Charting the course
All-female flight crew recognises International Women’s Day

Annual Results
Leader interviews on the latest financial figures

Who are our customers?
We dived into big data to get to know those who fly with us

Artificial intelligence
How we use technology across the business

Sleep space
The hidden aircraft rest zone for our cabin crew
NOBODY DOES RUGBY SEVENS LIKE HONG KONG

HONG KONG SEVENS
5-7 APRIL 2019
See you at Hong Kong Stadium
A message from Rupert

IT HAS BEEN a busy start to the year. We are now well into the third and final year of our transformation programme with our goal to reach 7.5 per cent return on the capital employed in the company. The fact that we returned to profitability in our 2018 Annual Results shows that the determined efforts we have made over the past two years are starting to have an impact.

Although small, the Airline results were encouraging. That’s why the Board decided to recognise the contribution of every Cathay individual with a special payment of HK$2,000. It’s a gesture of goodwill for everyone’s hard work. We obviously hope to do better in the future.

Shortly after the results announcement in March, I attended the Niki and Betsy Awards. This is one of my favourite nights of the year, when we recognise individuals and teams from across our airlines who have gone above and beyond in providing exceptional service and support to customers and colleagues, and demonstrating the values of our brand. It was an uplifting evening, and I encourage you to meet our amazing award winners on pages 16 and 17.

The one thing that always strikes me about the Niki and Betsy winners is their determination to help people in distress or make others’ lives – and journeys – easier. It’s these instincts that set us apart as a world-leading service brand: a deep commitment to service and a desire to make the customer experience special. Without giving away too many secrets ahead of time, it’s a spirit you’ll see reflected when we unveil our new brand repositioning later this year.

We have also been working hard to create a new communication experience for all our people at Cathay Pacific and Cathay Dragon. We will shortly launch The Hub, a state-of-the-art and – I hope you will agree – vastly improved intranet as a replacement for IntraCX and Dragonet.

At the end of March and start of April, Seattle and Koma launched our growing network. I thank everyone involved in the launch of these new flights, and wish all the teams on the ground good luck for the coming months. We will continue to expand our network where we see opportunities ahead.

Finally, in March, we celebrated International Women’s Day and launched our Male Allies Group. I'm hugely supportive of all the work we have done so far to create a more diverse and inclusive culture, and there is much more we can and will do. Over the past year we have made positive steps by embedding new policies and practices in support of Diversity and Inclusion (D&I), and established two employee support networks – Cathay Women’s Network and FlyWithPride, the LGBT+ (Lesbian, Gay, Bisexual, Transgender) Network. I look forward to seeing our work in this area continue in 2019.

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.
How has the market responded to the Seattle route so far?
A Seattle has a deep connection to Asia, and in particular Hong Kong. The Cathay Pacific brand is well known and popular among the travel community there, and we have had a very enthusiastic response.

How has uptake been on the new service?
A As a market, Seattle is small and, like Washington DC, it takes time to develop strong awareness and positioning. Pick up has been similar to our September 2018 launch at Washington Dulles. It has been healthy since the route was announced, and we were thrilled to add a daily non-stop service effective July this year.

How does Seattle fit into our strategy for the Americas?
A Seattle is the 15th largest metro area in the US. Our strategy has been to connect cities that possess strong commercial and cultural connections to Asia. Seattle was a natural next step and a perfect fit for our brand.

What does Seattle offer for visitors?
A Seattle is a wonderful destination that has something for everyone. The food scene is top-notch and diverse, with fresh produce from around Washington State and fresh seafood from the Pacific Ocean.

Coffee lovers will be in heaven. The original Starbucks Coffee shop is located near Pike Place Market, but Seattleites also take immense pride in the quality of coffee on offer in boutique cafés.

Art lovers can linger in the Pioneer Square gallery district, while aviation enthusiasts can spend a full day in The Museum of Flight.

North Cascades National Park
You’ll find breathtaking alpine ranges and glaciers, hiking trails and bird-watching. Don’t miss Diablo Lake, an aquamarine reservoir surrounded by mountains.

Bainbridge Island
A 20-minute ferry ride will land you amid several wineries with bay views, including Bainbridge Vineyards and Rolling Bay Winery.

Vashon Island
Hire a bike to explore the island and if it’s summer, stop at a pick-your-own strawberry and blueberry farm. You can also head for cider tasting at Nashi Orchards.

Northwest Trek Wildlife Park
Get to know native wildlife of the Pacific Northwest at this 295-hectare park with tram tours and paved trails. It features 40 species including moose, grizzly bears, cougars and beavers.
In the Irish spirit

IN CELEBRATION OF St. Patrick’s Day on 17 March, our Niki plane outside Cathay City was lit up in green, courtesy of Tourism Ireland. It also paid homage to our popular Hong Kong-to-Dublin flight that was launched in 2018.
Get ready to meet our new employee portal

**The Countdown Is** on to the launch of The Hub. Our new employee portal to replace IntraCX and Dragonet has been a year in the making and will provide everyone in Cathay Pacific and Cathay Dragon with a one-stop shop for everything they need to do their job.

It’s time to say goodbye to frustrating searches and time-consuming navigation. Everything we need from company news, events and up-to-date information to documents, videos and quick access to systems and platforms will be no more than two clicks away (see The Journey, Jan-Feb 2019). The Hub will be available on desktops, tablets and smartphones.

**Six Cool Features of The Hub**

- A simple and effective search feature will let you quickly find whatever you need, from documents and news to people.
- Apps, quick links, company systems and platforms will all be in one place.
- A targeted homepage with relevant content and news as well as the ability to personalise your favourite or most used apps and systems.
- Notifications to your mobile and desktop will be sent for important company messages that you need to know about right away.
- Access the portal anywhere, anytime with the tap of a finger using a dedicated mobile app that you’ll be able to download from the CX App store.
- Everyone will have their own profile which they can update, making it easy to stay connected with your colleagues.

**Komatsu Seasonal Service Takes Off**

**Cathay Pacific Launched** its seasonal service to Komatsu on 3 April, with twice-weekly flights between Hong Kong and the city in Ishikawa Prefecture facing the Sea of Japan.

The new service expands our reach in Japan while also giving Komatsu a regularly scheduled connection to Hong Kong. Cathay previously operated charter flights to the city during the summer over the past two years.

“The local market has welcomed a new regular international flight from Komatsu,” Marketing Executive Kayou Shincho said, adding that many travellers are expected to use Hong Kong as a transfer hub for longer trips.

Reflecting this response, the average advanced monthly load factor was around 70 per cent in the weeks preceding the service launch.

Our marketing efforts included a limited offer for a one-time special fare. Meanwhile, Ishikawa Prefecture promoted Hong Kong and the new service with flyers, airport banners and local advertising.

Cathay overcame some challenges during its preparations at Komatsu. There are complications over slot coordination, and there are also constraints on facilities with only four check-in counters, one security channel and no more than two immigration channels, but the team adjusted to maintain our standard of service.

Ahead of the Komatsu launch, a special group of Japanese visitors came to Cathay City, where they were warmly welcomed by Director Commercial and Cargo Ronald Lam. The visitors on 1 March included Governor of Ishikawa Prefecture Masanori Tanimoto, Deputy Governor of Fukui Prefecture Minoru Fujita and Ambassador and Consul-General Mitsuhiro Wada of the Consulate-General of Japan in Hong Kong.

The visitors embraced the new seasonal service, which will operate on Wednesdays and Saturdays through to 26 October with an Airbus A330-300.

Masanori Tanimoto said: “Ishikawa Prefecture looks forward to continuing our collaboration and cooperation with Cathay Pacific, in the hope that these flights between Hong Kong and Komatsu will serve as a bridge between our two regions, allowing for various forms of exchange and interaction continuing on into the future.”

With the Komatsu service, Cathay Pacific and Cathay Dragon now serve a total of nine airports in eight cities across Japan.

Ronald added: “Cathay has a long and proud history of serving the Japan market. We began with flights to Tokyo 60 years ago. Now we operate more than 150 flights a week between Hong Kong and Japan in the summer months. We very much hope to build on the success of this seasonal flight to Komatsu and develop a deep and long-lasting relationship with the Ishikawa region.”
COMPANY NEWS

The Company entered into a Share Purchase Agreement for the acquisition of 100 per cent of HK Express.

The total consideration amounts to HK$4.93 billion, comprising of HK$2.25bn cash and a non-cash component of HK$2.68bn.

The transaction is expected to be completed on or before 31 December 2019, by when HK Express will become a wholly owned subsidiary of Cathay Pacific.

We expect this transaction to be good for the travelling public, good for the Hong Kong hub and good for the Cathay Group as our respective businesses and business models are largely complementary. While Cathay Pacific and Cathay Dragon will remain full-service carriers dedicated to providing premium services, we intend to continue to operate HK Express as a stand-alone airline using the low-cost carrier business model.

HK Express captures a unique market segment and together with the extensive network of the Cathay Group could multiply connection opportunities through Hong Kong. This represents an attractive and practical way for the Cathay Group to support the long-term development and growth of our aviation business and to enhance the competitiveness of the Hong Kong hub during a time of intense regional competition.

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International Women’s Day

International Women’s Day was celebrated across the business on 8 March, with several events and initiatives in line with the day’s theme of #BalanceforBetter.

The day marked the launch of the Male Allies Group, which was created to support the advancement of gender equality at Cathay. Chief Executive Officer Rupert Hogg led the charge, signing the declaration to encourage gender-balanced workplace values and behaviours. The group is open to all male employees.

Within the group is a Male Allies Advisory Council, formed by senior leaders who are committed to being advocates of the initiative. They will be vocal sponsors of gender diversity and inclusion, and will impact positive change in regards to gender balance and supporting the advancements of women.

Chief Operations and Service Delivery Officer Greg Hughes, Chief Customer and Commercial Officer Paul Loo and Director People Tom Owen will lead the Male Allies Advisory Council and also serve as Lead Advocates to move the Male Allies initiative forward.

More than 130 male employees have already signed the declaration to join the Male Allies Group, and even more are still being sought to commit themselves to being part of the change at Cathay.

International Women’s Day also marked the first anniversary of Cathay Women’s Network, which was established to champion progress in women’s participation across the company. Ahead of the occasion, the network hosted its first Power Lunch on 7 March for more than 60 women from across the business, and invited 11 leaders from Cathay, Swire and around Hong Kong.

In the coming weeks, the Male Allies Advisory Council and Cathay Women’s Network will hold their first meeting to kick off the conversation around gender balance at Cathay. The council will work closely with the network, and events are in the works for the Male Allies Group as well.

Meanwhile, Cathay Dragon recognised International Women’s Day by operating an all-female flight on 8 March, with Captain Zoe Ng and First Officer Ashleigh Taylor in the flight deck. Zoe said of the experience: “It’s refreshing. It seems to happen more often now than when I started and is becoming a semi-regular occurrence.”

For more details of the transaction, scan the QR code to see the announcement we posted on the Hong Kong Stock Exchange.
The waiting game
Airlines are starting to get creative with their lounges to boost revenues and delight passengers

VENTURE INTO ANY good airport lounge and you’ll find somewhere to sit, something to eat, fast Wi-Fi and power points for charging devices – but some airlines are taking lounges beyond the core amenities with new and imaginative ways to keep travellers engaged.

Recently joining that list was Cathay Pacific’s The Pier Business Class lounge in Hong Kong, where eligible passengers can now unwind with exercise and meditation at The Sanctuary by Pure Yoga. The Sanctuary allows guests to participate when their own schedule allows, in a way that’s removed from the typical airport experience – a concept British Airways (BA) has employed in previous years, albeit in a different way.

Through BA’s former partnership with UK beverage company Diageo, visitors to its Heathrow business class lounge could sample spirits not normally on the menu, such as Tanqueray No. Ten gin, Johnnie Walker Gold Label Reserve Scotch whisky, Cîroc vodka and Zacapa rums.

By installing a temporary “World Class Bar”, Diageo used the opportunity to build travellers’ awareness and interest in its products, and ran initiatives like cocktail-making classes to help boost future sales and showcase products that participants might consume again at home.

It’s not all about direct brand exposure and sales, of course. Some lounges use more subtle design approaches to better connect the guest with their surroundings – which can still generate the same result, but without the guest necessarily realising it.

Some airlines are taking lounges beyond the core amenities

Take the Star Alliance Lounge in Los Angeles (LAX) or the Swiss Business Lounge E at Zurich Airport, for example, which both offer access to exclusive outdoor terraces. Travellers are invited to step outside, dine, relax and enjoy unobstructed views of aircraft coming and going, but within the comfort of the lounge.

Not every attempt to “be different” is successful, however. In 2018, Etihad Airways shattered its in-lounge barber and nail salons, which had long offered complimentary treatments to first class flyers and discounted rates to business class guests, as part of wide-ranging cost-cutting efforts.

In contrast, Gulf neighbour Emirates drives on-site revenue within the lounge space in ways that appeal to its travelling clientele, without detracting from the lounge’s premium feel. At its flagship lounge in Dubai, first class passengers and Platinum frequent flyers can shop duty-free at the likes of Tiffany, Omega and Bulgari, and purchase high-quality wine at the Le Clos wine shop, within the comfort and privacy of the lounge.

Some carriers, including Qatar Airways and Singapore Airlines, make their true first class lounges even more exclusive by restricting access to first class ticketed passengers only, sending frequent flyers elsewhere.

Cathay Pacific doesn’t do that. It welcomes Marco Polo Club Diamond and other oneworld Emerald guests into the same lounges used by First Class passengers – something those top-tier frequent flyers certainly appreciate.

OTHER AIRLINES

Airbus stops A380 production
The age of the Super-Jumbo is coming to an end with news that Airbus is to close the production line on the double-decker A380. The news followed the announcement that its biggest customer, Emirates, switched from the A380 to 40 A330neo and 30 A350 aircraft instead.

Production on the giant four-engine aircraft will cease in 2021. Qantas also cancelled its long-standing order for eight A380s it placed in 2006.

Vietnam wins direct US flight approval
US aviation authority the FAA has awarded Vietnam “category 1” status for its air safety standards. This means Vietnam’s airlines will be able to offer direct flights to the US and have deeper codeshare relationships with US carriers. Vietnam Airlines, Vietjet and start-up Bamboo have all expressed an interest in buying aircraft for non-stop services to the US.

Etihad cuts jet orders
The troubled Gulf carrier has held talks to make undisclosed cuts to its significant aircraft orders with Boeing and Airbus. It announced in February that it had commercial talks with both aircraft manufacturers to “restructure” a “large portion” of its existing aircraft orders to help stem its recent losses.

Opening delayed for Istanbul’s new airport
The official opening of the new Istanbul Airport in the Turkish capital was postponed to 7 April. The date has been postponed a couple of times following a soft launch in October 2018. Upon final completion, the airport will take all passenger flights from Atatürk Airport and have capacity for 200 million passengers per year.
INDUSTRY NEWS

TURBULENCE IS SOMETHING that anxious passengers dread, and can tense up even the most frequent of flyers. For the belted-up passenger, the risks are minimal. But social media pictures of food-strewn cabins in the aftermath of unexpected turbulence have put the topic in the news, with coverage not in proportion with the actual frequency of events.

American Airlines recently released some data from its aircraft fitted with automated turbulence reporting systems. These report that 0.33 per cent of flight time is spent in turbulence and, of that, just one per cent could be regarded as significant.

Developments in weather radar and avionics means that even if aircraft do enter unstable air, passengers can usually be warned to buckle up, and pilots always try to plot the smoothest path through the bumps. But there are rare incidents where unexpected turbulence can lead to spilled meal trays and even injuries.

Aviation trade body IATA is now turning to big data to help improve forecasting in real time. Airlines currently rely on pilot and weather reports, but this is not a cohesive approach. Nor is there a standard scale to assess turbulence – what might be mild for a widebody could be quite choppy for a lighter commuter aircraft.

IATA’s Turbulence Aware programme will gather information from participating airlines and create a database to provide “the first global, real-time, detailed and objective information” for airlines.

Cathay Pacific is on the turbulence advisory group made up of 14 airlines, while Aer Lingus, Delta and United Airlines are the first to have installed the necessary connectivity to update the Turbulence Aware platform with real-time information. There are more airlines to follow this year ahead of the official launch in January 2020.

“The airline industry has always cooperated on safety – its number one priority,” said Alexandre de Juniac, IATA Director General and CEO. “Big data is now turbocharging what we can achieve. In the case of Turbulence Aware, the more precise forecasting of turbulence will provide a real improvement for passengers, whose journeys will be even safer and more comfortable.”

BA celebrates with centenary liveries

British Airways (BA) is celebrating its 100th anniversary by bringing back past liveries and brands. Predecessor airline Aircraft Transport and Travel Limited (AT&T) launched the first scheduled service between London and Paris in 1919, and the modern BA was born in 1974 after the merger of short-haul BEA and long-haul BOAC airlines.

To reflect this history, a Boeing 747-400 was repainted in BOAC colours, while another will get BA’s Landor livery that was used between 1984 and 1997. An Airbus A319 is already flying in BEA colours. Looking to the future, parent company IAG has ordered 24 Boeing 777-9s for BA, with options for 24 more to replace its 747 fleet.

Qantas sets ambitious target for reducing waste

The Australian carrier has set a target to reuse, recycle or compost three quarters of its 30,000 tonnes of waste each year by the end of 2021. The group has already ditched polythene wrappers around headphones and pyjamas, as well as plastic straws. Next, it aims to introduce biodegradable coffee cups, end paper boarding passes and phase out the 100 million single-use plastic items it goes through each year.

one world marks anniversary with Travel Bright

As part of its 20th anniversary celebrations, the one world alliance launched a new look and a range of digitised services for the 535 million passengers who fly on its airlines. “Travel Bright” includes a digital platform allowing the eight million passengers who transfer between alliance carriers each year to manage bookings using one log-in through their preferred airline’s app or website. The alliance is also opening one world-branded lounges – three by 2020 – as part of increased airport co-location projects.

Cathay Pacific was one of the four founding members of the alliance in 1999, along with American Airlines, British Airways and Qantas. Speaking in London at the anniversary event, Cathay Pacific Chief Executive Officer Rupert Hogg said the new initiatives would help keep one world relevant. He said: “We are proud to be playing our part again in transforming the alliance.”

TRENDS

Smoothing out the bumps

PARTNERS

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A world of opportunities

In January, our regional teams gathered at kick-off conferences around the globe to set the pace for the year ahead. Our Regional General Managers talk about their strategies for 2019, and highlight unique activities from their events.

What is the biggest challenge in your region this year, and how do you plan to tackle it?

A Maggie Yeung, South East Asia: There is still intensified price competition with the prevalence of low-cost carriers and the introduction of more direct services. We’re planning a more targeted sales effort to customer segments that value our product and services.

Rakesh Raicar, South West Pacific: Our teams are spread out geographically, so we must create more opportunities for teams to interact with each other and the regional office. We plan to tackle this through a robust regional engagement strategy focusing on initiatives and activities throughout the year to ensure everyone feels involved and very much part of the team.

Mark Sutch, SAMEA: Infrastructure plays a challenging role, with safety a priority that we will continue to focus on. We have stringent safety policies but must ensure we have the right compliance to go with them. Managing suppliers in this regard is a very big challenge, which will be a key goal for senior management. On the commercial side, we need to look at opportunities that the competition is taking advantage of which we are not. For example, we’ve had a very light touch on Africa to date, and I expect more attention from our passenger and cargo businesses on the continent.

Titus Diu, China: Engaging with the teams to understand how the new organisation affects them and how to address that while maintaining a high performance culture will be our biggest challenge. With a more streamlined functional setup comes a faster and more efficient way of working and communicating, both across the region and with Head Office.

What is the number one opportunity in your region this year, and how will you make the most of it?

A James Ginns, Europe: To renew excitement about the Cathay Pacific brand for our customers and our people in Europe. We also want to support all the new capacity we’ve been adding in Europe by communicating loudly, clearly and positively about what makes Cathay different and special.

Philippe Lacamp, Senior Vice-President The Americas: To function effectively as one region. While each of our 19 destinations have unique local characteristics, we are in a position to share our knowledge and expertise across all countries from the North Pole to the South Pole under a fully regional structure.

Charlie Stewart-Cox, North East Asia: To fully realise our potential post-transformation. The region has built up great strength over many years – a very long history, high frequency, strong brand and reputation, a large sales area generating significant revenue and operational excellence. We want to build on those strengths, embrace technology and work more effectively in order to fight for our revenue share.
On stage in Seoul

Team entertainment was a memorable highlight of the conference held in Seoul, South Korea. Taiwan sang in black tie, Korea staged traditional theatrical and drum performances, and Japan put on choreographed pop music routines wearing costumes and wigs. Speakers included Chief Executive Officer Rupert Hogg, Director Customer Simon Large, General Manager Planning Lavinia Lau, Country Manager Korea James Conlin and Area Manager Taiwan Agatha Lee.

Bangkok heroes

The gathering in Bangkok featured Director Flight Operations Chris Kempis and Director Engineering Neil Glenn. The gala dinner had the theme of “Heroes”, which was reflected in costumes ranging from Superman and Batman to Indonesian legends and everyday uniforms.

Macao connections

With Macao serving as the host city, attendees had the chance to travel on the new Hong Kong-Zhuhai-Macao Bridge. Speakers included Chief Customer and Commercial Officer Paul Loo, Director Service Delivery Algemon Yau, General Manager Customer Experience and Design Vivian Lo and Regional Head of People Kitty Liu. The gala dinner ended with a highly competitive interactive quiz.

Together in Sri Lanka

Employees from various countries gathered in Negombo, Sri Lanka, for the conference that featured remarks from Chief Operations and Service Delivery Officer Greg Hughes and Director Commercial and Cargo Ronald Lam. Mark Sutch, Regional General Manager SAMEA, said: “Feedback has been good and the energy levels were electric.”

Israel encounters

The lineup in Tel Aviv, Israel, included Chief Operations and Service Delivery Officer Greg Hughes, Director People Tom Owen and Director Commercial and Cargo Ronald Lam. Also making an appearance was Gal Hirsch, a former brigadier general for the Israel Defence Force who talked about his memorable experiences.

Dancers in Sydney

The Sydney event saw attendees demonstrate their skills at a flash mob dance performance. It also welcomed Head Office guests such as Head of Global Airports Lucy Mak and General Manager Cargo Commercial Nelson Chin. Rakesh Raicar, Regional General Manager South West Pacific said: “Our kick-off conference helped generate exactly the kind of momentum we needed.”

Giving in Vancouver

The conference in Vancouver featured an outdoor scavenger hunt for charity benefitting Covenant House Vancouver, an organisation helping homeless young people. Attendees came from the US and Canada along with our General Sales Agent partners in Mexico. Chief Executive Officer Rupert Hogg, Director People Tom Owen, General Manager Cargo Commercial Nelson Chin and General Manager Inflight Services Ed Higgs were among those joining from Head Office. Vancouver Engineering Manager Larry Frial also put his DJ talents to use throughout the event!
Cathay Pacific Group 2018 Annual Results

Group performance

$241 million Profit from our Airlines  
$2,104 million Profit from subsidiaries and associates  
= $2,345 million Group profit attributable to shareholders

Airlines performance

Passenger
- Revenue $73.1 billion 10.1%↑
- Yield* 55.8 cents 6.7%↓

Cargo
- Revenue $24.7 billion 20%↑
- Yield* $2.03 14.7%↑

Fuel costs (including fuel hedging)
- $33.2 billion 8.5%↑
- Per ATK# $1.03 5.4%↑

Non fuel costs (underlying)*
- $70.1 billion 5.3%↑
- Per ATK* $2.16 1.9%↑

Achievements in 2018

- 22 x A350-900 in service and took delivery of 8 x A350-1000
- More choice and value for customers
  - With advanced seat reservation, revamped Marco Polo Club programme and Asia Miles
- Improved digital experience
  - More stable online check-in, enhanced Manage-My-Booking and more self-service
- New food and beverage offerings
  - New Business Class dining service, Hong Kong Flavours meals and first class wines
- 10 new destinations
  - Nanning, Copenhagen, Dublin, Jinan, Brussels, Washington DC, Liaoning, Hefei, Cape Town, Osaka
- New products for customers
  - Including seats, wi-fi, in-flight entertainment and The Deck
- Improved employee experience
  - New employee travel offerings, greater focus on frontline engagement, technology enhancements
- A stronger crew community
  - Both CX and KA crew now report under one roof at Cathay City
We talk to Martin Murray (MM) and Paul Loo (PL) to get their take on the Annual Results that were released in March, and also find out about what opportunities and initiatives are planned to help us meet our financial targets for 2019.

**What are our financial targets for this year, and where do you think the biggest opportunities lie in further productivity improvements and cost reduction?**

**MM:** Our transformation target remains to get our ROCE (return on capital employed) above 7.5 per cent. Our financial transformation is different from those of other airlines, in that we seek to transform the business through growth, growing our ASKs (seat kilometres, which is our passenger carrying capacity) by more than four per cent per annum over the transformation period. This means there are no silver bullets, but the need to continue to change the way we do things and look for constant productivity improvements as we review our nine key end-to-end business processes that cover how we run our Airlines. We have some challenging headwinds ahead with a stronger US dollar, higher fuel prices and geopolitical and trade tensions, but with a clear focus and rigorous execution of our planned initiatives, I am confident we can deliver on our 2019 goals.

**What are the longer term opportunities and consideration for our Airlines’ success beyond this three-year transformation?**

**PL:** The future ahead of us is full of opportunities and challenges. We are lucky to be based in Hong Kong where the city’s infrastructure is gearing up to capitalise on the flourishing international travel demand to and from Asia. We are working to smoothen the connecting experience so that Hong Kong International Airport (HKIA) can be firmly established as the hub for the Greater Bay Area (GBA), with a population of nearly 70 million and a GDP of US$1.3 trillion (see Feature, page 20). This is of course helped by the opening of the Hong Kong-Zhuhai-Macao Bridge which facilitates connectivity to and from HKIA. We are playing our part and working hard to expand intermodal codesharing with other operators to leverage on the development. Already, we have established partnerships with Cotai Water Jet and Chu Kong (CKS), putting our code on their services to eight destinations in the GBA. The next step is with land operators. Looking further ahead, operating with three runways at HKIA from the end of 2024 will help us further impetus to grow. Needless to say, we will continue to invest in our fleet and network connectivity.

**We’ve heard that our brand will be repositioned this year. Can you share more about that?**

**PL:** It’s exciting! Yes, we are going to relaunch our brand this year, so that we can clearly tell our people and our customers who we are, why we do what we do and how we are doing it. We have taken input from both our customers and people, and various teams are working hard on the relaunch material and campaigns now. We are looking forward to an exciting launch and will share more information once ready.

**What are some of the most important improvements to the customer experience we can expect to see in 2019?**

**PL:** The only way we can succeed is to give passengers more reasons to fly with us. That’s why we are constantly listening to our customers and frontline teams. For example, we know that food is an important element of the customer experience, therefore we introduced our new Business Class dining experience last year, which has received great feedback. Its roll-out will be completed by this summer. Our attention is not only on Business Class, but in all classes – a series of Hong Kong signature dishes is now on offer on all ex-HKG long-haul flights across all cabins. Our Inflight Entertainment system will also be upgraded with more titles added from the middle of the year. Not to mention, over two-thirds of our long-haul fleet will be fitted with Wi-Fi by the end of the year. Before the passenger even steps into the airport, we are enhancing our digital offerings to give them more choice and control. Finally, various teams are working very hard to get Cathay Dragon ready to offer passengers more reasons to fly with us. That’s why we are constantly listening to our customers and frontline teams. For example, we know that food is an important element of the customer experience, therefore we introduced our new Business Class dining experience last year, which has received great feedback. Its roll-out will be completed by this summer. Our attention is not only on Business Class, but in all classes – a series of Hong Kong signature dishes is now on offer on all ex-HKG long-haul flights across all cabins. Our Inflight Entertainment system will also be upgraded with more titles added from the middle of the year. Not to mention, over two-thirds of our long-haul fleet will be fitted with Wi-Fi by the end of the year. Before the passenger even steps into the airport, we are enhancing our digital offerings to give them more choice and control. Finally, various teams are working very hard to get Cathay Dragon ready to offer passengers more reasons to fly with us.

**Does reporting a profit in 2018 mean we are in a good position now, and do you foresee a profitable result in 2019?**

**MM:** The 2018 Group profit of HK$2.3bn was a good result, which was reflected in the profit alert issued in February, in that we outperformed market expectations. It was great to see the Airlines out of the red, and all our hard work starting to be reflected in the profit trending as we reach the end of the second year of our transformation programme. There is still much work to be done to get the business back to our sustainable financial health target in 2019, but we remain on track to do so.

**How did we keep unit costs down in 2018, and how do we plan to keep that trend going?**

**MM:** We have more than 800 transformation initiatives that we are tracking through our monitoring tool called WAVE. This gives us visibility of how we are tracking against our targets. It was pleasing to see good trends in both the revenue management and operating cost lines. We also saw efficiency and productivity improvements in our controllable operating costs with many of these initiatives starting to impact the bottom line. At the same time, we invested significantly in our customer proposition, which will continue and ramp up in 2019.
Drilling into big data

Who are our customers, and how do they prefer to travel? The Insights team’s customer segmentation project has the answers and is now setting out to refine our products and services using the data.

The who

LAST YEAR WE carried more than 33 million customers. But do we really know them or what their preferences are? And if we don’t know what they want, how can we give them a travel experience that makes them want to come back to Cathay – again and again?

To figure all of this out, the Insights team has been going through billions of pieces of information – big data in the form of 31 million customer journeys that took place between 2015 and 2017.

From that starting point, Insights worked to group our customers into multiple segments based on their common behaviours and how they travel.

Head of Insights Walter Li says: “The whole point of this project is to learn more about our customers and then design experiences that are right for them.”

The what

The team looked at more than 500 different “data points” that indicated what individual customers do. These included how much luggage customers fly with, how long they choose to layover for and how many companions they travelled with.

The team set up algorithms to identify typical customer behaviours. Walter gives an example of what they found: “One common type of behaviour is people who fly two or three times a year, and every time they fly they have four or five companions and they carry a lot of luggage – 55 per cent more than your average customer does.”

“They’re usually flying from an outport through Hong Kong and then on to another destination – the layover is usually two days, and then when they go to the final destination they stay there for approximately seven to eight days before coming back.”

All data analysis processes followed our strict IT security guidelines. Customer data was masked, with no personally identifiable information (PII) made available to the team.

After several months, Insights had come up with 23 typical types of our customers. But that number still wasn’t refined enough. “No customer-obsessed company would work with 23 global segments – it’s just not possible,” says Walter.

To distil the number further, Insights enlisted the help of other departments including Revenue, Customer Experience...
The why

Having identified who our customers are and what they are doing, it was time for Insights to figure out the why. That involved face-to-face interviews and focus groups to talk directly with customers.

“We did more than 100 interviews and ethnographic studies of people and cultures with our customers in nine different cities and countries,” says Walter. They were conducted with customers’ consent, and Insights went through a rigorous process to keep the findings anonymous.

“These were very in-depth discussions about their lives and how their psychology makes them look at travel. Not only do we understand who they are and how they behave, we now also know why they behave that way. We can deduce from that the needs that they have and the opportunities we have to improve the customer experience.”

What’s next

In February and March, the Insights team ran workshops with customer service teams across our outports and in Hong Kong to introduce them to the nine final customer segments – explaining how each group of customers is driven by different travel behaviours as well as certain motivations and needs, but while continuing to keep customers’ personal information private.

The team will now start conducting different experiments with products and services against these nine segments in order to gain a better understanding of how our customers respond and behave, and in turn determine their true preferences.

“We will be agile and experiment to see how people react. You run the experiment, figure out what works and what doesn’t, and why it works. Then we use the results to refine the customer experience,” says Walter.

And what will the first project be?

“The next step is to bring teams from across the business on board with these experiments, as we need to start running them. In 2019, our focus is on how we go from just talking about experiments to actually doing them,” says Walter.

As part of that process, the team has been building a community of customers who are highly engaged with Cathay, known as “co-creators”, to work with us on projects. With a finalised co-creator group in April, Insights will be ready and raring to work with departments and start experimenting.
Award-winning performances

Our people honoured with this year’s Niki and Betsy Awards represent the highest level of dedicated customer service and passionate work behind the scenes.

The Niki and Betsy Awards held in March celebrated people across Cathay Pacific and Cathay Dragon who went above and beyond their everyday duties. A total of 30 awards were handed out to individuals and teams during the annual ceremony at The Novotel Citygate Hong Kong, with Chief Executive Officer Rupert Hogg there to congratulate the winners.

The awards are named after Cathay Pacific’s first two aircraft. The Betsy Awards recognise exceptional customer service from our frontline people. The winners have gone the extra mile to deliver service straight from the heart. The Niki Awards celebrate amazing work from our employees behind the scenes. Their efforts make it possible for Cathay’s operations to continue running smoothly each day.

This year’s award winners represent our people serving in the air and on the ground, not only in Hong Kong but around the globe in outports including Chennai, Tel Aviv, Manchester, Taiwan and Japan. Their stories are often exciting and always inspiring – helping mothers through mid-flight births, providing compassionate support during medical and family emergencies, working through a massive typhoon and rushing off to another country to replace an aircraft engine.

We also revealed the results of the People’s Choice Award, based on a company-wide vote for everyone’s favourite Niki and Betsy stories. Meet all of the winners on these two pages.

Meet our Niki winners

MI Hee Park
Performance and Development Executive / Inflight Service Manager
Hong Kong

Joe Lam
Service Leader
Hong Kong

Jerome Leung
Assistant Manager Cabin Crew Engagement
Hong Kong
People’s Choice Award

Tzviki Avramovich
Airport Operations Manager
Tel Aviv

Meal Waste Project Team
Hong Kong

CX and KA Ground Services Merging Project Team
Hong Kong

Lex van der Leij
People Manager – Business Partner (International)
Hong Kong

CX Line Maintenance Taipei Engine Change Team
Engineering
Taipei

Chennai Engineering Team
Chennai

Typhoon Jebi Recovery Team
Osaka, Nagoya and Tokyo

New Business Service Training Team
Hong Kong

Hilary Cheng
Assistant Manager Engagement and Events
Hong Kong

Colin Yip
E-Freight Specialist
Hong Kong

Rickey Leung
Solution Analyst
Hong Kong
Meet our Betsy winners

Patty Liu
Customer Services Officer
Hong Kong

Maggie Kwong
Customer Services Officer
Hong Kong

HKIA Customer Services Team
of CX171 on 1 August 2018
Hong Kong

Gloria Ang
Customer Contact Specialist
Hong Kong

Elbrab Ho
Flight Attendant, Cathay Pacific
Hong Kong

Cabin Crew of CX270
on 3 September 2018
Hong Kong

Cabin Crew of CX484
on 23 July 2018
Hong Kong

Cockpit Crew and Cabin Crew
of CX840 on 17 August 2018
Hong Kong

Cabin Crew of KA703
on 7 May 2018
Hong Kong

Arthur Zhang
Airport Lead
Xiamen

Mudi Khan and Simon Ying
Duty Airport Operations Manager and Senior Airport Lead
New York

Jose Pan
Airport Services Officer
Taipei
People’s Choice Award

Jill Chen
Airport Services Officer
Kaohsiung

Arnel Matibag, Edward James Guyo and Siegfried John Legotan
Duty Airport Operations Manager and Ground Handling Agents
Manila

Cabin Crew of CX973
on 29 October 2018
San Francisco

Paul Smith, Louise Hall and Lee Hewitt
Airport Services Manager and Managers on Duty
Manchester

Employees voted for the stories of Betsy Award winner Jose Pan (left) and Niki Award winner Jerome Leung as their favourites.

Scan the QR codes to read the winners’ stories and see video highlights from the awards event.
A smarter way of working

From chatbots that help answer Employee Travel queries to tech that guides our people to meeting rooms, we’re using artificial intelligence to streamline operations across the business.

SOME OF THE best innovations of our transformation programme have stemmed from two letters: AI – artificial intelligence. Our IT, People, Digital and GBS (Global Business Services) teams have been working across the business with the ultimate goal of using AI technologies – “chatbots”, “machine learning”, “robotic process automation” and the “internet of things” – to improve customer satisfaction, revenue and productivity. We explore some of the highlights of the current and forthcoming examples that will bring business benefits, whether that’s customer satisfaction or just eliminating repetitive processes.
Machine learning

Machine learning is a subset of AI that uses algorithms to predict or identify patterns. We already take some simple uses for granted. For example, when Spotify predicts that because you played tracks by a certain artist, you might also enjoy songs from the same genre. But that’s merely a consumer use, while the technology that businesses are deploying now is a lot smarter than that – and in the spirit of continuous technology, it keeps learning. Within our own business, machine learning is being adapted for various services.

Improved online booking authentication experience

Recently, the e-commerce and sales teams detected that third-party travel agents were holding up seats from our websites. This was keeping seats out of the market and pushing prices up, reducing the opportunities for genuine customers to book their travel.

Using two-factor authentication during the booking process helps to prevent this kind of activity. It’s a common practice in the cyber finance world, where a site asks for contact information to send an authentication code that you must input. While this is effective, it comes at the expense of the customer experience by adding an extra step.

So the Digital Team partnered with e-commerce giant Amazon in its US Lab to work out a solution using machine learning. The team tried out different algorithms, linking up business practices with mathematics, to balance accuracy and split-second responses to reduce the amount of two-factor authentication during bookings.

Anna O’R, Head of Analytics, says: “Machine learning can accurately detect suspicious bookings by using minimal information that is available at the time of booking. We are reducing potential lost revenue, making more seats available and improving satisfaction by not enforcing, but effectively using two-factor authentication.”

Chatbots

One branch of machine learning is the chatbot. Cathay first introduced Vera on our website in 2017 to answer customer queries about baggage. More chatbots are in the pipeline, offering customers instant online conversations with a virtual “operator” and leaving customer service teams free to concentrate on more complex issues.

But setting up a chatbot is not as simple as uploading a set of FAQs (Frequently Asked Questions). Sally Wong, Head of Digital – People, Cargo and Global Contact Centres, says: “There are multiple ways to ask the same question. Chatbots learn from past human conversations and how people interact. As it gets better at it, you can let it take over.”

All employees will soon get to know Hana, Cathay’s first internal chatbot. At first, Hana will focus on questions related to Employee Leisure Travel and will be available on desktops and mobile 24/7.

Siu Wai Poon, Digital Employee Experience and Analytics Manager, says: “Hana will cover topics such as entitlements, eligibility, nominations, baggage and special meals. Eventually, Hana will help with a whole range of employee services.”

Internet of things

The internet of things makes everyday objects “smart” by connecting them online to collect, send and act on data – for example, a fridge sensing when you’re low on milk and reminding you to buy more. Cargo has used Bluetooth beacons in trials to record the location and temperature of shipments (see The Journey, Summer 2018). The potential is huge. Airports have set up beacons to guide passengers to boarding gates using their smartphones. Other airlines have been using cameras to create heatmaps of lounges, and intelligent devices to automatically place orders to replenish stock from Champagne to engine parts. Across the business, teams are looking at how to harness this technology at Cathay.

Smart Office

Our Digital and Digital Employee Experience teams are digitising maps of Cathay Dragon House and Cathay City. This will make it easier for people to locate offices and other rooms in the buildings. Siu Wai says: “In the next phase, we will introduce wayfinding technology to guide employees and visitors to locations such as a mothers’ room, meeting room or quiet room.”

Robotics

Robotic process automation, or RPA, has been used by the GBS team to reduce the number of times our people have to key data into our systems. Michael Tantillo, Enterprise Content Management Manager at GBS, says: “Our mandate is to take redundant processes and consolidate them to create efficiency.”

Custom-built RPA apps can take data from one source and use it to populate forms and documents on another. In 2018, it is calculated that this project saved 2,157 hours of work for our people. “We are close to 10,000 transactions in the first six weeks of 2019; it took months to get to 1,000 last year.”

HAS onboarding

We used RPA to onboard 600 people from our subsidiary HAS to Cathay Pacific Human Resources last year. “The team worked with HAS to get all the relevant data, which was then loaded into People CX using the RPA app. We used this exercise to prove that automated processes could be integrated into our business, and learned a lot from it. GBS people saw for the first time how RPA worked, and how it is not about cutting resources but making our jobs easier,” Michael says.

Flight Operations training and landing updates

Every week, Operational Data Services (ODS) is responsible for updating our system after pilots complete their licence-to-fly simulator sessions. It’s important that this data is entered into the system quickly for rostering – around 170 entries a week. “It used to be done manually by the ODS team keying it in. Now, robotics can take over,” Michael says.

Customer Relations Department claims

When customers make a complaint, the Customer Relations Department (CRD) manages them. If compensation is the next step, a link will be sent out to the customer to get their bank details. Soon, CRD will start sending that information to GBS, which will use RPA to fill out the compensation letters for customers. That will help speed up payments and let the team see when a payment has been made. Michael says: “It’s a good example of a process that can be automated but still allows for a human decision.”

Flight certificates

If passengers were affected by a delay or cancellation and activate their travel insurance, they need the airline to complete a flight certificate. Digital and CRD worked together to use RPA for issuing the flight certificates, saving significant time and manual effort.
A bigger home hub

The Greater Bay Area offers opportunities for us to connect with and serve millions more travellers in mainland China, but at the same time it intensifies competition with other airlines in the region. PHIL HEARD reports
OUR HOME HUB has expanded. With ongoing growth and infrastructure developments across the border in Guangdong province, we now need to think of ourselves not just as the hub for Hong Kong and its seven million people, but rather for the nearly 70 million people of the Greater Bay Area (GBA), a region that covers nine cities in mainland China plus the two Special Administrative Regions of Hong Kong and Macao.

Speaking at the Leadership Conference in January, Chief Executive Officer Rupert Hogg said: "The GBA is a huge opportunity. We need to start changing our mindset and make the GBA our home market with Hong Kong as the conduit."

This was reiterated in February when the mainland China government published its "blueprint" for the region – the plan for the GBA's future. The good news is that Hong Kong's role as one of the region's critical transport and logistics hubs was reinforced, along with the continuing development of transport infrastructure such as the extension of the high-speed rail service from mainland China into Hong Kong and the new Hong Kong-Zhuhai-Macao Bridge (HZMB).

This connectivity is important as it widens the funnel of potential passenger and cargo customers to Hong Kong, according to one of our Cathay Pacific Cargo customers. Eddie Law, General Manager Hong Kong at Dimerco Air Forwarders, said in 2018: "The HZMB will open up the western part of Guangdong province. Before, shipments from there could take a whole day to arrive in Hong Kong. In the future, it'll be closer to two hours. Whereas shipments may have previously gone more quickly to Macao or Guangzhou, the bridge will make the shipment time to Hong Kong the same."

For passengers, transport time is even quicker – now closer to 45 minutes from Zhuhai to Hong Kong.

However, Hong Kong is not the GBA's sole hub. The blueprint talks of a "cluster" of airports, which inevitably means competition between Hong Kong International Airport (HKIA) and the developing airports in the region, particularly Shenzhen and Guangzhou, and their big and rapidly growing airlines. Those include China Southern, Hainan Airlines and Shenzhen Airlines, which are extending their predominantly domestic network to include long-haul destinations (see page 23 for a list of those destinations shared with Cathay).

Patricia Hwang, General Manager Sales and Distribution Hong Kong and GBA, says: "Shenzhen and Guangzhou are trying to grow as international hubs and offer plenty of direct international routes, both short-haul and long-haul, with flights to Brussels and Tel Aviv. But this also recognises the market that is out there."

This is borne out with a bigger increase in passenger revenue from the GBA than the
network average. However, HKIA is constrained, and while the third runway project will bring much-needed capacity – although with more competitors – it won't be until 2024 that the three-runway system becomes operational.

So how do Hong Kong and Cathay claim market share until then and thereafter? That calls for collaboration and good old-fashioned competition.

Competing and growing
Speaking at the Business Check-in Forum in February, Rupert said: “We want to work with the government, the airport and aviation authorities, and everyone to make it easy for people to get into the GBA and out from it. We will keep building our network – not just our big hub and spoke air network with the rest of the world, but also to every point in the GBA.”

This balance will enable Cathay Pacific and Cathay Dragon to thrive as competition increases. Patricia says: “As an airline, we compete because we have a basket of advantages. First and foremost are our network and frequencies. We operate around 110 flights to North America each week, with multiple frequencies to the main centres. That's a key strength.”

And that is on top of strengthening our network of 220 destinations with 10 new cities in 2018 not previously served by Hong Kong. These were typically global fintech centres with an additional leisure element. While Hong Kong is clearly in the lead for its global network, its airport also has advantages over GBA rivals. Even as HKIA undergoes expansion work for the third runway project at Terminal 1, it still offers a quick and user-friendly experience. That will only improve as technology such as biometric security and gates are introduced.

Patricia adds: “There is the efficiency and seamlessness of the airport experience at Hong Kong. The other GBA airports have good hardware in terms of grand buildings and so forth, but the soft side – the flows, efficiency and overall passenger experience – give us a real advantage.”

This is reflected by HKIA winning Best Airport for Transit Passengers in the 2018 SkyTrax Awards. General Manager Airport Service Delivery Patrick Yu says: “While it’s an award for HKIA, it also reflects the contributions of our airlines to both the transit volume and experience, and we should be proud of that.”

Another aspect of the airport’s connectivity are the transport links to it, the most visible of which are the HZMB and the ferries from across the Pearl River Delta. “We are aligned with the Airport Authority in supporting Hong Kong as a hub,” said Rupert. “We launched new routes and will continue to do so to support the hub – and we will make it multi-modal with the new connectivity to the region.”

The GBA is in some way similar to dense parts of Europe
Think multi-modal
We will hear the term “multi-modal” a lot. It means using the various transport options across the GBA – road, rail and sea – to attract customers and enable them to start their Cathay journeys closer to home.

So far, this has included bundling fares and ferry trips through codeshares with ferry companies for trips from Guangzhou, Humen, Macao, Nansha, Shenzhen, Zhongshan and Zhuhai. Some of these ports also offer upstream check-in to make travel to HKIA and beyond more straightforward and contained in a single booking. There is also a desk at the new high-speed rail station in West Kowloon that allows travellers arriving from the GBA to do in-town check-in or transfer to the Hong Kong Airport Express.

“These are already seamless connections for people coming in from the GBA, and we will keep looking at how we can do more and better,” says Patricia. “From the commercial side, we are trying to have joined-up fare products for customers.”

This includes a new initiative that gives GBA customers – depending on cabin class – a QR code with bookings that lets them board a coach or Skylinko from Zhuhai to cross the HZMB to HKIA. By 2021, when a new spur of the bridge is done, passengers will be taken from check-in at Zhuhai directly to HKIA airside within 45 minutes.

Building the brand
However, customers from the GBA won’t come if they don’t know the brand. And for those who do know it, they must be convinced that Hong Kong offers a more convenient and premium service than the alternatives. Patricia says: “Awareness of our brand gets weaker as you get further from Hong Kong. We are still well known in Shenzhen, but in the western GBA in particular, Hong Kong has not previously been the easiest place to get to or fly out of. But we are now in range.”

In this regard, the timing of our brand re-launch could not be better. Patricia adds: “We will go back to basics and compete with our service and premium brand.”

As a developing high-tech and financial centre, the GBA’s population is becoming wealthier, with a need for business followed by premium leisure travel. Patricia says: “From the GBA, if you look at the whole value proposition, it is weighted in favour of Hong Kong. And with the brand and the total value package, we are targeting the top layer of the market. Intentionally, we are not seeking the price-conscious or influenced consumer. What makes our target audience tick is the service and the full proposition.”

There is also potential to develop the commercial impact of Marco Polo Club and Asia Miles, which appeal to a more affluent market. Patricia says: “The GBA is in some way similar to dense parts of Europe – Paris Charles de Gaulle is competing with Schiphol in Amsterdam or airports in Germany. The geography is not dissimilar, so how do those airlines compete? The value from their propositions, their brands and, of course, loyalty.”

The lead built on Hong Kong and Cathay Pacific’s reputation must be maintained. At the Leadership Conference, Chief Customer and Commercial Officer Paul Loo said: “Our competitors in the GBA are growing in strength and quality, but because of our brand, our history and expertise around the world, we feel we are in the best position.”
Cathay’s long-haul destinations that are also served by GBA competitors

From Guangzhou

From Shenzhen
China Southern: Dubai, Melbourne, Sydney
Hainan Airlines: Auckland, Brisbane, Brussels, Cairns, Dublin, Madrid, Paris, Rome, Tel Aviv, Vancouver
Shenzhen Airlines: London Heathrow

Urban connections

The Greater Bay Area (GBA), often referred to as the Pearl River Delta, is a cluster of nine cities in Guangdong province in mainland China plus the two Special Administrative Regions (SARs) of Hong Kong and Macao. Spread across 56,000 square kilometres, the GBA is a thriving industrial, technological, financial and logistics powerhouse that is home to nearly 70 million people.

<table>
<thead>
<tr>
<th>City/SAR</th>
<th>GDP per capita, 2017 (x1,000 RMB)</th>
<th>GDP growth from 2016</th>
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<tr>
<td>Guangzhou</td>
<td>153</td>
<td>5.2%</td>
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<tr>
<td>Shenzhen</td>
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<tr>
<td>Zhuhai</td>
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<tr>
<td>Hong Kong</td>
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<tr>
<td>Macao</td>
<td>536</td>
<td>7.3%</td>
</tr>
</tbody>
</table>

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Defining our new flagship

We're working closely with Boeing to develop the 777-9 plane that is set to arrive in 2021. As a launch customer, we have had input on everything from seats to overhead lockers.
WORK IS UNDERWAY on what will be the next-generation aircraft for Cathay Pacific. Although we will not receive the first of these Boeing 777-9 planes until 2021, much work has already taken place – and continues in the background.

As one of the launch customer airlines for the new Boeing aircraft, Cathay has been involved from the very beginning of the design process, helping to define some of the elements that will delight our customers in the years to come while also offering the performance, range and economy in operation that will help the business to prosper.

Head of Customer Experience – Inflight Product Guillaume Vivet says: "This will be our new flagship aircraft – a very important milestone for Cathay Pacific.”

A premium product on the outside means a new premium product inside. There will be new First, Business and Premium Economy cabins with brand new seats, while in Economy the seat design will be updated.

Guillaume adds: "We will maintain the key attributes of our latest Economy class seats while making full use of the additional width in the cabin. The seats in the other cabins will be brand new.”

The designs are under wraps, but Guillaume says there will be a new generation of Inflight Entertainment. While it will still be installed in seatbacks, and with connectivity as an option, Guillaume hints that it will be a “more personalised experience and more integrated with personal devices”.

There’s also a focus on passenger comfort. Some of this is drawn from the feeling of spaciousness, larger windows, greater pressurisation and higher humidity, as well as practical things like the overhead lockers, which Guillaume says are “bigger and easier to operate”.

He adds: “We are working to make the aircraft a better place to be for crew and passengers, through the design and technology.”

Key dates

2015-2016
Cathay Pacific helps specify design elements for the overall aircraft

2017
Work starts on design of new First and Business Class seats, involving Boeing and the seat supplier

November-December 2018
Design work with seat supplier and Boeing begins for Premium Economy and Economy seats

Q3 2019
Design freeze put into place on Boeing-supplied options, as final designs are approved and ready to go to manufacturing

Q4 2019
Preparatory work for entry into service begins

January 2021
All buyer-supplied equipment such as seats and galleys ready for installation

Q2 2021
We receive the first delivery of our new 777-9
What to expect with our new Boeing 777-9

Specifications

Length of 76.72m is 2.1m longer than the 777-300ER, allowing for 18 more passengers*

Range of 13,940km (7,525 nautical miles), with 414 passengers in a two-class cabin*

**Windows**

Measuring 1,045 square centimetres, they are 12 per cent bigger than the current 777’s 903 square centimetres and are set higher up on the fuselage for a more natural viewing position.

**Fuel economy**

10 per cent improvement in operating economics against the 777-300ER.

**Cabin**

Features include lower cabin altitude, improved humidity, lower cabin noise, improved temperature control and advanced LED lighting. New internal architecture results in a cabin 10 centimetres wider than the current 777 through a reduction in wall thickness with higher-set, more spacious bins.

**Flight deck**

The 777-9 brings in touchscreens, but it will still have commonality with the 777/787.

**Engine**

The brand-new GE9X is the largest engine that Boeing has ever put on its airplanes and will offer 5 per cent lower specific fuel consumption against any competing engine in 2020. The engine’s 16 fan blades are the lowest number on any twin-aisle jet, fully composite and form the largest fan ever produced by GE. It is also the quietest engine that GE has produced with the lowest-ever NOx emissions.

**Wings**

71.75m wingspan (extended), about 3.35m longer on each wing than the current 777. The wings are made of carbon fibre, for which Boeing built the world’s largest autoclave – an oven that “bakes” the material to hardness. The longer wingspan has better lift dynamics and aerodynamics, and folding wing tips (pictured) allow the aircraft to operate at the same airport gates as the 777.

We are working to make the aircraft a better place to be for crew and passengers. We need to approve them because they are responsible for installation and certification. We work together to make sure there are no surprises and that the supplier complies with specifications around design and testing.

Head of Fleet Programmes Andrew Bailey says: “Boeing designs the airplane, but we define it. A lot of what will go in our 777-9 we choose from options that Boeing offers – whether they are in the flight deck or throughout the cabin in terms of overhead lockers and the sidewalls. There’s a range of options that can be highly customised.

“We buy the seats and galleys that we want used in the airplane, but Boeing still needs to approve them because they are responsible for installation and certification. We work together to make sure there are no surprises and that the supplier complies with specifications around design and testing.”

It has been a huge team effort with input from Aircraft Purchasing, Engineering, Product, Inflight Services – including special input from a cabin crew member – Customer Design and the Brand team. “We are an integrated team doing the best for the airline,” says Andrew.
People

Teaming up

CATHAY CLUB RECRUITED new members to its sports and interest clubs during a sign-up day on The Street in Cathay City. Employees visited stands to learn more about our activities, and were able to sign up for a club on the spot. Twelve sports and interest clubs were represented at the event, including dragon boat racing, volleyball and badminton.

Keep us up to date with your achievements - email peoplecomms@cathaypacific.com
Overhaul) supplier every two to three years, depending on the intensity of the check. They're a requirement not only for our airlines, but also for the aircraft manufacturer and aviation regulators.

The checks are complex because an aircraft does not age as a single unit – it is the sum of thousands of different parts. Many components have their own individual service intervals. On the Airbus A330, for example, the landing gear needs to be removed and overhauled every 10 years, emergency slides every three years, and so on.

There are also set service intervals for the overall aircraft, which are measured in calendar days, as well as flight hours and flight cycles. All of these factors determine the duration of a base maintenance check.

To minimise aircraft downtime, planning is critical. “Before each check, we have a pre-input review,” says Planning Engineer Alex Lo. “This is about making sure we have the necessary paperwork and the spares in place ahead of time, because once the aircraft is in the hangar, we don’t have much time.”

The masterplan for the check is confirmed before the aircraft is docked in a hangar maintenance bay. Once there,

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**From the inside out**

During base maintenance checks, our aircraft get stripped down for inspections and repairs. PHIL HEARD finds out what happens during the process.

*EVERY DAY SEES* nine of our aircraft, on average, undergoing a base maintenance check. These scheduled inspections and repairs take planes out of service from eight to 30 days, depending on the category of maintenance check and the aircraft type.

Base maintenance, also called heavy maintenance, is too intensive to be carried out on the line overnight or between flights. This in-depth work is done by our MRO (Maintenance, Repair and Overhaul) specialists every two to three years, depending on the intensity of the check. They’re a requirement not only for our airlines, but also for the aircraft manufacturer and aviation regulators.

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surrounded by platforms that enable access to all parts of the aircraft, the check is divided into three phases.

**Phase one: initial inspection**
With a checklist of hundreds of tasks and inspections to be carried out, the process starts with taking apart the aircraft so that parts normally left unseen can be checked. Typically, that means pulling out the seats and sidewalls from the cabin, and removing the fairings—coverings on parts of the fuselage—so that engineers can see what’s underneath and decide what, if any, repairs or remedial work are required.

This phase might include looking at the hydraulics systems. Heavy Maintenance Operations Manager Sunny Chan says: “We are looking for hidden defects—sometimes there are minor leaks in the hydraulics. We respond to updates from manufacturers, regulators or the airline. There will be a list of modifications that need to be done between major checks,” says Alex. “These might include changes or updates to the avionics software in the flight deck, product retrofit requirements in the cabin such as installing the new Economy Class seats and Inflight Entertainment, or new carpets.”

If the aircraft is scheduled to be repainted, this is the time when it happens. The existing paint is removed through either a dry rubdown or by applying chemicals. Ideally, the external fairings are back in place by this point. “If they were painted separately, there could be colour differences. Alternatively, we will place any removed fairings near the aircraft so they’ll receive exactly the same paint treatment,” says Alex.

**Phase two: defect fixes and modifications**
The list of defects revealed by the inspection gets built into the workplan, and the required spare parts are ordered. These may include “rotables”—parts that can be removed, rebuilt, recertified and refitted. Alex says: “An example of a rotable might be the heat exchanger for the air conditioning unit. This must be removed and repaired in the workshop. To save aircraft downtime, it is quicker to replace units with ones that have been overhauled.”

The base maintenance check also focuses on applying modifications in response to updates from manufacturers, regulators or the airline. “There will be a list of modifications that need to be done between major checks,” says Alex. “These might include changes or updates to the avionics software in the flight deck, product retrofit requirements in the cabin such as installing the new Economy Class seats and Inflight Entertainment, or new carpets.”

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**Phase three: restoration and testing**
The last phase focuses on ensuring that everything is working properly as the thousands of maintenance tasks are completed. “This is vital because in carrying out the maintenance, we may have disturbed some of the critical systems like the avionics, flight controls and hydraulics,” says Alex. “We perform thorough tests to see that all the critical systems are unaffected.”

This includes testing the undercarriage. If an aircraft’s hydraulics fail during a flight, the undercarriage is designed to deploy and lock in place using its weight and gravity. “Because the aircraft is jacked up in a heavy check, this is the only time we can test that,” says Alex.

The aircraft is also weighed to get a new base level for its centre of gravity. It is crucial to get a precise measurement, because it is aligned with the aircraft’s avionic systems to define its performance. “Retrofitting seats can affect that, for example,” says Alex.

The engine run test is the final step before the aircraft is released back to the line. Alex says: “We take the aircraft to a engine run bay to perform a static high-power run that simulates the take-off run. This ensures everything is working fine even if we may have disturbed the engine fuel system during maintenance. “Once we are happy the engine is turning perfectly and it is not vibrating more than it should, we power down and then check for leaks or fault messages captured by the on-board computers. The remaining time of the maintenance check is spent on fixing any defects spotted during this test phase.”

But testing is no substitute for real-world flying, so there are further assessments once the aircraft returns to service. Alex adds: “We monitor the aircraft on the next 10 flights or so to ensure that everything is performing.”

And because time is money, each base maintenance check is subject to a “post-input review” to see how future checks can be made more efficient and to list any defects that occur after the aircraft’s time in the hangar.

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**Base maintenance checks by the numbers**

170
The number of checks that are carried out each year on our aircraft

19
The average number of our aircraft undergoing a base maintenance check at any time

5
The number of Cathay maintenance bases – in Hong Kong, Xiamen, Beijing, Shanghai and Singapore

7,000
The number of consumable parts, spares, rotables and materials demanded for the biggest checks

1,000
The number of routine tasks in an extensive check, which includes inspections, servicing, modifications, part replacement and tests
Dramatic episode

The pilots of CX780 look back at their harrowing descent and landing with stalled engines as their 2010 heroics are re-enacted in a National Geographic TV series

NOT MANY PILOTS get to see themselves portrayed onscreen. Perhaps the most well-known example is Chesley “Sully” Sullenberger, whose “Miracle on the Hudson” water landing in New York in 2009 was re-created for the 2016 movie Sully. But now National Geographic’s TV series Air Crash Investigation has an episode putting the spotlight on a miraculous act of flying from Cathay Pacific’s past.

Captain Malcolm Waters and Senior First Officer Dave Hayhoe are the stars of the episode called Deadly Descent – spoiler: there were actually no fatalities – about the events onboard CX780 from Surabaya to Hong Kong in 2010 (see box, right) and the subsequent investigation. The Australian pilots gave on-camera interviews, but in the flight deck re-enactment they were portrayed by actors.

The production company made it clear that Air Crash Investigation is an entertainment series rather than a documentary – although it is based on actual events. “That was eye-opening,” says Dave. “They have screenwriters who make it more interesting for viewers.” However, the show’s makers were receptive to the pilots’ feedback while keeping the tension high for a general TV audience.

Malcolm adds: “The first run was a bit of a surprise to us, and there were some inaccuracies and things we weren’t happy about, but the company took our comments onboard and worked to make it a little more accurate. Initially, I was portrayed as having rivulets of sweat pouring down my face and there was a lot of teeth clenching.”

There are still compromises. For one, the drama has been shortened. The programme’s story starts 30 minutes from landing but, in reality, Malcolm and Dave had spotted engine anomalies at the top of the climb just 30 minutes out of Surabaya and held two sat-com calls with Engineering, after the second of which it was agreed that they traverse the South China Sea.

But arguably the real drama happened during the descent into Hong Kong and the investigation afterward. It is an incredible story well worth the awards Malcolm and Dave received in the years following the event, and for the renewed attention they’re getting now.

So what do friends and family think of the TV show? Dave says: “My friends have been supportive, and it’s given some context for people to better understand what happened.” His family kept him grounded. “They took great delight in pointing out that Malcolm fiddled with the thrust lever and I just sat there reading a book,” he says. “But I’m comfortable with how it’s portrayed.”

Malcolm adds: “People I see regularly are asking, ‘is that what happened?’ because their interpretation had been totally different. At the time, a lot of pilot friends were giving me space and made a point of not asking about it. Probably a lot of First Officers know more about it from me talking about it during flights than my close friends do.”

Although the episode of Air Crash Investigation has yet to be broadcast in Hong Kong, it has been shown in Australia and Taiwan. “I’ve already had crew ask me about it, and that’s nice,” says Dave.

Malcolm concludes: “It’s still not 100 per cent accurate – things like the cockpit banter are not how we talk in the flight deck. You could still nitpick, but my wife and friends don’t spot any of the things that I notice.”

高地荣誉

它给人们提供了一个更好地理解发生了什么的背景。在后续调查中，澳大利亚飞行员在摄像机拍摄的画面中，与在驾驶舱内被再现的场景进行了比较，但演员们扮演了他们的角色。

制作公司明确表示，空难调查是一个娱乐系列，而不是一个纪录片——尽管它基于实际事件。戴夫说：“这真是令人惊讶。”“他们有编剧，让内容更加有趣。”然而，制作方在保留剧情张力的同时，也对飞行员的反馈作出了相应的调整，以确保内容的准确性。

马尔科姆说：“第一轮排练给我们的惊喜，还有一些不准确的地方，我们并不满意，但制作方听取了我们的意见，并努力使它更准确。起初，我被描绘为满头大汗，而我正咬紧牙关。”

存在一些妥协。其中一个妥协是，戏剧被缩短了。节目的故事从着陆点开始，但在现实中，马尔科姆和戴夫在登机后30分钟就发现了发动机异常，并进行了两次卫星通信，与工程部门通话，第二次通话确认他们将穿越中国南海。

但实际的戏剧发生在香港着陆后，并在调查之后。这是一段令人难以置信的故事，值得获得奖项，马尔科姆和戴夫在几年后获得了奖项，并获得了重大的关注。

那么朋友们和家人对电视节目怎么看？戴夫说：“我的朋友们都很支持，它提供了一些更好的了解发生了什么的背景。”他的家人让他保持冷静。“他们非常高兴能看到马尔科姆在起落架上摆弄着油门把手，而我只是坐在那里读着书，”他说。“但我对它感到自在。”

马尔科姆补充说：“我见到的朋友们都在问，‘这是真的吗？’因为他们对事情的解释和实际情况完全不同。当时，许多飞行员朋友都给我空间，不问这个事情。可能许多第一机长比我和我的朋友们谈话时更了解这个情况的。”

尽管《空难调查》的这一集尚未在香港播出，但它已经可以在澳大利亚和台湾播放。他说：“我已经听到有同事问我关于这件事，这很好。”戴夫说。

马尔科姆总结说：“它仍然不到100%准确——像在驾驶舱里所说的口头趣事不是这样的。你可以继续挑刺，但我的妻子和朋友们不会注意到其中的任何错误。”

你可以通过扫描二维码了解更多关于CX780的内容。

The events of CX780 on 13 April 2010

Captain Malcolm Waters and Senior First Officer Dave Hayhoe (a First Officer at that time) found themselves in a pair of terrifying scenarios on a flight from Surabaya, Indonesia, to Hong Kong.

Unbeknown to them, the fuel they had taken onboard their A330 was contaminated, which degraded the engines’ performance by blocking the lines in the fuel system.

As a result, one of the engines stalled at the start of the descent, followed by the second engine 56 miles out from Hong Kong International Airport (HKIA) while they were at 8,000 feet. Dave was going through the checklist for ditching at sea when Malcolm was able to tease one of the engines back into life.

However, the engine remained stuck at 74 per cent power — enough to get to the airport, but not enough to climb for a go-around if they weren’t able to land on the first attempt.

Then came the second crisis. The throttle was unresponsive due to the blocked fuel system, forcing a high-speed landing. The aircraft touched down at 265mph — nearly twice the normal landing speed — but Malcolm was able to bring it to a full stop just before the end of the runway.

However, the landing gear was severely overheated and created a fire risk, so Malcolm gave the order to evacuate to a total of 303 passengers and 13 crew. In the end, only 57 minor injuries resulted from the incident.

In recognition of their piloting skills as well as their teamwork in the flight deck, Malcolm and Dave have received various awards from their peers and aviation organisations. Their honours include the Polaris Award for heroism and airmanship from the International Federation of Airline Pilots’ Associations (IFALPA), which is the highest award given to pilots.

You can read more about CX780 by scanning the QR code:
How crew rest in flight

Ever wondered where our cabin crew sleep on long-haul flights? We went on board to find out.

HIDDEN ABOVE THE back section of Economy Class is a space where our crew can rest between meal services on long-haul and ultra-long-haul flights.

You’d never know it’s there. For one thing, the door to the entry stairs is not advertised. And then there’s the understated way crew enter the space.

“We try to be discreet. To make ourselves more comfortable, some crew will change their clothes before they go to the crew rest,” says Flight Purser Roy Lai.

On the Boeing 777-300ER, a slim door opens to reveal a stairwell. Cabin crew close the door behind them to climb a set of stairs up to the rest area. On the Airbus A350, cabin crew open the door to see ladder-style stairs leading up to a sliding door for access to the rest area.

What lies within the spaces differs slightly too. On the 777-300ER, there are eight “bunks” – two rows of four beds with a small aisle in between – separated by partition walls and curtains (see photos).

“On the A350, the bunks are different sizes and shapes,” Roy says. “You can fit six or seven crew at a time, and most of the bunks are adjacent to each other, not in a row.”

The cabin crew is split into two groups for rest breaks. The first group will rest after the first meal service, normally two to three hours into the flight.

“Usually cabin crew prefer to be in the second group,” Roy says. “After two meal services, the second group of crew are very tired so it can be easier to sleep if you’re in that group.”

Once crew have entered the rest area, with teammates in close proximity and the clock ticking, it is a strictly no-noise zone. “We can’t make a sound. We go, make our bed, draw the curtain and rest,” Roy says.

Flight Purser Steven Lui adds: “Even when you tear the plastic open on the bedding, you have to be careful and quick. We can’t use an alarm clock either. It’s important to be very quiet up there.”

Crew have developed various ways of maximising their sleep during break time. Flight Attendant Charlotte Lam likes to take an eye mask into the space along with a damp cloth to prevent her skin from drying out.

“Usually I bring my own sleeping bag as well,” she says, explaining that it reduces the time she spends setting up the bed.

Roy suggests boosting the comfort factor of the bed by laying an extra blanket on top of the mattress, while Steven likes to take multiple layers into the space, in case the temperature changes. He also monitors how much he is drinking. “Don’t drink too much water before your rest time because there isn’t a bathroom up there,” he says.

When it’s time to go back down to work, Steven says: “The first person will wake up and the others will follow, like a wake-up call.”

Then they roll up the blankets and are ready to serve our customers once again.

We can’t make a sound.

We go, make our bed, draw the curtain and rest.”

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Big cat carrier

Yakalla, a rare Sri Lankan leopard, has a stopover in Hong Kong en route to her new home at an Australian zoo.

CARGO HANDLES EVERYTHING from cars to crayons, but recently we had an unusual shipment – a rare member of the big cat family. Our Cargo team at Hong Kong International Airport (HKIA) hosted Yakalla, a Sri Lankan leopard, for a six-hour stopover en route to Canberra from Paris.

Seven-year-old Yakalla was travelling to Australia’s National Zoo in Canberra, where she’ll be part of an international breeding programme to help conserve the species.

Yakalla flew in a specially made crate on passenger flight CX278 from Paris to Hong Kong. Cargo employees at HKIA then offloaded the crate and moved it to a reception room at the Large Animal Handling Centre in the Cathay Pacific Cargo Terminal to await the next leg of her trip.

Jayne Weller, Senior Veterinarian at the National Zoo, also travelled to HKIA to check on Yakalla before she embarked to Sydney on another passenger flight, which was followed by a three-hour road trip to Canberra. “She’s in a hold on the passenger flights so she can’t be supervised,” Weller explains.

The long trip was an unusual situation for the National Zoo, as it doesn’t receive many animals from Europe, says Weller. But Cargo had plenty of previous experience to help them answer that challenge – in the past year, they’ve shipped a giant panda and cows.

Inside the crate, Yakalla was in good condition, generally calm and not stressed. Weller says: “The good thing about having a box like this is that Yakalla feels that no one can see her, so she is less likely to feel threatened.”

In order to meet Australia’s rigorous quarantine requirements, Yakalla was not allowed to eat throughout her journey. However, Weller says this actually fits with natural behaviour in the wild, where big cats often have “starve days”. She adds: “They have a big feed and may not eat the next day, and even in captivity we try to replicate that.”

The biggest concern was making sure Yakalla had enough water. Cargo cooled down the reception room at Weller’s request so that the big cat would be less thirsty. It was also an opportunity for the veterinarian to top up Yakalla’s water bowl before the next flight.

Cargo also helped provide Weller with an educational experience, as her time inside the Cargo Terminal helped her see what steps to take the next time the zoo transports an animal. “We can get the animals prepared for layovers and the levels of noise they’ll encounter,” she adds.

The National Zoo is the first to get a Sri Lankan leopard for the breeding programme. “The plan is that several zoos will receive them for the programme. Yakalla has come from France, and the male we’re receiving will come from Spain,” says Weller.

The breeding programme pairs unrelated animals to keep the DNA of their species strong. Sébastien Verdin, Head Educator at Le Parc des Felins in Paris, Yakalla’s former home zoo, says: “For better management of the population, zoos are making more and more exchanges with American and Australasian zoos to limit inbreeding.”

Yakalla is now settled in at the National Zoo, after completing a one-month quarantine period that took place upon her arrival in Australia. The transition to her new home went smoothly thanks to the efforts of our Cargo teams along the way.
Letters to the editor

Q What is the latest update with our outport organisation design?
A Our organisation design (OD) commenced in 2017 with our Head Office structure when we introduced our new company strategy, Time to Win. It placed our customer at the centre and introduced a new Customer function, along with clearer accountability, better collaboration between teams and a full review of how we work.

Following the Hong Kong OD, in 2018 our outports commenced their OD process. As no one outport is the same, we have carefully considered each of their unique contexts and legal requirements in our plans. As a result, each outport has been moving through their organisation designs at different paces.

The process has finished for the most part, with the focus now beginning to shift to how our new outport teams work effectively with our teams in Hong Kong. However, there are still a few teams finalising their OD, so we do ask that you remain sensitive and supportive at this time.

For our outport-based Finance teams, the process is still in its early stages. We are currently reviewing as-is processes within our teams and looking for ways we can improve efficiency and productivity. There are no predetermined outcomes of this process, which may vary between different locations given the diverse local working environments. When the design phase for outport finance is complete, this will be communicated.

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

Q We introduced our new Business Class service in 2018. What has the feedback been from our customers?
A Introducing our new Business Class service was a big change last year, especially for the cabin crew who have been delivering it to our customers. The main objective of the new service was to improve our food quality and presentation, while introducing a more personalised style of service.

As with any major change, we are learning from both our customers and crew, and making adjustments to the service based on feedback. One of our biggest challenges is that our crew are a mix of those who are more familiar with the new service and others who are being introduced to it. On flights where we have experienced crew who have operated the service a number of times, feedback has been overwhelmingly positive on food and beverage, as well as service delivery.

Feedback on the quality, taste and presentation of the food has been trending positively, particularly for the main course. Customers also appreciate the breakfast card and efficiency of the second service. We’ve received great feedback on the continental breakfast option, and we have increased its quantities on board to meet demand.

We are working with the crew to improve the new service and better support them to ensure all goes smoothly and they feel well equipped to deliver. As an interim measure, we reduced the number of appetiser choices and are looking at new ways to pack meals to improve galley waste management. In addition, Inflight Service Delivery is developing an app that will allow service operators to improve galley waste management. The app will enable us to capture data about customer preferences so that we can cater more effectively and reduce waste.

Jargon Buster

ITCM

A lot of our teams involved in the design and cabin specifications of the new Boeing 777-9 (see page 24) have been occupied with Initial Technical Coordination Meetings (ITCMs). While airlines will choose cabin equipment like cabin walls, lighting, toilets and overhead lockers from Boeing’s catalogue of options, they tend to work with third-party suppliers for other items such as seats, galleys and Inflight Entertainment. Boeing has to approve the supplier and the equipment as it is responsible for installation and certification – particularly in Cathay’s case, as a lot of customisation is involved.

The ITCM is the formal kick-off meeting attended by the airline, supplier and manufacturer to set the production milestones, from design to the final inspection. Head of Fleet Programmes Andrew Bailey says: “All of the ITCMs for our seating products in the 777-9 have happened – Economy and Premium Economy were this year, and those for First and Business Class took place last year.”

Andrew adds: “We have just one ITCM remaining, for the galleys, which is planned for early April.”
Counting sheep

We sleep for about a third of our lives. Why is slumber so important, and how can you make sure you’re getting enough of the good stuff?

There are many rules around sleep – or more specifically, how to get good quality sleep. So many, in fact, that creating a healthy sleep regime can be a daunting task. And that’s before you learn why we even need quality sleep.

The short-term effects of sleep deprivation include moodiness, irritability, brain fog, clumsiness and difficulty in learning new concepts. But that’s not the worst of it, according to Matthew Walker, a neuroscience and psychology professor at the University of California, Berkeley, who is author of Why We Sleep. He writes that sustained sleep loss impacts the body’s maintenance and immune systems, which can lead to Alzheimer’s, heart attacks, diabetes and even cancer.

To avoid sleep deprivation, Matthew recommends an eight-hour “sleep opportunity” each night, with that time strictly devoted to rest. But how do you know whether those hours are well spent?

According to the US National Sleep Foundation, if you’re achieving all of the following, you’re getting quality sleep: you sleep for at least 85 per cent of the time you’re in bed; you fall asleep within 30 minutes; you wake up no more than once per night; and if you do wake up in the night, you’re only awake for 20 minutes or less.

For many of us, ticking the box for quality and quantity of sleep is difficult. Here are some helpful dos and don’ts to help you get the sleep of your dreams – pun intended.

### Stress

Protect your sleep from stress and stop checking work emails three hours before bed time.

### Sugar

According to the US National Sleep Foundation, the more sugar we consume during the day, the more we will wake during the night.

### Alcohol

Alcohol affects our ability to enter into the restorative type of sleep known as REM. A study out of Tampere University of Technology in Finland found that even one alcoholic drink impairs sleep quality, while moderate alcohol consumption lowers restorative sleep quality by 24 per cent.

### Caffeine

University of Sydney sleep expert Chin Moi Chow recommends abstaining from caffeinated beverages for at least six hours before bed time.

### Technology

The US National Sleep Foundation says there are multiple problems with using technology in bed. Light emanating from your phone or tablet interrupts your sleep patterns, as do alerts and notifications. TV or movies can stimulate your mind, making it hard to switch off. Keep the tech out of the bedroom.

### Long naps

For those of us who travel and fly for work, it can be all too appealing to sleep the day away after a long-haul flight. When napping, set your alarm for a maximum of four hours. That will still allow your body to recharge but you won’t mess with your usual night time sleep routine.

### Try to...

**Exercise**

Vigorous workouts like bicycling, running, or weightlifting are associated with better sleep than just walking, according to research from the University of Pennsylvania. Just be sure to exercise no closer than three hours before bed time.

**Practice mindfulness**

If you struggle to switch your mind off because of thought-chatter, Matthew suggests trying meditation to calm your mind and get you in the mood to catch some zzzs.

**Enter the darkness**

Darkness is essential to maintaining levels of melatonin, the hormone that helps us sleep. Get some blackout curtains and remove light sources from the room. Matthew also advises that you dim half the lights at home during the hour before bed time.

**Protect your bed**

While it might be tempting to tuck into bed and watch TV, scroll social media or read a book, the most up-to-date research shows we should only spend time in bed when we feel sleepy or are ready to go to sleep.
Hitting the high notes

The Singing Contest final showcased the musical talents of 16 employees across the group.

SIXTEEN EMPLOYEES FROM Cathay Pacific, Cathay Dragon and our subsidiaries brought their vocal talents to the stage for the Singing Contest final on 1 March.

The finalists, shortlisted from more than 100 contenders who took part in auditions, performed their songs in The Auditorium at Cathay City. Cheering them on from the audience were big groups from Airport Service Delivery and Inflight Services, along with the singers’ friends and family members.

Mariam Razvi, Flight Purser and previous two-time champion of the Singing Contest, also stepped into the spotlight as a guest performer.

At the end of the evening, Mixe Lee, cabin crew for Cathay Dragon, was crowned Singing Contest champion. “This competition has been a big event for all Cathay employees for a long time, allowing us to show our passion for performing,” says Mixe, who won the Best Potential award in the previous edition of the contest. “This is a great encouragement to keep up my enthusiasm for singing.”

Mixe will go on to represent us at Inter Hong, a series of competitions between various companies in Hong Kong, later on this year.

Other finalists

Zelos Ho, Integrated Operations Centre, Cathay Pacific
Steve Tsui, Inflight Services, Cathay Dragon cabin crew
Mackee Serra, Inflight Services, Cathay Pacific cabin crew
Siricus Lau, Airport Service Delivery, Hong Kong International Airport
Ben Lo, Outport, Cathay Pacific Taipei

Kate Leung, Inflight Services, Cathay Pacific cabin crew
James Chan, Inflight Services, Cathay Pacific cabin crew
Fiona Chong, Inflight Services, Cathay Dragon cabin crew
Ardis Yeung, Inflight Services, Cathay Pacific cabin crew
Jas Tong, Flight Operations, Cathay Pacific cockpit crew

The winners

Champion
Mixe Lee
Cathay Dragon cabin crew

First Runner-up
Alvin Liu
Cathay Pacific cockpit crew

Second Runner-up
Suki Lau
Cathay Pacific cabin crew

Best Stage Performance
Dennis Chan, HAS

Best Potential
Fai Lee, Customer Service Officer

Best Vocal Performance
Mic Chiu, Cathay Pacific cabin crew

Sports and interest clubs expand their ranks

CATHAY CLUB SAW 90 employees join our sports and interest clubs during the sign-up day held on The Street at Cathay City in late February. Twelve different clubs for activities ranging from dragon boat racing to volleyball were represented at the event, which featured stands with iPads for instant sign-ups. Hong Kong-based juice company Blend & Grind also gave out 350 free smoothies to attendees.

Alongside the sign-ups, Lululemon hosted a class focusing on wellness for body and mind, which included gentle and relaxing body stretches. There was also a Nirvana Fitness session that combined yoga, Pilates and meditation.

If you missed the sign-up day, it’s not too late to join one of our 20-plus sports and interest clubs! Scan this QR code or email us to learn more details, cathay_club@cathaypacific.com.

Add these D&I events to your calendar

KEEP AN EYE out for several Diversity and Inclusion (D&I) activities over the next few months. They involve FlyWithPride, our LGBT+ (Lesbian, Gay, Bisexual, Transgender) Network, Cathay Women’s Network and the new Male Allies Group supporting gender equality (see page 7).

Late April: Male Allies event
May: Launch of the FlyWithPride Ally program
21 May: World Diversity Day and first anniversary of FlyWithPride
June: FlyWithPride Summer social event
Within Q2: Lunch and Learn session hosted by Cathay Women’s Network
From A to B, then and now

The way our pilots navigate the skies has changed dramatically over the decades. We looked at 1950s navigation maps and talked to one of our Captains to find out just how different the modern methods are.

**Then: Hand-drawn maps and radio beacons**

**IN THE OLD** days, pilots used paper maps and radio signals to determine their route and approach - a navigation method that proved to be unreliable in bad weather.

Captain Chic Eather (1920–2017) recounts his first landing in Hong Kong, which happened during a storm in 1946, in his book *The Amazing Adventures of Betsy and Niki*.

“Our usual approach would be on a NDB – Non-Directional Beacon – located at Hung Hom… in this storm it was useless,” he writes of landing the Douglas DC-3 Niki. NDBs were most commonly located around airports to aid in approaches. The low-power, low-range beacons emitted radio frequencies which were often interrupted by weather.

With pelting rain, the aircraft’s wipers weren’t doing the job either, and so on that occasion Chic stuck his head out of the cockpit’s sliding window to see where the plane was going.

Back then, the cockpit crew included a Captain, First Officer, Radio Operator and in some cases, a Navigator. The route was set using hand-drawn navigation and approach maps.

To use an NDB, the Radio Operator would tune the aircraft’s radio compass to the frequency of the beacon and pilots would direct the aircraft according to the unsteady needle of the compass. In an aircraft like the DC-3, this required extremely technical flying skills and often multiple attempts at lining up with the runway.

In remote areas or when flying over water where there were no NDBs, pilots would find their way with celestial navigation – steering using the stars and planets. Or they would choose a previously known position from which to calculate their current location using the aircraft’s speed and direction – a method called dead reckoning. A drift meter would help in calculating how wind was affecting their location, accounting for it in flight.

**Now: Apps and high-tech navigation systems**

Today navigation involves fewer compass dials and more iPads. Captain Nigel Best, who joined Cathay Pacific in 1985, says that the first thing pilots now do upon entering the cockpit is switch on the ADIRU – the Air Data Inertial Reference Unit. “This is basically the core of the navigation system,” says Nigel.

Then we need to tell the aircraft’s Flight Management Computer (FMC) the route we are going to fly that day. We request the route data from the company, and they send it to us.”

After the route information is received, pilots will check it against the flight plan contained in Flight Folder, an app provided on the iPads they carry, as well as maps contained in the chart library, which is also on an app. They’ll upload any information on winds into the FMC as well.

“After we take off and when we are 50 feet off the ground – the wheels haven’t even come up yet – the Lateral Navigation Mode (LNAV) engages,” says Nigel.

LNAV is the aircraft’s internal navigation system that flies along the route. “In theory, it will take us all the way from Hong Kong to Vancouver, London, New York – wherever we want to go. Obviously, some human input is required. Things change en route – you might have a huge line of thunderstorms to go around, and pilots will take the aircraft out of LNAV mode to avoid the weather – but that is essentially how we navigate today.”

Considering the differences between navigating a DC-3 and a Boeing 777, there are obvious safety benefits and time saved looking through maps. But one enormous upside stands out. “Instead of having navigation errors in the order of miles, you’re now accurate within a few metres,” says Nigel.

That’s a vast difference from the days of estimating locations using paper and calculations – and navigation will only continue to evolve thanks to ever-changing technology.

Photo credit: Swire Archive

On paper
A hand-drawn approach map for Hong Kong from 1950

On screen
Our pilots use apps provided on iPads to check flight plans and maps
MY OTHER LIFE

Karate kid

Shane Bentley has practised the Japanese martial art for decades and earned a fifth-degree black belt, as well as his shihan (master teacher level) title. We caught up with him between flying and fighting to find out more.

How did you get into karate?
Karate runs in my family. My dad put me into it at 11 years old. Back then in New Zealand, there were no kids’ classes, so I was training alongside adults. Rugby was the main sport there at the time.

What’s the one thing about it that has kept you interested?
As I’ve grown older, my values have changed, but the meaning of karate and the spirit with how it’s executed will never change, along with the precision of a strike and how much my body can endure beyond what my mind thinks it can handle.

How long did it take for you to earn your black belt?
I earned my first black belt at 20, with three of us going for the grading which was really tough. The first guy had his ribs broken, and then the second guy had his jaw broken with a reverse kick! I was called up as number three, and was told to demonstrate three deadly techniques on the same fighter who had just busted my friends up. So I put him through the wall of the dojo (karate training space) with my practised reverse spinning back kick – that was more out of sheer fear than skill, I think! The examiner stopped the grading and issued my black belt on the spot.

Do you teach karate?
I used to teach a lot, but my flying job took priority so I trained only. But last year, I received my fifth dan shihan (master teacher level) grade from Okinawa, so I hope to teach soon. My own teacher would be so happy to see me teach again.

What would you say to anyone wanting to try karate?
At first, you become weaker before your strength and technique take over to make you better and faster. I would suggest not stopping – it’s a commitment. Obviously, it’s not for everyone. But once you explore this incredible art, you’ll see the amazing meaning behind every move that is executed with speed, precision and intent.

To find harmony in life and to never feel threatened are some of the other very positive benefits from karate, as well as learning respect for all others and for your elders. Learning to be humble is also a big part of karate. Manners, cleanliness and self-discipline carry through all teachings. That’s just the tip of the iceberg, but it’s been a journey I wouldn’t change for anything.
**Snapped!**

Our events and people in the past two months

1. **EARLY BIRDS:** Our team in Narita were under pressure on 14 February with incredibly high load factors on each flight, but despite this they dispatched all flights on time – and, in some cases, early. Customer Services Supervisor Mayumi Kanari took this shot of the afternoon check-in and boarding team. They got a shout-out from Captain Bob Ward, who piloted one of that day’s flights. “I love watching the great pride everyone takes in their respective roles. It’s always a pleasure to operate through Narita. Well done, team.”

2. **CHINESE NEW YEAR CARNIVAL:** The Head Office welcomed the Year of the Pig in style, starting with the Cathay Club Lion Dance team parading around Cathay City. That was followed by the eye-dotting ceremony on The Street with a lion dance performance, then the HKIA team showcased their drumming and dancing talents. Tasty Chinese New Year treats were also given out.

3. **D&I IN BLR:** The Bangalore team held an LGBT-focused Diversity and Inclusion (D&I) session, where Airport Operations Manager Victor Denis D’Souza talked about why D&I is so important to us as a company. They also recognised Chinese New Year by learning about Chinese history and how the holiday is celebrated. The session ended with the team creating a colourful theme board that showed their LGBT support.

4. **FROM BRUSSELS WITH LOVE:** At the Brussels Airport Aviation Awards, our Brussels-to-Hong Kong route won the Longhaul Network Development Award for 2018. The awards honour partners that have distinguished themselves in network development, environment and safety, performance and punctuality. The category we won recognises airlines for new routes or remarkable growth in passengers or cargo. We launched our four-times-weekly Brussels service in March 2018 on our Airbus A350-900, and it was one of our most popular European routes last year.

5. **SEASON’S END IN CHRISTCHURCH:** A beautiful New Zealand summer’s day on 28 February saw CX126 depart Christchurch on time at 2.30pm. It was the final flight of the seasonal route to Hong Kong, and Engineer Don Greenslade and Airport Services Officer Adeline Tan were there to see it off after the crew made sure the plane was spotless for this special trip. Until next season!

6. **HKIA SPRING DINNER:** More than 450 employees from Hong Kong International Airport (HKIA) gathered for a spring dinner party. General Manager Airport Service Delivery Patrick Yu was joined by HKIA management in giving a Champagne toast to everyone’s hard work and successes in 2018. Director Service Delivery Algemon Yau praised the HKIA team for overcoming challenges such as Typhoon Mangkhut. Star of the Year awards were also presented to more than 20 individuals for their acts of extraordinary service and performance.

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

**COMPETITION TIME**

Sleep well in Seattle

Win a weekend trip to our new US destination

_IN HONOUR OF_ our new route to Seattle, we’re offering a weekend trip to the city including return Business Class flights and a hotel stay for two.

Our exciting new destination is famous for coffee, culture, nature and awesome music, so we’ve hidden coffee cup icons throughout this issue. To enter, simply count the icons and email peoplecomms@cathaypacific.com with the total number you find. Entries close on 7 June. Good luck!

**WIN!** Flights on our new service to Seattle, plus accommodation for a weekend.
Travel

If you have any great pictures from your travels, email peoplecomms@cathaypacific.com

Spring colours

EVERY APRIL IN Japan, the shibazakura flower, also known as “pink moss,” starts blossoming at the base of Mount Fuji. This has given rise to the annual Fuji Shibazakura Festival, which draws crowds outside of Tokyo to view vast fields of the vivid blooms.

Enterprise Testing Analyst Conrad Chau took this photo on a trip to Kawaguchiko, one of the Fuji Five Lakes by the mountain’s north side, during the shibazakura flowering season.

“We were lucky to find Fuji’s snow still not 100 per cent melted, and got a few nice shots of the ‘god mountain of the Japanese’ in one of the best seasons,” says Conrad.

Send us your photos for the chance to win a pair of Jabra Elite Sport True Wireless Earbuds (jabra.com), offering up to three hours of wire-free music on the go.
Singapore, also known as the Lion City, offers a feast of sights and flavours.

SINGAPORE MAY BE a small city, but it packs a big punch. The Lion City is bursting with culture to experience, foods to savour and places to see and be seen. Despite its reputation for being squeaky clean, the city has a flourishing street art scene. Bring your camera to check out the Instagram-worthy street art and wall murals located around Singapore.

Pay a visit to Maxwell Food Centre to experience the best of Singapore’s hawker food culture, with stalls selling a variety of cheap but tasty local dishes. Order the chicken rice, which could be considered the national dish. The fragrant rice is cooked in chicken stock, ginger and pandan leaves before it’s served with a portion of succulent poached chicken on top.

To see the heart of the city, take a leisurely walk along the Marina Bay Waterfront. Make your way to Gardens by the Bay, where you can party under the Supertrees, as seen in the movie Crazy Rich Asians. Be sure to catch the Garden Rhapsody light and sound show that happens twice every evening.

No trip to Singapore is complete without getting a shot of the city’s two most iconic structures – the distinctive Marina Bay Sands hotel and the half-fish, half-lion statue known as Merlion.

But if you’re looking to get away from Singapore’s hustle and bustle, try café hopping in Tiong Bahru. The area, one of the oldest housing estates in the city, is now a vibrant neighbourhood that pulsates with quiet energy.

Whether you are visiting Singapore for pleasure or for work, you are bound to have a shiok – or delightful – time.
Shopping, coffee, quirky landmarks and stunning scenery await visitors to our latest US destination.

09:00 Start the day at Pike Place Market, which first opened in 1907 and is one of the oldest continuously operated public farmers’ markets in the US. It only sells produce that vendors make, grow or catch themselves. After shopping, see the infamous Gum Wall, which is located in an alley under the market and completely covered in used chewing gum that was stuck on by visitors.

12:00 Refuel at the original Starbucks, located by Pike Place Market, but expect a wait of at least 30 minutes at this legendary coffee shop. Or you can try one of the many seafood restaurants, cafés and bakeries found in and around the market.

14:00 Join The Future of Flight Aviation Center and Boeing Tour in Everett, north of Seattle. The massive Boeing factory is the world’s largest building by volume and houses the 747, 767, 777 and 787 Dreamliner production lines. Our own 777s come from here, and it’s where our new 777-9 will be made.

18:00 Visit the iconic Space Needle in the heart of the city. This streamlined tower may look like it’s from the future, but it has been a Seattle landmark for more than 50 years, originally built for the 1962 World’s Fair. Take the lift up 184 metres to the observation deck to get unparalleled views of downtown Seattle, Mount Rainier and Puget Sound.

Take a hike

Venture southeast of Seattle to see Mount Rainier, located in one of the oldest national parks in the US. The mountain is actually an active volcano rising 4,392 metres above the surrounding forest. Mount Rainier National Park is a hiker’s dream, offering more than 400 kilometres of maintained trails that are ideal for a day trip. Each trail will lead you to beautiful views ranging from mountain vistas and wildflower meadows to lakes and waterfalls.
THIS SMALL, BEAUTIFUL place is called Malanjkhond, located near the Kanha Tiger Reserve, also known as Kanha National Park – the largest park in the Indian state of Madhya Pradesh. It is surrounded by forests, rivers and nature – not a tourist destination, but an unexplored place. I took this picture of my family there, relaxing in nature. The water was so calm that it gave a perfectly detailed reflection.

Moment of reflection
Piyush Dhande captures a scene off the tourist path in India

Piyush Dhande
Senior Inventory Controller, Inventory Management
Uncover the scenic splendours of Komatsu.

Introducing Cathay Pacific’s new seasonal service from Hong Kong.

Make the most of our seasonal service to Komatsu in Japan’s Ishikawa Prefecture – with twice-weekly flights from 3 April to 26 October 2019. In this historic region, you’ll discover wild mountainous landscapes, stunning coastal rice fields, and the rich legacy of the Edo period. Meander through Kanazawa’s tranquil Kenrokuen gardens or dine on the gastronomic wonders of the region’s famous local seafood – Ishikawa’s many delights are yours to explore.

Visit cathaypacific.com for more details.
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Your brand-new intranet, The Hub, is on its way.

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