown to Toulouse.

“We inspect those parts, and when they arrive in Toulouse for assembly we follow the aircraft through all the way to delivery,” says Trevor. Clive adds: “We do a number of major checks after the plane is manufactured, Final cabin, which is long and detailed for compliance, condition and quality and then the paint inspection.”

Prior to the delivery process, Cathay Pacific flight test pilots perform a test of handling and systems. “For the final delivery inspection we will have quite a sizeable team coming out from Hong Kong, including flight test and a representative from the Hong Kong Civil Aviation Department to see that compliance is correct, plus a team from Engineering to see that the cabin meets our quality requirements.”

The aircraft is then held at the delivery centre for around 10 days, depending on what work needs to be carried out as a result of the painstaking inspection. Only then can the aircraft be released for the flight home to Hong Kong. But there is no respite for our onsite team. Clive says: “We’d like to say we’d be sunning ourselves on the beach in the south of France, but when the first one goes, we will have three weeks until the second. In fact, there will be a more or less continuous stream of -1000s this year, with one or two aircraft each month.”

Why the -1000?

When we signed the original order for A350s in 2010, the -1000 was not an option. Its appearance on the drawing board led Cathay Pacific to amend our order in 2012, and we became the first airline to commit to the -1000 by swapping out some -900s for the new aircraft. Some of those options have been converted back to -900s as requirements again changed.

Head of Fleet and Passenger Scheduling Paul Barwell says: “You are looking for an aircraft that fulfils the mission requirements that you have – where you are going to fly to and what capabilities you need in terms of size and range.”

The -1000 has an ability to “upgauge” – add more capacity – to some of the “longer and thinner” routes that the Airbus A350-900 has pioneered. The -1000 also has a future role for wholly new routes such as Washington DC. “It’s there to give better operating economics on those routes where we’re currently operating Boeing 777s,” adds Paul. “Over time, it will start replacing 777s on some long-haul routes.”

Although the -1000 is only fitted with three cabin classes, routes with a premium load will continue to be served by four-class 777s with a First Class cabin, until they too are replaced with the new Boeing 777-9 from the early 2020s.
A350-1000
Here’s how the slick features of our new aircraft differ from those on the -900

**Passengers**
There are 334 seats in total, compared to 280 on the -900.

**Business**
There are 46 Business Class seats – up from 38 on the -900. The front section is where the added fuselage length is, and the cabin is integrated between Door 1 and Door 2 instead of being split into two. Seats incorporate all the modifications and robust parts from the modified seats on the -900.

**Rolls-Royce Trent XWB**
The XWB-97 engines each offer 97,000lb of thrust which is 13,000 more than on the -900. This increases maximum take-off weight to 308 tonnes, from 280.

**Landing gear**
The additional weight means that the -1000 has two six-wheel bogies (as with the Boeing 777), which reduces pressure on airport paving.

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**Cathay Pacific and Airbus sign purchase agreement**

**December**
Cathay cabin layout finalised

**February**
Final assembly line readied in Toulouse

**May**
Aircraft contractual definition freeze

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**Airbus A350-1000 timeline**
Premium Economy
There are 32 seats in Premium Economy, in a 2-4-2 arrangement, four more than the -900.

Economy
The Economy cabin features 256 seats (up from 214), in a 3-3-3 format. In a difference to the -900, the seats on the -1000 are made by HAECO.

Wingspan
64.75 metres as on the -900, but with an extended trailing edge to allow low approach speeds.

Cargo
There are 14 full cargo pallet spaces, three more than on the -900.

November
First flight with test aircraft (Airbus)

August
Start of aircraft assembly in Toulouse

February
Cathay team carry out first cabin inspection

May
Test flight for first Cathay aircraft

June
First Cathay aircraft delivered
While computer-based training was once exotic, it is now perfectly normal to go on YouTube for guidance on anything from tonight’s dinner recipe to complex academic subjects. People are getting used to learning as and when they like, one of the reasons The Learning Academy uses a mix of classroom and individual digital resources, known as “blended learning”. This is happening already with the new Business Class service training – see opposite.

The approach is also a recognition that all people are different and one size does not fit all. Nick says: “Some people like to do all the reading before they come on a programme, while others like to turn up, do lots of activities and enjoy experiential learning.”

He adds: “It’s about treating people like adults and letting them set their own pace and learn in their own style. Our vision is that each employee or learner is getting the learning they need when they need it.”

This approach maintains the ethos of the transformation programme. As well as the use of technology, it’s customer-centric in that it puts the emphasis on the individual and corporate needs, as well as the ethos that CEO Rupert Hogg alluded to in his interview in the January-February issue of *The Journey*. “It would be good to switch the emphasis... to a system in which our people feel empowered to use their judgement and where they are supported when they do so,” he said.

However, that does not mean a change to the high standards around safety and service. Elaine Champion is Head of Learning, Customer Experience, and in charge of delivering learning to the airline’s frontline people be they at the airport, in a call centre, Cargo Services or on board.

“Our standards set a high bar and that is not going to change,” she says. “It’s critical in a business that has to deal with so much detailed regulatory issues and increasingly sophisticated customer needs.”

What will change is how people learn. Rather than big training courses where trainers deliver a huge amount of information to trainees before sending them back out into the business, there will be a greater reliance on where people learn.
The most - their place of work. “One of our big beliefs is learning is not a one-time, boxed-up thing,” says Elaine. “We used to frontload all of our training. You come in and we do extended training to you and then we’d see you again in a few years, if not more. Now while courses may be shorter, learning itself is a longer ongoing process.

“We’ve shortened the courses for our Airports people because there is so much information they can get from such an interactive job. They’ve taken some of our resources and they are doing on-the-job coaching instead of being in the classroom because you learn so much from actual customers – it’s like learning to drive.”

It’s a good analogy. While there is theory to absorb, only the most gifted driver would be able to pass their test the first time they stepped into a car. “Now if you are going to become a Flight Purser, a galley operator inflight, we’ll give you three months of preparation work before your classroom sessions where you shadow a Purser with a checklist of things you need to watch out for and ask questions about,” says Elaine. “You need to find an opportunity to learn on every flight, so you take active engagement in your own learning.” Social learning will take time to embed, as will experience interaction,” she says, “and then suggest a few ways crew might do this, but get them to bring their own personality to bear so we can explore it together.”

Back on the course, it’s time for tips on plating the food. In the new Business Class meal service, food is taken out in restaurant style, that means crew will be plating the food themselves in the galley, adding their own creativity to the make dishes more visually appealing than was possible using the existing cook-and-serve-in-the-dish product.

Basic plating principles are provided, and will be available in the course’s online manual that all crew can refer to, but as Learning Manager, Customer Experience Inflight Deborah Leung says: “Everyone’s style is different.” And so it proves as the trainees group up to race to plate three of the new Business main courses in just a minute each.

As before there is an excited hubbub and debate. Deborah says: “These courses have a bit more energy, there used to be more structure, now there is more exploration, discussion and participation.”

And as Purser Jenny Shen says: “It is making us feel more empowered to make decisions on the aircraft about individual people and situations.”
fostering a new way of learning to go hand in hand with classroom training, it should also encourage better rapport between colleagues at different stages of their career, and instil more pride. Nick says: “We believe that the blended approach of traditional classroom learning, self-accessed online learning and social-collaborative learning is what is required for a world class airline such as ours. It will help us to develop and maintain a high performance culture – one that embraces the changes so essential to execute a transformation.”

Adapting to this new way of learning is not something that The Learning Academy can do in isolation. If it takes a village to raise a child, it takes an airline to raise a new generation of people with the right skills to achieve the company’s strategic objectives.

Elaine says: “We need the support of our frontline colleagues. People coming out of training are still learning. We want to foster a culture of support for those still learning the ropes. It shouldn’t be seen as a burden but rather an opportunity to coach and develop people. After all, we have all been there ourselves at one point.”

This year, The Learning Academy will attend to the learning needs of more than 20,000 learners and has already started the new Business Class training for 10,500 cabin crew. The team are in place, the resources are there, all our people need to bring is an eagerness to learn, to participate and share.

The Learning Academy
The Learning Academy is reflecting the cultural shift from rules-based service delivery to trust-based service on board with an equally customer-centric way of delivering learning to the business.

We need the support of our frontline colleagues

Nick Deal
General Manager
Learning and Organisation Development

Nick Deal
General Manager
Learning and Organisation Development

About the TLA
In numbers

• About 2,000 participants per month
• 300 training days per month
• 37 full-time trainers
• 100 part-time trainers (including Inflight Service Delivery line trainers, coaches, and Hong Kong International Airport line trainers)

• 65 training rooms – including classrooms, computer training rooms, plus aircraft and boarding gate mock-ups for effective practical training
• 92% of participants this year rated programmes as “Very good” or “Good”

From...

• Heavy focus on policies and procedures
• Long, intense training courses with big year gaps
• Rigid assessment and training

To...

• Focus on interpersonal skills to enable positive customer experiences
• Continuous learning pre-course, in the classroom and post-course
• Learning focuses on empowerment to encourage continuous learning and development
• Inspiring active learning
• Instill confidence and pride through holistic evaluation rather than tick-box exercises
People

Keep us up to date with your achievements – email peoplecomms@cathaypacific.com

Fragrant harvest

WHEN GLOBAL SALES Marketing Executive Zabina Leung toured a tea plantation in Hangzhou, mainland China, with our tea partner JING, she noticed how passionate the locals are about tea. “Almost everyone carried a bottle filled with Longjing tea everywhere they went,” she said.

Zabina won the private tour of the tea garden, hosted by JING, in a competition promoted in the January/February issue of The Journey. She said the trip showed her how much work goes into each cup of tea. “Every single step in the process requires years of experience, from finding the best soil to roasting the tea leaves at just the right temperature,” Zabina said.

Check out our competition to win return flights and a three-night stay in Dublin, our newest European destination, on page 38
Now boarding

EMILY MORGAN spends a day with the Hong Kong International Airport ground team and finds the job of customer service never ends

NO TWO DAYS are ever quite the same for the Cathay Pacific ground team at Hong Kong International Airport (HKIA). The sheer number of people transiting through HKIA make it interesting enough – in the first three months of this year the airport handled 18.3 million passengers and 104,545 flights.

On this particular Friday in early May, there are 130 Cathay Pacific flights scheduled to depart and arrive, and thousands of passengers and their bags to manoeuvre from check-in to the right gate.

On this particular Friday in early May, there are 130 Cathay Pacific flights scheduled to depart and arrive, and thousands of passengers and their bags to manoeuvre from check-in to the right gate.

Each day, between 800 and 1,000 people from the 1,600-strong ground team are on shift to run landside (before immigration) and airside (post-security).

They are the face of customer service at the airport and are by nature cool, calm and collected, finding solutions for issues arising from circumstances out of their control – typhoons, technical delays and missed flights.

Airside

At 7.30am Service Leader Norraine Cheung starts her shift by checking her schedule in the office. This is mission control. Teams are briefed on any potential challenges ahead; the Special Services team organises wheelchair and unaccompanied minor resources; and Station Control liaises with Apron Control, catering and cleaning services, Air Traffic Control and Inflight crew.

Norraine’s first job for the day is overseeing the boarding of flight CX548 to Tokyo Haneda at Gate 1. At 8.20, after being at the gate with her team for 35 minutes to brief the team and set up the gate, Norraine plugs a USB into the console to play a pre-recorded announcement that boarding has commenced. Her team of four Customer Service Officers (CSOs) prepare to check passports and visas, scan boarding passes, assist passengers with queries and search the nearby area for any missing passengers before the gate closes.

Today there are none to find. This departure is smooth, and all are aboard within 15 minutes.

Back in the office, Norraine files the report on CX548, and gathers the information she needs for the next departure – CX520 also to Tokyo, but Narita this time, which departs at 10.30. She checks the number of passengers in wheelchairs, infants and passengers who need a visa check before they board.

Norraine’s expertise is evident in her swift multi-tasking. Time management, problem solving and communication are all critical, as well as adaptability – every day the ground team work with different colleagues and new circumstances.

CX520 gets delayed by 15 minutes because of an unrelated technical matter and boarding will now commence at 10.15, instead of 10am. The Mumbai connection passengers have unknowingly been given some extra time.

Up at Gate 2, where CX520 will depart from, Norraine walks down the bridge and onto the aircraft to perform her Service Leader role in the “triangle handshake”, with the Inflight Service Manager (ISM) and the Turnaround Coordinator (TCO) prior to boarding. She hands over the passenger information to the ISM and the deal is done.

Five minutes from boarding, some of the CSOs begins to check the documentation of the 360 passengers. One of the most vital roles of the team is to check passports against boarding passes, especially for those passengers without checked baggage and who didn’t report to the check-in counter.

Boarding commences at 10.15 and by 10.35, 274 passengers are on board, including 11 of the 12 who are connecting from Mumbai.

At 10.40, five minutes before boarding closes, the second-last passenger arrives with not a bead of sweat on his brow. “Lots of people are not worried, they believe they will be on time,” says Customer Services Officer Lisa Man.

One passenger from the Mumbai connection is yet to arrive. At 10.42, the
search for the passenger’s checked bags has commenced. If she makes it to the gate before her bag is removed from the flight and before the gate is closed (in three minutes), she can board.

One of the team goes to search for the passenger in the terminal. “We look at the passenger record first – are they male or female? We check the positive boarding system to see if the passenger has passed through security. Then we carry a sign and call out as we walk, ‘any passenger travelling on flight CX520?’ And then we look for any passengers who are running,” Lisa says.

At 10.44, and with one minute to spare, the passenger appears on the travelator, running towards the gate. All 360 passengers are aboard, and the team leaves the gate at 10.48, bound for their next job.

Landside

For the landside team, this particular day has been relatively smooth, and passenger load – how full flights are – is hovering around 80 per cent.

This afternoon Supervisor Jenny Tong is overseeing the landside operations, managing the check-in counters for different cabin classes, the employee travel counter, the group check-in counter and the designated check-in counters for US flights, introduced six months ago to comply with new security checks.

“Friday nights and Monday mornings are our busiest times. Passengers who work in Hong Kong might travel home for the weekend. And on Monday mornings we have many people flying to Beijing and Shanghai,” says Jenny.

Lisa explains that problem solving is an innate quality in the ground team, and it comes in handy when working in a high pressure environment.

“You have to be considerate, and I think to do this job you have to like facing people. In the process of checking customers’ bags in, we need to make them feel we’ve done everything to make it easier,” she says.

“If passengers want to sit together, it’s a first come first serve basis. If they can’t sit together, we don’t just say no, we offer another solution. We put the request in or suggest that next time they could check in online to ensure sitting together. We are not just solving the problem for this time, we can give them a future solution.”

There’s a constant stream of passengers at the 11 Cathay Pacific Economy check-in counters currently open, and Jenny and CSO Juki Chan are fielding passengers’ questions.

Juki is finding a solution for a woman heading to Toronto who has an extra piece of luggage, one more than her allowed two pieces – a mosquito net that is too large to fit into the aircraft’s overhead locker.

Next is a couple who have brought their own wheelchair to be checked in, which is bagged up by Jenny. Juki shows them where to wait for the wheelchair service assistant who will escort them through security.

Then there’s the passenger bound for London who is cutting it fine – his flight departs in 40 minutes and he has a heavy looking handle-less bag of books under his arm. Juki offers him a Cathay Pacific carry bag, and he hurriedly heads for security.

General Manager Airport Service Delivery Patrick Yu says it’s the ground team’s collective approach to customer service which makes Cathay Pacific strong.

“Our HKIA team never know what is around the corner, and they apply their expertise to every situation they come across. It’s what makes our customer service great,” says Patrick.

Just when Jenny thought it wasn’t going to be too busy today, something changes. “The Qantas flight to Sydney has just been cancelled,” she says. “There will be a lot of passengers moving to our flight.”

That’s the thing about the ground team, they have little control over many of the moving parts they deal with day-to-day and yet they have what seems to be an innate ability to remain calm. It’s not just in the air where passengers are in safe hands.
From tight turn around times to cross checks, LUCY JENKINS diarises a day in the life of a Cathay Dragon pilot.

TODAY’S SCHEDULE IS Hong Kong to Kaohsiung, Kaohsiung to Hong Kong and then Hong Kong to Xiamen, staying overnight before a return to Hong Kong. The crew then will go onto Ningbo for another night and the pattern will end after three days and eight sectors.

That’s approximately 15 hours of flying time, with 12 rest hours in Xiamen and another similar period in Ningbo.

“This is fairly typical of Cathay Dragon,” said Rowan Cavanough, Deputy Chief Pilot Airbus. “Cathay Dragon differs from Cathay Pacific with a shorter haul operation and what can be day after day of multi sectors in and out of mainland China.

“Pilots work around 20 days a month with 70 flying hours and with varying rest time. Ground training and currency days are included with standby blocks also allocated,” he added.

Flight KA454 A321 B-HTI Hong Kong to Kaohsiung
The day gets off to a delayed start. The incoming plane is late meaning there is a 15-minute delay to our scheduled departure. Despite this, Captain Dereck Wong and Junior First Officer Andriy Lo are upbeat.

“This is actually one of the easier multi-sector days,” says Dereck. “We’re not in and out of mainland China multiple times which can increase our chances of delays due to flow control measures. Taiwan is pretty straightforward.”

After a smooth flight, we land in Kaohsiung 25 minutes late.

Flight KA455 A321 B-HTI Kaohsiung to Hong Kong
The earlier delay means we’re still running 25 minutes late, however, the return flight to Hong Kong is uneventful with calm weather – this is pre-typhoon season. Even with our late departure and subsequent late arrival, Dereck maintains this is standard “and pretty easy to deal with”.

Flight KA606 A320 B-HSJ Hong Kong to Xiamen
We’re changing from our A321 to A320 – the workhorse of Cathay Dragon. Normally there would be 90 minutes for an aircraft change but the buildup of delays means that we now only have 45 minutes, half that time.

To add to it, aircraft B-HSJ Is late arriving from Chongqing and we still have refuelling and a change of cabin crew to the Shanghai base. The effortlessly cheery Senior Purser Cecile Lam remains with us.

We land in Xiamen just before midnight. After immigration we wait for the crew bus which arrives amid beeping traffic. It’s a 20 minute journey to the crew hotel, Langham Place, where everyone goes to their rooms and it’s immediately lights out.

Pilots’ minimum rest is generally 11 hours at a layover port, which is calculated from when they are off-duty (30 minutes after engines shut down at the gate) to reporting time the next duty day. Transport to and from the hotel can be included in the rest time, which is why the location of the crew hotel to the airport is so important.

Flight KA603 A320 B-HSJ Xiamen to Hong Kong
Thirty minutes before our pick up at 1.40pm, Crew Operations inform us that the aircraft has not yet left Hong Kong.

“It’s the usual issue with aircraft flow control,” says Dereck. As mainland China continues its rapid aviation expansion, its airports have suffered capacity constraints due to increasing volume – this is a problem shared with many other countries. “That’s okay”, he continues. “The onward weather is looking good and there’s no reported defects, so subject to Hong Kong airport slot constraints, we should be in for a quick and easy flight.”

Mercifully, we’re given clearance to land in Hong Kong immediately with no holding pattern – Hong Kong International Airport’s two runways operate at near full capacity every day. We’re in at 5.05pm, only 20 minutes later than scheduled.

Flexible and adept
Cathay Dragon’s current short haul network covers 46 ports across mainland China, Southeast Asia and India with most days involving two or more sectors. With factors such as seasonal weather, aircraft rotation, and flow control measures operating in the region, our pilots are flexible and adept at turning the aircraft around in tight schedules.
Got a question?  
The Cathay Dragon Helpdesk has the answers

SEVEN DAYS A week, for 13 and a half hours a day, rain, shine or typhoon, the Cabin Crew Operations Helpdesk (CCOH) in the lounge at Cathay Dragon House is on call for the airline’s 2,000-plus crew.

Part problem solver, part community advice bureau, 100 per cent service straight from the heart (and head), the Helpdesk is armed by team members who also remain in their cabin crew roles.

The Helpdesk is a vital resource for the cabin crew – it assists with any questions about rules and regulations and provides support in the unlikely event of an emergency.

Many of the enquiries – whether in person, by phone, email or the increasingly popular WhatsApp – need little more than some patient explanation.

For example, the switch to paperless accounting for the Transportation Allowance Reimbursement Scheme in April produced a flurry of queries, all of which were speedily resolved by CCOH.

“Colleagues might read the manual and still not be absolutely sure if they’ve got it right, but if they come to us we can explain it and soothe any outstanding anxieties,” says Flight Purser Patsy Lai, one of 15 crew who are enlisted on a two-year contract, alternating flying with shifts at CCOH.

“Colleagues might read the manual and still not be absolutely sure if they’ve got it right, but if they come to us we can explain it and soothe any outstanding anxieties,” says Flight Purser Patsy Lai, one of 15 crew who are enlisted on a two-year contract, alternating flying with shifts at CCOH.

The team handles up to 30 enquiries a day, and occasionally has to cope with a bigger problem, like disruption.

Other regular Helpdesk duties include flight report management and analysis, passing on updates about port and route information, and managing the lounge for daily operations.

Senior Purser Annie Lee comments: “One of the benefits of this job is you get to know a lot more of your colleagues, and even while we are flying they might have questions for us.

“The great thing is to teach them how to solve their problems by themselves whenever possible, which has benefits all round.”

Cabin Crew Operations Manager Eugene Swinton explains that to join the Helpdesk team, cabin crew undergo extensive training to become specialists.

“When they join the team, they study company policy and become a walking dictionary. They do a magnificent job, making an all-out effort to provide support and are highly regarded by the crew community.”

All ears: Helpdesk team members (left to right) Judy Lau, Patsy Lai and Annie Lee

Helpdesk by numbers

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<tr>
<td>Calls per year</td>
<td>10,950 (approx)</td>
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<td>Number of team members</td>
<td>15</td>
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<tr>
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<td>Opens</td>
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If you would like to ask our flight and cabin crew a question, make a suggestion or feature in these pages, then please email peoplecomms@cathaypacific.com
Updating the Economy Class cabin is a major piece of work. Here’s a look at how it’s done

**How to refit a Boeing 777**

**Five steps to the new Economy cabin**

1. To gain access for the removal of the existing seats and install the new seats, some of the “monuments” – the engineering name for lavatories and galleys – are taken out.

2. The existing Economy Class seats are removed.

3. The ceiling panels and interior sidewalls are removed to give engineers access to rewire the IFE system and install links to the modified Video Control Centre at Door 1. The IFE components are also relocated from above the cabin ceiling to the under-floor panel at the aircraft’s “main equipment centre”. The sidewall panels and ceiling panels are reinstalled after the IFE modification.

4. To give the cabin a new look and feel, some of the Tedlar – the flame-resistant wall coverings on cabin dividers, galleys and lavatories – are replaced along with the new theme. New monitors with shrouds, baby bassinets and literature pockets are then mounted on bulkheads.

5. Although the 3-4-3 seating is different layout, it still fits in the existing seat tracks that secure the seating units to the floor. The new seats, made by luxury car seat manufacturer Recaro, are then installed (learn more on p14).

**Retrfitting our fleet** of 65 Boeing 777s with new seats and an In Flight Entertainment (IFE) upgrade started in April and by the end of 2019 all our aircraft will have the upgraded, densified Economy Class cabin. In the coming months, Wi-Fi equipment and modem points will also be added and all aircraft will have gate-to-gate Wi-Fi by 2020. It’s a big task, done when aircraft are in for their longer scheduled maintenance checks in Xiamen. HAECO engineers are in charge of the retrofit and the extensive maintenance “C check”, which typically take 20 to 25 days. The work to remove and install the new seats and new IFE systems takes 15 days. Our Cabin Programme team takes us through the process.

Once the first refit was complete, the certification process began. Here’s a look at the regulators’ checklists

The first aircraft that was modified – B-KPY – had certification hurdles to jump with international and local regulators, so that the aircraft could operate from its home base and overseas. An inspector from US Federal Aviation Authority (FAA) was present during installation to ensure that it conformed to the plans and that any potential safety issues were addressed. Another interior compliance inspector then ensured that on completion, the cabin fulfilled all the safety requirements for emergency evacuations, any potential hazards like sharp edges were corrected, and the right signage and placards were in place.

There was also an Electro-Magnetic Interference test to ensure new IFE components did not affect any existing electrical components, computers, flight controls, etc, which included a ground and a flight test. Once satisfied with the inspection and testing, the FAA released a Supplemental Type Certificate (STC) to approve the modification.

Hong Kong’s Civil Aviation Department then validated that its local requirements were met with an inspection which included bilingual placards and signage (Traditional Chinese and English) and that the amount of emergency equipment was sufficient for the increased number of passengers. In addition, they checked the clarity and volume of announcements in all passenger areas.

Lastly, once local requirements were met, a Hong Kong STC was issued to release the aircraft into service.

Sixty four to go and counting.
Letters to the editor

**Q** HOW SHOULD WE balance positioning Cathay Pacific as a premium airline and trying to sell a lot of ancillary products?

**A** We can sell ancillary products while retaining our premium positioning. We do this by focusing on ancillary products that give our customers more choice and add to their experience. As a premium airline, even our most basic fare products include a rich offering—food and beverages, In Flight Entertainment, Asia Miles accrual and more. The ancillary products we are introducing serve to give our customers even more options. Two examples of these new ancillary offerings are “Upgrade Bid” and “Reserve Your Seats”. “Upgrade Bid” offers an opportunity for interested customers to bid for a cabin upgrade at the price they set. “Reserve Your Seats” gives customers with Economy Class tickets at lower fares the opportunity to pay a fee to reserve their specific seats in advance. In both examples, customers did not previously have these options unless they bought higher fare tickets. These are just two examples of how we balance ancillary products and our premium airline status.

![Ronald Lam](image)

Ronald Lam
Director
Commercial and Cargo

**Q** EXCELLENT CUSTOMER SERVICE never comes by chance or from quick wins. Will we consider refresher training in customer service for our Hong Kong International Airport frontline colleagues?

**A** Yes. Our current model of training in the frontline context is being reviewed. We are well aware that one time, front-loaded training is not effective. The inflight model has been restructured away from this and into a bite-size, continual learning approach. HKIA and the rest of customer experience training is to follow. The focus will be on moving away from rules-based guidelines to a more flexible way of delivering service that adds a personal touch.

![Elaine Champion](image)

Elaine Champion
Head of Learning, Customer Experience

**RUMOUR BUSTER**

**Q** Will flexible working soon be implemented?

**A** Our People team is looking at flexible working very closely and whether and how we can possibly make this available for some of our Hong Kong-based ground teams in the first instance. We know flexible working can have a positive relationship with organisational performance and culture if managed correctly.

Jodi Kwok
Head of Business Partner Operations, Service Delivery & Policy

Have a question or want to comment on anything you’ve read about in The Journey? Email peoplecomms@cathaypacific.com to feature on this page

**Jargon Buster**

**CTS**

Not to be confused with the code for New Chitose Airport in Sapporo, and pronounced “cuts”, this acronym refers to some of our very important customers. It stands for “Corporate Travel Solution” and is the tailored package for corporate organisations that meets a minimum spend threshold on their travel each year. Typically these companies include banks, financial institutions and organisations with a much-travelled workforce. The solutions and loyalty rewards are tailored to meet the budget and travel requirements of individual companies. For those companies that do not meet the threshold, there is Business Plus (see page 10).
Oops, I did it again

Made a mistake? No big deal. In fact, the experts say we should celebrate our errors

SUCCESS. IT’S THE main thing management books, MBA courses and autobiographies of business leaders focus on. That’s understandable, we all want to know what works in business and life and how we can optimise our performance, become better leaders – and, maybe, make our first million.

But in recent years an alternative strand has been developing: the study of mistakes and lessons of failure.

The pharmaceutical company Eli Lilly organised “failure parties” to “celebrate” promising potential treatments that failed in trials. Google publishes quarterly “failure reports”. The European School of Management and Technology has a failure management professor who has taught courses all over the world. There’s a growing business in publishing books on the topic – they include a work by Tim Harford, the economics broadcaster and writer, called Adapt: Why Success Always Starts with Failure.

If you are an inventor, experimental scientist or serial entrepreneur then failures and mistakes are part of the territory. But for the rest of us – how do we learn the art of accepting and managing mistakes – our own and others?

Read on for some advice from the experts – just don’t get too good at mistake making. In the 1970s, an author called Stephen Pile started The Not Terribly Good Club of Great Britain. He wrote a book about his fellow underachievers called The Book of Heroic Failures. It became a huge bestseller and he was forced to resign from his own club.

LEARN FROM YOUR MISTAKES

1 There is no substitute for your own experience
David Kean is an author and founder of the Caffeine business consultancy. “My son – who was 14 at the time – was packing his rucksack ready for a gruelling 36-hour long hike. I kept reminding him “don’t forget this… remember to take that…” He looked at me and said: “Dad, let me make my own mistakes”. He was right. I shut up and he survived.

2 Don’t blame
Julie Morath, a hospital CEO in California, recommends asking neutral questions, such as “what happened?”, rather than judgemental ones, such as “who did it?”

3 Admit when you’re mistaken
Dr Bill Howatt, the chief research and development officer of workforce productivity company Morneau Shepell advises: “To gain credibility and support from your team it’s best to quickly admit when you are wrong. Acknowledge why and what helped you to change your perspective, and then acknowledge and thank the people involved who gave that assistance”.

4 Owning up means growing up
Carol Tavris, author of Mistakes Were Made (But Not by Me) says that when we refuse to admit our mistakes, “we cling to old ways of doing things, even when new ways are better and healthier and smarter. We cling to self-defeating beliefs long past their shelf life.”

5 Fear chokes proactivity
Joe Schumacher, CEO of Goddard Systems tells Business Insider: “When employees are afraid of repercussions from mistakes, they become paralysed – and it stunts growth for both the employee and the company. When they’re making mistakes, however, it means they are not afraid to be proactive and take responsibility. I would rather have an employee make a mistake than have nothing happen at all.”

6 Mistakes are a short cut
“When a problem reaches a certain level of complexity,” writes Tim Harford, “formal theory won’t get you nearly as far as an incredibly rapid, systematic process of trial and error.”
Get involved in the Cathay Club hub

Head to the new Cathay Club website for all the information you need on movie screenings, community activities and social events.

HEARD THE NAME but not sure what Cathay Club is all about? Set up many years ago as a home for all sports and recreation clubs and social activities, Cathay Club is about bringing people from across our airlines together through a diverse range of activities and interest groups. Its focus is enhancing people’s work life, creating positivity and building a community.

Cathay Club has had a few facelifts over the years and we are now excited to share more improvements.

First things first: we launched a new website in May, a centralised information portal for everything you need to know about the various events and activities on offer throughout the year, and how to sign up.

The website features three pages dedicated to the pillars of Cathay Club – Sports and Interest Clubs, Social Events and Wellbeing.

Each page lists the various events and activities you can get involved in, provides details of upcoming events and a place to sign up to them.

Secondly, there are three aspects of the Club. 1. Sports and interest clubs of which we have 27 teams. 2. Social activities such as movie nights, seasonal event celebrations like Chinese New Year and the Singing Contest. 3. Wellbeing – a new area centered around promoting healthy lifestyles and activities, because we know health and wellbeing is what our people are interested in.

Check out the new website at portal.cathaypacific.com/sites/cathayclub or scan the QR code.

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Yoga on The Street

To celebrate International Day of Yoga on 21 June, Pure Yoga is offering a free yoga session at Cathay City for our people. Yoga fanatics and beginners all welcome. Places are limited so head over to the Cathay Club website to sign up now. Yoga mats will be provided and so will a water, to rehydrate after the session.

**Date:** Thursday, 21 June 2018  
**Time:** 12pm – 1pm  
**Venue:** Galleria, The Street, Cathay City  
**Dress code:** We recommend comfortable clothes that do not restrict movement (no skirts or dresses for ladies)

Yoga is a great way to alleviate tension and stress, feel good and improve your posture. So come and get involved.

If you have an idea for an event, activity or club that you think our people will love – get in touch!  
cathay_club@cathaypacific.com
The first Boeing 777-300 joined the Cathay Pacific fleet back in May 1998, marking the start of a long and profitable relationship.

**THE TWIN-ENGINED**

Boeing 777 aircraft has become the bedrock of Cathay Pacific’s regional and long-haul fleet.

In the 1990s, Cathay Pacific was one of eight airlines to provide input for the 777 at the design stage, which gave it a unique opportunity to specify and refine the aircraft’s features to suit its needs.

Among the requests were a cabin cross-section similar to the 747 Jumbo Jet, capacity for at least 325 passengers, a modern ‘glass’ cockpit, fly-by-wire (where the flight deck controls send electrical impulses to the mechanics that operate the control surfaces on the wings and tail) and, crucially, lower operating costs.

The result was one of the most successful wide-body aircraft ever built. The 777’s twin engines translated into a 33 per cent fuel saving against the early generation four-engined Boeing 747 ‘classics’ and lower maintenance costs too.

This combination made the 777 a highly popular commodity in the aviation industry. To date, more than 1,500 aircraft have been manufactured. The first iteration, the 777-200, was delivered to United Airlines in 1995. Cathay Pacific’s place in the record books was to follow three years later, when it received the first 777-300, which was essentially the ‘stretch’ version of the -200.

The 777-300 was 10 metres longer than the -200, making it the longest aircraft in the world at the time of its debut, surpassing the Boeing 747-400 Jumbo – by far the biggest airliner at the time – by three metres. The extra length brought extra seats and extra cargo capability, which meant extra revenue.

Registered B-HNH, the first 777-300 was handed over to Cathay Pacific in a special ceremony at Boeing Field, near Seattle, on 21 May 1998.

Two days later, 39 passengers – including members of the press and the then chairman, Peter Sutch – flew her home to Hong Kong on the delivery flight.

Before entering service, the aircraft was the centrepiece of an open day for 1,000 employees and local residents who got to explore the flight deck and the cabins.

Every seat had a personal TV, which was a new and exciting development at the time. Following the event, B-HNH made her inaugural commercial flight to Osaka on 1 June.

Today, 20 years later, she operates two cabins with 42 seats in Business and 396 in Economy.
A life on the ocean wave

Cathay Pacific Second Officer James Dagge was sailing before he could walk – now he’s headed for the 2020 Summer Olympics in Tokyo

Q How did you get into sailing?
A I was born in Hong Kong and my dad took me on his boat when I was only six weeks old. We moved to Australia and I really got into sailing there. My first boat was a Sabot, a kind of dinghy. I joined Cathay Pacific as a Second Officer in January 2017 and I now keep my training boat in Causeway Bay at the Royal Hong Kong Yacht Club.

Q What’s your training schedule like?
A I’m lucky because I can fit training round my schedule as a pilot. I do around 10 hours a week both on the water and in the gym and practise around Hong Kong where I’ll sail for three kilometres as hard as possible to get the best distance over time.

Q What’s the race like for the Olympics?
A I’m in the men’s heavyweight (over 100 kilograms) dinghy category. I’m the only one taking part from Hong Kong. It’s sailing around a course for an hour against the best sailors from other countries. I hope to make the top 10.

Q What other competitions have you done?
A In March I did the European qualifiers in Spain and I have the World Championships in Denmark in August. I’m representing Hong Kong in both of these competitions in the lead up to the Olympics in 2020.

Q What do you love about sailing most?
A The unrelenting pursuit of perfection. You can always do better and improve and being able to be out and about on the water whenever I want feels amazing. I find it rejuvenating. I’ve always been passionate about sailing – my first job was as a sailmaker.

Q Where’s your favourite place to go sailing?
A In Hong Kong, it’s Victoria Harbour. The Causeway Bay backdrop is jaw-dropping. Outside Hong Kong it’s got to be the Whitsundays off the coast of Australia. Go if you get the opportunity. There’s nowhere else in the world quite like them.

Tell us your story
Do you have a hidden talent? We want to know about it! Tell us about your hobbies, passions and achievements outside of work. Email us at peoplecomms@cathaypacific.com.
The Dubliners

Explore Dublin with return flights and a two-night stay in the capital of fun

TO CELEBRATE OUR new route to Dublin, we’re offering you the chance to win two Business Class return tickets from your nearest port via Hong Kong, and two-nights’ accommodation.

Explore the cobbled streets, get to know the taste of Guinness and listen to live Celtic music – it’s an opportunity not to be missed.

We’ve hidden some lucky four-leaf clovers throughout this issue of The Journey. To enter this competition, email us the total number of four-leaf clovers in the magazine, plus your GalaCXy ID to peoplecomms@cathaypacific.com by 29 June.

WIN flights to Dublin and two nights’ accommodation

Send your pictures to peoplecomms@cathaypacific.com and we’ll try and include them in Memory Board

Snapped!

Our events and people of the past month

1. SONGKRAN OFFERING: The Cathay Dragon Chiang Mai team donned traditional Thai dress to celebrate Songkran Thai New Year. Traditional celebrations include visiting local temples to offer food to Buddhist monks and street parties where revellers throw water on each other as a sign of good luck.

2. AU REVOIR WITH CAKE: Head of Talent Acquisition Wendy Kwan has retired from Cathay Pacific after 32 years. The People department marked her departure with a ‘Chanel’ cake and celebrated Wendy’s efforts to transform the way we recruit new talent for head office, outports and the frontline.

3. CREW CARE: Inflight Service Manager Grace Daniel snapped this photo of the Intercontinental Yokohama Grand team waving goodbye, after the crew’s flight to Hong Kong had been delayed. “As our crew bus moved away, we saw them waving us off and we all truly felt they cared for us.”

4. ENGINEERED HEART AND SOUL: After almost 30 years, Matthew Ko is moving on from the Penang Engineering team. The team got together recently to say goodbye to Matthew, who has been the heart and soul of the team, and who has inspired new generations of engineers. He will be missed.

5. DELHI DELIGHT: The crew from CX695 received a warm welcome at their Delhi hotel. The Hyatt is already getting excellent feedback from our crew members, who praise its location and comfortable rooms.

6. SPRING CROP: The Cathay Farmers’ Club had its biggest harvest to date on 25 April, after three months of hard work over spring. Farmers gathered to celebrate the joy of the harvest and the home-grown produce, which was divided among club members.
Travel

SITUATED BETWEEN AUSTRALIA’S northeast coast and the Great Barrier Reef, the Whitsunday Islands afforded a once in a lifetime photo opportunity for Cargo Sales & Service Agent – Chicago Mary Borkovec and her daughter Morgan.

“We got to cruise around the islands and go swimming, snorkelling and scuba diving around the reef,” said Morgan.

“We saw sea turtles, chased after some stingrays and even discovered a secret hideaway fort that someone had built. This was truly one of the most incredible trips of my life. I can’t even begin to describe the serenity of Whitehaven Beach, knowing you’re on this secluded island in the middle of the Great Barrier Reef with nothing but nature and sky around you.”

Email your pictures to peoplecomms@cathaypacific.com
Candlelight in Copenhagen

Allan Petersen explains that in the Danish capital, it’s all about enjoying the good things in life.

IF YOU WANT to embrace Copenhagen, you’ll need to grasp the concept of hygge. Pronounced ‘hooga’, this is the Danish way of enjoying the good things in life, in the company of good people and in a cosy environment – like having a cup of coffee or a meal with friends by candlelight.

Copenhagen is one of Europe’s oldest cities dating back to the 11th century, and the streets in the Latin Quarter, like the pedestrian shopping mall Købmagergade, are hyggelig because of how narrow they are.

You can even take a hyggelig daytrip. Head to Elsinore and explore Kronborg Castle and its beautiful coastal setting, made famous by Shakespeare’s Hamlet. Or go to the town of Roskilde, where you will find original Viking boats, well preserved at the Viking Ship Museum. Both of these hyggelig destinations are a mere 30 minutes from Copenhagen by train. You could also visit the childhood home of Hans Christian Andersen in Odense, a two-hour train trip from Copenhagen.

As you adopt the hygge way of life, you will also find out why Copenhagen is known as the food capital of Scandinavia. Explore the popular food market Torvehallerne, which showcases delicacies from around the world. Try traditional Danish food at the many restaurants along Nyhavn, the old harbour area, and explore the beautiful narrow streets and canals of the city where you’ll find bars serving beers from the specialty breweries and Carlsberg’s microbrewery, Jacobsen.

Whether you rent a bike and explore the city at your own pace, or get around on the easy-to-use metro system, you’ll soon discover why Danes are officially considered some of the happiest people in the world.

The best views of the city are from Christiansborg (the parliament building) where you can climb the tower, and then explore the ruins of an ancient fortress dating back to the 11th century, under the parliament building.

The city’s landmarks include Rundetårn (the round tower); Strøget, one of the longest shopping streets in the world; Amalienborg, the Queen’s main palace; and The Little Mermaid statue, based on the fairy tale by Hans Christian Andersen.

Tivoli is one of the oldest amusement parks in the world and is the most popular attraction in Copenhagen. In addition to the rides, Tivoli is a very beautiful garden filled with flowers, lights, concerts and restaurants.
The capital of Ireland is all about the good times, the “craic” as locals would say. Start with a meal and just add Guinness

08:00 Start with breakfast at one of Dublin’s most iconic landmarks, Bewley’s Café on Grafton Street. Founded in 1927, it’s been newly refurbished, although the original stained glass windows remain.

10:00 Take a short walk to Trinity College and see The Book of Kells, a manuscript dating back to the ninth century. Walk along O’Connell Street and cross over the River Liffey to visit EPIC The Irish Emigration Museum. The Irish have migrated all over the world, but even I was surprised to see just who has Irish ancestry! Then walk down Henry Street and stop by Ireland’s oldest and largest department store, Arnotts. Then walk along Liffey Street, until you come to the famous Ha’penny Bridge.

13:00 Once you cross over the river you’ll find yourself in Temple Bar. It’s quite touristy and locals are a rarity here, but it’s worth a look and there are plenty of places to stop for lunch. Cross over Dame Street and browse the boutiques and markets along South William Street, Clarendon Street and Drury Street.

To get the true flavour of Ireland, you need to try Guinness, which could almost be considered the national beverage. One of the best places to taste the “black stuff” is at the Guinness Storehouse, a top tourist attraction and an ode to Guinness and Irish history. A tour will teach you the art of the Guinness pour, the history of the brew and all about Arthur Guinness, the godfather of stout. The architecture of the facility is also impressive – there are seven floors to explore with a glass atrium in the centre shaped like a pint of Guinness. Your entry ticket includes a pint of the black stuff – even better!

19:30 For dinner, head to Dax Restaurant for fine dining in the middle of Georgian Dublin. Coppinger Row is another fantastic spot. After dinner, explore the city’s numerous pubs. Kehoe’s on South Anne Street is a true Irish pub, as are Doheny & Nesbitt and O’Donoghues on Baggot Street.
Raymond Tang was spellbound by an art installation at the Palace of Versailles in France. This was my first trip to Europe since I joined Cathay Pacific in 2015. The installation – Waterfall – by Olaf Eliasson at Versailles outside Paris made you do a double-take and then double-take again. It looked as if the water was coming from the clouds and being poured into the canal in the gardens by some unseen force. It was such an impressive and imaginative sight, which complemented the historic palace and gardens so naturally. Witnessing Waterfall was an incredible experience for me.
Surprise and delight a colleague today!

Next time you want to recognise someone, think about how you could surprise and delight them. Give a handwritten card, treat them to a coffee or perhaps write a message on the website.

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