

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 select high calibre graduates to work in our operating companies in general management roles. Over the next 15 years we coach and mentor them, send them on courses and plan the steps in their careers. Trainees are expected to be highly flexible, open minded and capable of dealing with new challenges.

Our summer internship programme gives exceptional students the opportunity to gain experience of 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.

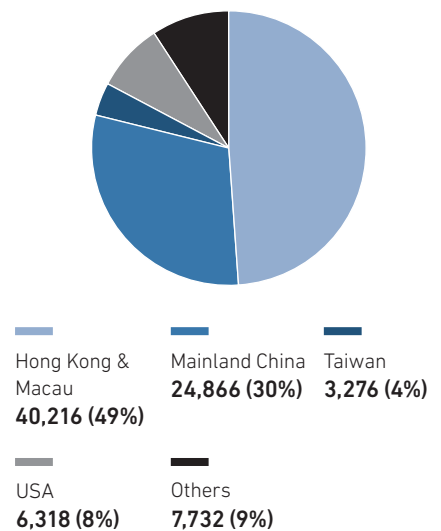
Employees

We employ over 82,000 staff. Most of them are based in Hong Kong and Mainland China.

Respect in the Workplace

We are an equal opportunities employer. We have a gender diversity committee, but recognise that diversity is not limited to gender. Individuals are unique and valuable, and should be respected for their individual abilities. We do not tolerate unlawful discrimination, harassment or other breaches of applicable law. We provide online training on equal opportunities in order to assist staff to understand their rights and obligations under Hong Kong anti-discrimination legislation.

Employee Numbers by Region





Employee Training Hours by Division

Average hours of training per employee

	2014	2013
Property	10.6	12.7
Aviation	38.5	29.2
Beverages	32.3	21.3
Marine Services	69.6	50.4
Trading & Industrial	15.7	15.6
Head Office	16.5	25.2
Total Group	31.9	25.9

Training and Education

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 training necessary for staff to progress.

Ethos International (“Ethos”), Swire’s in-house leadership development company, provides training for promising staff. In 2014, Ethos reviewed its curriculum with support from INSEAD, Forum for the Future and the London Business School. The aim was to ensure that key training needs are met and that training inspires, enables and equips staff to focus on sustainable business growth. Senior management were interviewed. Focus groups were held. The key skills people need in order to be leaders in all parts of our Group were identified. Existing training programmes were reviewed. The intention is that the programmes should concentrate on developing these key skills and on reinforcing our values, so as to produce our future leaders.

Staff Retention

In order to recruit and retain talented staff, we offer competitive remuneration and benefits, even in difficult economic times. Decisions on remuneration are made by reference to job responsibilities, individual and business performance, conditions in the job market and the economy. We operate a 24-hour counselling and consultation hotline for employees. We advise employees on how to achieve a balance between work and non-work aspects of life. We recognise the importance of engagement and communication (in both directions) with staff. We communicate with staff through our intranet, newsletters, surveys and staff forums. We monitor staff turnover with a view to identifying and managing problems.