

STAFF

We recognise that our success depends critically on our staff. We try to be an employer of choice by providing an environment in which all employees are treated fairly and with respect. We want talented individuals to want to work for us. We try to recruit the best people, to offer competitive remuneration and benefits and to provide training to enable staff to realise their potential.



Managing for the Future

Under our management trainee programme, we recruit high calibre graduates to work in general management roles. The programme is demanding, with participants expected to contribute from day one. They must be highly flexible, open minded and capable of dealing with new challenges.

Our summer internship programme enables outstanding students from Hong Kong and Mainland China to gain experience working with us. Interns first learn about what we do and our values. They are then posted to operating companies to work on business projects.

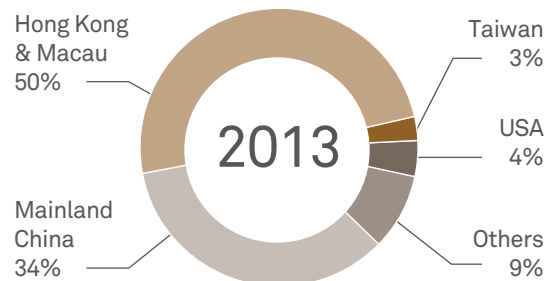
We employ many talented individuals. In 2013, we started to recruit internal candidates for general management positions.

Respect in the Workplace

We are an equal opportunities employer. In 2013, we formed a gender diversity committee. We recognise that diversity is not limited to gender. We aim to develop our approach to diversity in 2014. We developed a board diversity policy during the year, which is available on our website.

We try to provide an inclusive work culture. Individuals are unique and deserve respect for their individual abilities. We do not tolerate harassment. Nor do we tolerate unlawful discrimination or other breaches of employment law. We provide training on equal opportunities.

Employee Numbers By Region



Employee Training Hours by Division

Average hours of training per employee

	2013	2012
Property	12.70	14.28
Aviation	29.20	37.56
Beverages	21.98	28.06
Marine Services	50.40	39.12
Trading & Industrial	15.56	12.38
Head Office	25.17	10.85
Total Group	25.88	31.94



Training and Development

We spend a lot of time and money on training and career development. We try to provide more (and more targeted) training every year. All training required by law is provided. We try to provide all the training necessary for staff to progress.

Staff Engagement and Communication

We recognise the importance of engagement and communication with staff. We communicate with staff through our intranet, newsletters, surveys and staff forums. Operating companies have their own methods of communication, for example open microphone sessions and senior management forums. Cathay Pacific conducts focus groups for cabin crew, flight crew, ground staff and the post 1980s generation.

Specialist Training

CATHAY PACIFIC

Safety is Cathay Pacific's highest priority. It spends HK\$1.2 million on training and certification of each of its cadet pilots.

SWIRE PACIFIC OFFSHORE GROUP

SPO operates a marine training centre equipped with a vessel simulator.

SWIRE PROPERTIES

Swire Properties gave health and safety training to over 800 staff and obtained OHSAS 18001 certification in 2013. 25 staff received internal auditor training certificates.

HAECO

HAECO started an aircraft maintenance mechanics trainee programme in 2013. This provides opportunities for staff to attain higher qualifications while working.

SWIRE RESOURCES

Swire Resources' sales staff are trained in-house. The training programme is customised by reference to brands (including their characteristics and desired positioning), retail chains and target customers.

ETHOS INTERNATIONAL

Ethos International, Swire's in house leadership development company, provides training for promising Swire Pacific staff. In 2013 Ethos reviewed its curriculum with support from INSEAD, Forum for the Future and the London Business School. The aim was to ensure that training needs are met.





I WILL IF YOU WILL

As an extension of WWF’s Earth Hour in 2013, Cathay Pacific ran the I Will If You Will campaign which encouraged staff to make pledges to raise awareness of environmental issues. Staff from more than 100 departments and outposts participated in the campaign. Airline safety manager Rob Holliday pushed his wheelchair to work and back for 100 days and donated the taxi fares he saved to charity. Staff in Singapore campaigned for six months to reduce energy and paper usage. The campaign was strongly supported by senior management.

2013 AIMS AND PROGRESS

Aims | To improve internal communication about sustainable development

Progress | In progress

Comments | We have appointed a consultant to conduct a sustainable development communications and engagement assessment. This is intended to identify ways of improving internal and external communication of our sustainable development initiatives

Aims | To review our gender balance

Progress | In progress

Comments | We have established a gender diversity committee

Aims | To continue to communicate with staff

Progress | In progress

Comments | Staff are informed via our intranet about corporate activities and relevant resources and developments within the group. Electronic media are used to make the communication more engaging. Swire News, the group’s newsletter, has been available online since the beginning of 2013

AIMS FOR 2014

To develop our approach to diversity

To develop further the capabilities of our talented staff