

PERFORMANCE DATA

Statistics		Note	Property				Cathay Pacific group				HAECO group				Swire Coca-Cola (Note 6)				Swire Pacific Offshore (Note 4)				HUD group				Trading & Industrial				Swire Pacific (Head Office)				Total (Note 1)															
Environmental			2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016												
Total Energy Consumption (thousand GJ)	Direct energy consumption		204	166	143	154	256,974	256,677	252,729	245,730	446	427	(5)	384	349	1,149	1,130	846	781	1,037	1,259	(5)	1,417	1,337	342	345	341	329	82	84	69	51	-	-	-	-	260,234	260,088	(5)	255,929	248,730									
	Indirect energy consumption		1,109	1,023	959	1,023	471	500	506	682	498	490		471	481	1,837	1,807	1,273	1,170	5	5		5	5	16	15	17	19	160	210	(5)	265	244	-	-	-	-	4,096	4,062	(5)	3,496	3,624								
	Total	1	1,313	1,201	1,102	1,177	257,445	257,177	253,235	246,412	944	917	(5)	855	830	2,986	2,937	2,119	1,951	1,042	1,264	(5)	1,422	1,342	358	360	358	348	242	294	(5)	334	295	-	-	-	-	264,330	264,150	(5)	259,425	252,354								
	% Change year-on-year		9%	9%	-6%		0.1%	2%	3%		3%	7%	3%			2%	39%	9%		-18%	-11%		6%		-1%	1%	3%		-18%	-12%	13%					0%	2%		3%											
Total Greenhouse Gas Emissions by Weight (thousand tonnes CO2e)	Direct (Scope 1)	2	12	10	11	13	18,430	18,406	18,220	17,702	35	33		29	27	77	83	(5)	59	55	79	93	106	108	28	28	28	27	7	6	8	6	-	-	-	-	18,668	18,659	(5)	18,461	17,938									
	Indirect (Scope 2)		218	205	205	216	70	75	80	80	72	73		77	78	267	275		216	194	0.4	0.5		1	1	2.3	2.3	3	3	28	37	50	46	-	-	-	-	658	668		632	618								
	Total	1	230	215	216	229	18,500	18,481	18,300	17,782	107	106		106	105	344	358	(5)	275	249	79	94	107	109	30	30	31	30	35	43	58	51	-	-	-	-	19,326	19,327	(5)	19,093	18,556									
	% Change year-on-year		7%	0%	-6%		0.1%	1%	3%		1%	0%	1%			-4%	30%			-15%	-13%		-1%		0%	-2%	4%		-19%	-26%	14%					0%	1%		3%											
Total Water Used (thousands cbm)	Water Used	3	2,007	1,519	(5)	1,390	1,522	944	975	950	866	600	633		653	710	14,402	13,439	8,847	7,585	-	-	-	-	-	84	85	115	77	324	402	(5)	492	178	-	-	-	-	18,361	17,053	(5)	12,447	10,938							
	% Change year-on-year		32%	9%	-9%		-3%	3%	10%		-5%	-3%		-8%			7%	52%	17%		-	-	-	-	-	-1%	-26%	49%		-19%	-18%	176%					8%	37%		14%										
Total Waste by Type and Disposal Method (tonnes)	Waste Disposed																																																	
	Hazardous		0.4	0.4		1	0	0	0.4	0	1	1,406	1,470		1,442	1,135	261	51		64	110	1,665	1,581		1,424	1,973		0	0	0	0	1	2		2	1	-	-	-	-	3,333	3,105		2,933	3,220					
	Non-Hazardous		36,810	30,800	32,316	38,377	21,946	15,206	14,218	13,794	4,434	4,176		4,291	4,921	7,784	12,752		5,024	722	0	0		0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	70,974	62,934		55,849	57,814						
	Waste Recycled																																																	
	Hazardous		0.0	0.4		0	1	0	0	0	0	0	0		0	148	12	43		59	0	0	0		0	0	0	0	0	0	0	0	0	-	-	-	-	12	43		59	149								
	Non-Hazardous		12,073	10,642	7,272	4,350	3,545	3,491	4,268	4,414	971	1,330		1,341	717	20,330	16,668		10,354	10,342	4	2		1	16	236	208	84	184	810	782	1,353	457	-	-	-	-	37,969	33,123		24,673	20,480								
	Total		48,883	41,443	39,589	42,728	25,491	18,697	18,486	18,209	6,811	6,976		7,074	6,921	28,387	29,514		15,501	11,174	1,669	1,583		1,425	1,989	236	208	84	184	810	784	1,355	458	-	-	-	-	112,288	99,205		83,514	81,663								
	% Change year-on-year		18%	5%	-7%		36%	1%	2%		-2%	-1%	2%			-4%	90%	39%		5%	11%		-28%		14%	148%	-54%		3%	-42%	196%					13%	19%		2%											
Health & Safety																																																		
Thousand hours worked			13,741	12,406	11,614	11,674	68,757	66,886	67,712	69,059	34,962	33,914		34,209	39,415	67,816	64,149	(5)	46,245	45,304	11,381	11,961		11,647	12,194		2,052	2,271	2,332	1,995	15,347	16,256		17,608	17,767	75	76	82	84	214,131	207,920	(5)	191,269	197,492						
Total lost time injuries			112	91	83	105	1560	1288	1112	970	198	222		249	299	200	174	(5)	118	113	5	9		4	4		10	5	10	12	65	75		81	96	0	0	0	0	2,150	1,864	(5)	1657	1599						
Lost time injury rate (LTIR)			1.63	1.47	1.43	1.80	4.54	3.85	3.28	2.81	1.13	1.31		1.46	1.52	0.59	0.54		0.51	0.50	0.09	0.15		0.07	0.07		0.97	0.44	0.86	1.20	0.85	0.92		0.92	1.08	0.00	0.00	0.00	0.00	2.01	1.79		1.73	1.62						
% Change year-on-year (LTIR)			11%	3%	-21%		18%	17%	17%		-14%	-10%		-4%		9%	6%		2%		-40%	114%		7%			120%	-49%	-29%		-8%	0%		-15%		-	-	-	-	12%	3%		7%							
Lost days due to injuries			2,977	3,379	2,808	2,112	44,196	28,964	34,178	24,304	7,573	8,237		12,566	11,650	10,784	8,883		3,130	3,396	1,074	1,030		149	52		750	1,168	979	1,314	1,792	2,519	2,983	3,357	-	-	-	-	69,146	54,180		56,793	46,184							
Lost day rate (LDR)			43.33	54.47	48.36	36.18	128.57	86.61	100.95	70.38	46.25	48.57		73.85	59.11	31.8	27.69	(5)	13.54	14.99	23.17	17.22		2.56	0.85		73.09	102.84	83.95	131.71	23.35	30.99	33.88	37.78	0	0	0	0	65.92	52.11	(5)	59.4	46.77							
% Change year-on-year (LDR)			-20%	13%	34%		48%	-14%	43%		-5%	-34%		25%		15%	105%		-10%		35%	573%		201%			-29%	23%	-36%		-25%	-9%		-10%		-	-	-	-	27%	-12%		27%							
Total fatalities (employee)			0	0	0	0	1	2	1	0	0	0		0	0	1	0		1	0	0	0		0	0		0	0	0	0	0	0	0	0	0	0	0	0	2	1	0	0	0	0	2	R	2		4	1
Staff																																																		
Workforce	Permanent and fixed term employees		6,465	5,880	5,319	5,353	31,778	31,108	31,394	32,253	15,187	14,708		14,573	14,858	30,871	29,857		29,101	20,416	2,544	2,398		2,221	2,264		522	656	709	650	6,925	8,102	8,672	9,098	38	38	41	45	94,330	92,747		92,014	84,937							
	Supervised employees		-	-	-	61	-	-	-	3,823	-	-		-	254	-	-		-	755	-	-		-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4893							
	Male		3,827	3,490	3,207	3,309	14,235	13,951	14,122	17,058	12,414	12,026		11,903	12,241	22,809	22,472		22,145	16,573	2,313	2,187		2,008	2,013		471	595	652	592	2,714	3,222	3,468	3,593	12	11	13	14	58,795	57,954		57,463	53,393							
	Female		2,638	2,390	2,112	2,105	17,543	17,157	17,272	19,018	2,773	2,682		2,670	2,871	8,062	7,385		6,956	4,598	231	211		213	251		51	61	57	58	4,211	4,880	5,204	5,505	26	27	28	31	35,535	34,793		34,551	34,437							
	Total		6,465	5,880	5,319	5,414	31,778	31,108	31,394	36,076	15,187	14,708		14,573	15,112	30,871	29,857		29,101	21,171	2,544	2,398		2,221	2,264		522	656	709	650	6,925	8,102	8,672	9,098	38	38	41	45	94,330	92,747		92,014	89,830							
	Employees who are on Permanent Terms (%)		94%	93%	94%	95%	85%	88%	90%	86%	95%	96%		96%	96%	99%	100%		100%	99%	48%	48%		55%	60%		62%	55%	95%	94%	95%	94%	100%	100%	100%	100%	92%	93%		93%	94%	96%								
	Permanent employees who work Full-time (%)		98%	98%	99%	99%	99%	98%	98%	98%	99%	99%		99%	99%	100%	99%		99%	99%	100%	100%		100%	100%		100%	100%	100%	100%	92%	88%	92%	93%	100%	100%	100%	100%	99%	98%		98%	98%							
	Workforce by age group (%)																																																	
	Under 30 years old			25%	-	-	-	24%	-	-	-	23%	-	-	-	22%	-	-	-	11%	-	-	-	-	-	-	-	-	16%	-	-	-	35%	-	-	-	5%	-	-	-	-	-	-	-						
	30 to 50 years old			54%	-	-	-	58%	-	-	-	55%	-	-	-	68%	-	-	-	72%	-	-	-	-	-	-	-	-	34%	-	-	-	57%	-	-	-	58%	-	-	-	-	-	-	-	-					
	Over 50 years old			20%	-	-	-	18%	-	-	-	22																																						

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Staff			2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016
Workforce by employee category (%)	Strategic Leader or Top /Senior Management	7, 9	1%	2%	2%	-	5%	1%	1%	-	1%	1%	1%	-	1%	1%	1%	-	0%	1%	1%	-	0%	5%	3%	-	0%	1%	1%	-	18%	29%	27%	-	2%	1%	1%	-
	Operational Leader or Middle / Junior management and supervisory	7, 9	8%	24%	23%	-	9%	8%	8%	-	3%	12%	11%	-	10%	9%	13%	-	1%	14%	17%	-	0%	12%	8%	-	1%	5%	6%	-	13%	26%	29%	-	7%	10%	11%	-
	Team Leader or Customer facing staff	7, 9	16%	53%	53%	-	15%	51%	51%	-	18%	9%	10%	-	12%	54%	51%	-	52%	0%	0%	-	4%	0%	0%	-	5%	59%	57%	-	58%	0%	0%	-	15%	45%	44%	-
	Individual Contributor or Non-customer facing operational / technical staff	7, 9	75%	11%	11%	-	71%	31%	31%	-	79%	67%	67%	-	77%	31%	30%	-	48%	85%	0%	-	95%	83%	89%	-	94%	21%	24%	-	11%	0%	0%	-	76%	36%	35%	-
	Others		-	10%	11%	-	-	8%	8%	-	-	12%	12%	-	-	6%	6%	-	-	0%	82%	-	-	0%	0%	-	-	13%	12%	-	-	45%	44%	-	-	8%	10%	-
Workforce by employee category and age group (%)	Strategic Leader or Top /Senior Management	7, 8, 9																																				
	under 30 years old	7, 8, 9	0%	1%	0%	-	0%	1%	0%	-	6%	0%	0%	-	0%	0%	0%	-	0%	0%	0%	-	0%	0%	0%	-	0%	0%	1%	-	0%	0%	0%	-	1%	0%	0%	-
	30 to 50 years old	7, 8, 9	57%	72%	77%	-	57%	64%	68%	-	67%	43%	54%	-	57%	60%	62%	-	50%	63%	53%	-	0%	39%	53%	-	53%	63%	71%	-	43%	36%	27%	-	58%	61%	65%	-
	Over 50 years old	7, 8, 9	43%	27%	23%	-	43%	36%	32%	-	27%	57%	46%	-	43%	40%	38%	-	50%	38%	47%	-	100%	61%	47%	-	47%	37%	27%	-	57%	64%	73%	-	42%	39%	35%	-
	Operational Leader or Middle / Junior management and supervisory	7, 8, 9																																				
	under 30 years old	7, 8, 9	2%	16%	20%	-	5%	10%	10%	-	1%	6%	6%	-	10%	6%	10%	-	0%	6%	11%	-	0%	2%	9%	-	0%	1%	5%	-	0%	0%	8%	-	7%	8%	10%	-
	30 to 50 years old	7, 8, 9	82%	76%	72%	-	76%	63%	62%	-	63%	66%	67%	-	75%	80%	75%	-	75%	75%	69%	-	50%	76%	65%	-	64%	82%	82%	-	60%	91%	83%	-	75%	72%	70%	-
	Over 50 years old	7, 8, 9	16%	8%	8%	-	19%	27%	27%	-	36%	28%	28%	-	15%	15%	15%	-	25%	19%	21%	-	50%	21%	26%	-	36%	17%	12%	-	40%	9%	8%	-	18%	20%	19%	-
	Team Leader or Customer facing staff	7, 8, 9																																				
	under 30 years old	7, 8, 9	23%	27%	29%	-	17%	23%	27%	-	9%	8%	13%	-	10%	30%	34%	-	5%	0%	0%	-	0%	0%	0%	-	1%	50%	55%	-	9%	0%	0%	-	13%	29%	32%	-
	30 to 50 years old	7, 8, 9	72%	48%	47%	-	54%	67%	65%	-	64%	59%	56%	-	82%	65%	62%	-	72%	0%	0%	-	59%	0%	0%	-	80%	48%	44%	-	64%	0%	0%	-	68%	62%	60%	-
	Over 50 years old	7, 8, 9	6%	25%	24%	-	28%	10%	9%	-	26%	34%	31%	-	8%	5%	5%	-	23%	0%	0%	-	41%	0%	0%	-	18%	2%	1%	-	27%	0%	0%	-	19%	9%	8%	-
	Individual Contributor or Non-customer facing operational / technical staff	7, 8, 9																																				
	under 30 years old	7, 8, 9	29%	33%	32%	-	19%	13%	15%	-	29%	28%	29%	-	26%	21%	21%	-	13%	11%	0%	-	24%	23%	18%	-	36%	25%	38%	-	0%	0%	0%	-	26%	21%	23%	-
	30 to 50 years old	7, 8, 9	50%	57%	60%	-	64%	58%	58%	-	54%	53%	52%	-	65%	66%	66%	-	68%	68%	0%	-	45%	38%	33%	-	58%	60%	53%	-	50%	0%	0%	-	61%	59%	58%	-
	Over 50 years old	7, 8, 9	21%	9%	8%	-	16%	29%	28%	-	18%	19%	18%	-	9%	14%	13%	-	19%	21%	0%	-	31%	39%	50%	-	6%	15%	9%	-	50%	0%	0%	-	13%	20%	19%	-
	Others	7, 8, 9																																				
	under 30 years old	7, 8, 9	-	32%	30%	-	-	17%	18%	-	-	34%	38%	-	-	28%	27%	-	-	0%	18%	-	-	0%	0%	-	-	33%	35%	-	-	6%	17%	-	-	27%	27%	-
	30 to 50 years old	7, 8, 9	-	50%	52%	-	-	63%	63%	-	-	61%	58%	-	-	66%	65%	-	-	0%	67%	-	-	0%	0%	-	-	61%	59%	-	-	63%	50%	-	-	62%	62%	-
	Over 50 years old	7, 8, 9	-	18%	18%	-	-	20%	19%	-	-	5%	5%	-	-	7%	7%	-	-	0%	15%	-	-	0%	0%	-	-	6%	5%	-	-	31%	33%	-	-	11%	11%	-

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Statistics			Note	Property				Cathay Pacific group				HAECO group				Swire Coca-Cola (Note 6)				Swire Pacific Offshore (Note 4)				HUD group				Trading & Industrial				Swire Pacific (Head Office)				Total (Note 1)			
Staff				2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016				
Workforce	Workforce by employee category and gender (%)	Strategic Leader or Top / Senior Management	7, 8, 9																																				
		Male	7, 8, 9	53%	48%	50%	-	93%	64%	64%	-	82%	85%	83%	-	80%	80%	81%	-	100%	100%	100%	-	100%	89%	79%	-	60%	63%	70%	-	71%	55%	64%	-	89%	69%	70%	
		Female	7, 8, 9	47%	52%	50%	-	7%	36%	36%	-	18%	15%	18%	-	20%	21%	19%	-	0%	0%	0%	-	0%	11%	21%	-	40%	37%	30%	-	29%	45%	36%	-	11%	31%	30%	
		Operational Leader or Middle / Junior management and supervisory	7, 8, 9																																				
		Male	7, 8, 9	49%	48%	48%	-	84%	73%	72%	-	79%	83%	83%	-	75%	72%	77%	-	92%	76%	69%	-	100%	69%	78%	-	45%	58%	57%	-	40%	27%	33%	-	76%	70%	72%	
		Female	7, 8, 9	51%	52%	52%	-	16%	27%	28%	-	21%	17%	17%	-	25%	28%	23%	-	8%	24%	31%	-	0%	31%	22%	-	55%	42%	43%	-	60%	73%	67%	-	24%	30%	28%	
		Team Leader or Customer facing staff	7, 8, 9																																				
		Male	7, 8, 9	47%	68%	70%	-	53%	22%	22%	-	77%	91%	92%	-	73%	74%	75%	-	97%	0%	0%	-	82%	0%	0%	-	56%	29%	26%	-	18%	0%	0%	-	66%	50%	49%	
		Female	7, 8, 9	53%	32%	30%	-	47%	78%	78%	-	23%	10%	8%	-	27%	26%	25%	-	3%	0%	0%	-	18%	0%	0%	-	44%	71%	74%	-	82%	0%	0%	-	34%	50%	51%	
		Individual Contributor or Non-customer facing operational / technical staff	7, 8, 9																																				
		Male	7, 8, 9	63%	62%	63%	-	39%	85%	84%	-	82%	83%	82%	-	74%	84%	85%	-	59%	84%	0%	-	88%	92%	93%	-	37%	64%	68%	-	25%	0%	0%	-	62%	82%	82%	
		Female	7, 8, 9	37%	38%	37%	-	61%	15%	16%	-	18%	17%	18%	-	26%	16%	15%	-	41%	16%	0%	-	12%	8%	7%	-	63%	36%	32%	-	75%	0%	0%	-	38%	18%	18%	
		Others	7, 8, 9																																				
		Male	7, 8, 9	-	40%	38%	-	-	31%	31%	-	-	64%	64%	-	-	40%	40%	-	-	0%	85%	-	-	0%	0%	-	-	37%	38%	-	-	13%	11%	-	-	42%	48%	
		Female	7, 8, 9	-	60%	63%	-	-	69%	69%	-	-	36%	36%	-	-	60%	60%	-	-	0%	15%	-	-	0%	0%	-	-	63%	62%	-	-	88%	89%	-	-	58%	52%	
Voluntary Permanent Employee Turnover Data																																							
By age group	Under 30 years old	8	34%	41%	37%	35%	17%	24%	18%	15%	17%	19%	16%	14%	37%	39%	34%	29%	17%	25%	6%	12%	35%	27%	20%	10%	96%	98%	99%	67%	0%	40%	29%	0%	36%	40%	37%	30%	
	30 to 50 years old	8	17%	20%	18%	16%	7%	7%	6%	5%	6%	8%	9%	9%	14%	15%	14%	12%	5%	3%	6%	5%	9%	22%	15%	12%	24%	28%	31%	33%	0%	9%	4%	0%	11%	12%	12%	10%	
	Over 50 years old	8	13%	15%	11%	11%	11%	6%	10%	6%	7%	7%	9%	9%	9%	2%	8%	5%	7%	27%	10%	4%	3%	7%	6%	8%	14%	13%	19%	19%	0%	0%	0%	0%	10%	7%	10%	7%	
By gender	Male	8	19%	21%	20%	21%	9%	10%	9%	9%	8%	10%	11%	10%	20%	21%	20%	18%	7%	9%	7%	5%	10%	17%	12%	10%	48%	47%	55%	43%	0%	25%	7%	0%	16%	17%	17%	14%	
	Female	8	23%	30%	24%	22%	9%	11%	9%	7%	10%	12%	11%	12%	16%	16%	16%	13%	13%	18%	6%	12%	31%	18%	9%	9%	49%	60%	67%	52%	0%	0%	3%	0%	18%	21%	21%	16%	
By region	Hong Kong & Macau	8	20%	22%	22%	20%	9%	11%	10%	8%	8%	11%	10%	10%	28%	27%	26%	19%	0%	0%	0%	0%	12%	17%	12%	10%	83%	93%	90%	59%	0%	8%	5%	0%	15%	18%	17%	13%	
	Mainland China	8	21%	24%	22%	23%	7%	8%	7%	11%	5%	7%	7%	8%	15%	17%	17%	14%	0%	0%	0%	0%	0%	0%	0%	0%	36%	42%	56%	49%	0%	0%	0%	0%	16%	19%	22%	18%	
	Taiwan	8	0%	0%	0%	0%	6%	7%	4%	4%	0%	0%	0%	0%	8%	10%	14%	7%	0%	0%	0%	0%	0%	0%	0%	0%	15%	12%	26%	22%	0%	0%	0%	0%	11%	16%	17%	13%	
	USA	8	26%	0%	67%	0%	9%	12%	2%	10%	18%	19%	22%	17%	31%	26%	25%	29%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	27%	23%	22%	18%		
	Others	8	0%	20%	0%	0%	8%	10%	8%	6%	12%	0%	0%	0%	0%	0%	6%	0%	13%	10%	7%	6%	0%	0%	0%	0%	0%	34%	23%	56%	0%	0%	0%	0%	10%	10%	8%	7%	
Total Voluntary Turnover Rate of Permanent Employees (%)		8	21%	25%	22%	21%	9%	10%	9%	8%	9%	11%	11%	10%	19%	20%	19%	17%	8%	10%	7%	6%	12%	17%	12%	10%	49%	55%	62%	48%	0%	8%	5%	0%	16%	19%	19%	15%	
Employee New Hire Data																																							
By age group	Under 30 years old	8	52%	54%	47%	48%	28%	25%	21%	20%	32%	30%	29%	22%	44%	55%	57%	47%	17%	23%	7%	17%	45%	30%	31%	50%	107%	116%	105%	80%	50%	100%	25%	0%	46%	52%	50%	39%	
	30 to 50 years old	8	21%	21%	17%	24%	5%	5%	4%	5%	7%	7%	7%	11%	16%	17%	47%	19%	5%	2%	6%	6%	19%	14%	34%	45%	25%	33%	36%	39%	5%	4%	5%	7%	12%	13%	23%	14%	
	Over 50 years old	8	16%	16%	13%	16%	6%	6%	5%	5%	6%	8%	8%	9%	7%	8%	26%	28%	1%	22%	6%	3%	16%	7%	33%	49%	11%	16%	19%	29%	0%	0%	0%	0%	7%	8%	12%	12%	
By gender	Male	8	25%	-	-	-	11%	-	-	-	13%	-	-	-	20%	-	-	-	4%	-	-	-	21%	-	-	-	51%	-	-	-	17%	-	-	-	18%	-	-	-	
	Female	8	32%	-	-	-	7%	-	-	-	15%	-	-	-	24%	-	-	-	14%	-	-	-	47%	-	-	-	51%	-	-	-	0%	-	-	-	20%	-	-	-	
By region	Hong Kong & Macau	8	24%	25%	24%	25%	7%	10%	8%	10%	13%	11%	11%	16%	35%	34%	24%	27%	0%	0%	0%	0%	24%	15%	33%	48%	78%	101%	91%	61%	5%	5%	5%	5%	15%	17%	17%	16%	
	Mainland China	8	29%	30%	25%	36%	8%	7%	4%	1%	8%	9%	7%	4%	21%	23%	55%	19%	0%	0%	0%	0%	0%	0%	0%	0%	45%	51%	61%	64%	0%	0%	0%	0%	21%	45%	45%	25%	
	Taiwan	8	0%	0%	0%	0%	1%	1%	2%	1%	0%	0%	0%	0%	13%	17%	12%	10%	100%	0%	0%	0%	0%	0%	0%	0%	19%	20%	36%	25%	0%	0%	0%	0%	13%	20%	20%	14%	
	USA	8	45%	47%	0%	1%	10%	2%	3%	4%	25%	27%	30%	26%	21%	32%	35%	64%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	22%	33%	33%	45%		
	Others	8	0%	20%	0%	0%	10%	5%	7%	9%	20%	0%	0%	0%	0%	0%	11%	0%	5%	9%	6%	7%	0%	0%	0%	0%	0%	32%	40%	79%	0%	0%	0%	0%	8%	8%	8%	9%	
Total New Hires Rate (%)		8	28%	29%	24%	28%	9%	9%	8%	9%	13%	13%	13%	14%	21%	25%	48%	29%	5%	9%	6%	7%	24%	15%	33%	48%	51%	65%	66%	58%	5%	5%	5%	4%	19%	21%	29%	21%	

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Statistics		Note	Property				Cathay Pacific group				HAECO group				Swire Coca-Cola (Note 6)				Swire Pacific Offshore (Note 4)				HUD group				Trading & Industrial				Swire Pacific (Head Office)				Total (Note 1)			
Average Tenure of Employee			2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016
By age group	Under 30 years old	8	1.8	-	-	-	2.7	-	-	-	2.9	-	-	-	2.0	-	-	-	3.6	-	-	-	2.8	-	-	-	1.9	-	-	-	0.5	-	-	-	2.3	-	-	-
	30 to 50 years old	8	5.3	-	-	-	10.7	-	-	-	11.6	-	-	-	7.1	-	-	-	7.8	-	-	-	7.8	-	-	-	6.0	-	-	-	9.2	-	-	-	8.7	-	-	-
	Over 50 years old	8	9.6	-	-	-	16.7	-	-	-	17.7	-	-	-	12.4	-	-	-	12.7	-	-	-	15.9	-	-	-	11.7	-	-	-	18.7	-	-	-	15.1	-	-	-
By gender	Male	8	5.6	-	-	-	8.5	-	-	-	10.3	-	-	-	6.7	-	-	-	8.8	-	-	-	9.3	-	-	-	5.9	-	-	-	8.6	-	-	-	7.8	-	-	-
	Female	8	4.5	-	-	-	12.3	-	-	-	12.2	-	-	-	6.1	-	-	-	6.3	-	-	-	8.7	-	-	-	4.6	-	-	-	13.9	-	-	-	8.9	-	-	-
Total Average Tenure of Employee (years)		8	5.2	-	-	-	10.6	-	-	-	10.7	-	-	-	6.5	-	-	-	8.4	-	-	-	9.3	-	-	-	5.1	-	-	-	12.2	-	-	-	8.3	-	-	-
Employee Promotion																																						
By age group	Under 30 years old	8	20%	-	-	-	6%	-	-	-	28%	-	-	-	7%	-	-	-	9%	-	-	-	5%	-	-	-	6%	-	-	-	0%	-	-	-	12%	-	-	-
	30 to 50 years old	8	11%	-	-	-	9%	-	-	-	14%	-	-	-	6%	-	-	-	7%	-	-	-	7%	-	-	-	3%	-	-	-	0%	-	-	-	8%	-	-	-
	Over 50 years old	8	4%	-	-	-	3%	-	-	-	6%	-	-	-	2%	-	-	-	1%	-	-	-	3%	-	-	-	2%	-	-	-	0%	-	-	-	3%	-	-	-
By gender	Male	8	12%	-	-	-	8%	-	-	-	16%	-	-	-	5%	-	-	-	5%	-	-	-	5%	-	-	-	6%	-	-	-	0%	-	-	-	9%	-	-	-
	Female	8	13%	-	-	-	7%	-	-	-	14%	-	-	-	6%	-	-	-	9%	-	-	-	5%	-	-	-	3%	-	-	-	0%	-	-	-	7%	-	-	-
Total Employee Promotion Rate (%)		8	12%	-	-	-	8%	-	-	-	16%	-	-	-	6%	-	-	-	6%	-	-	-	5%	-	-	-	4%	-	-	-	0%	-	-	-	8%	-	-	-
Employee Training Hours																																						
By employee category	Strategic Leader or Top / Senior Management	7, 8, 9	53.2	37.9	34.8	24.9	86.0	6.4	-	2.7	27.6	12.2	16.1	27.4	29.2	38.2	41.4	58.5	0.0	3.7	0.5	1.8	0.0	6.8	7.7	5.1	8.8	13.8	17.3	13.1	14.0	15.6	11.5	14.9	72.4	26.6	51.7	15.5
	Operational Leader or Middle/ Junior management and supervisory	7, 8, 9	38.4	28.3	22.2	15.9	93.8	20.4	-	14.5	20.8	59.5	52.9	83.9	43.9	29.8	23.9	28.6	2.7	6.2	0.0	15.7	0.0	7.7	5.7	6.1	12.1	14.9	14.9	11.2	11.4	24.4	25.6	22.3	60.6	31.4	27.2	39.9
	Team Leader or Customer facing staff	7, 8, 9	24.0	19.5	9.6	10.0	68.9	52.3	-	26.6	33.8	40.7	78.1	40.9	55.7	22.0	16.3	15.1	1.6	0.0	0.0	0.0	9.8	0.0	0.0	0.0	11.3	24.6	5.4	6.5	16.8	0.0	0.0	0.0	48.3	33.9	20.3	23.0
	Individual Contributor or Non-customer facing operational / technical staff	7, 8, 9	27.4	19.3	18.9	13.1	74.1	82.4	-	12.3	62.1	55.3	45.3	62.2	24.2	39.8	26.7	32.9	161.6	66.4	0.0	4.4	8.6	17.1	8.0	8.5	24.1	9.6	15.6	13.2	0.0	0.0	0.0	0.0	45.7	55.2	33.3	26.5
	Others		-	7.6	11.5	6.9	-	8.5	-	1.1	-	81.0	53.9	163.5	-	25.9	18.9	22.3	-	0.0	25.8	155.7	-	0.0	0.0	0.0	-	7.3	7.2	6.1	-	8.3	19.9	1.0	-	29.1	26.5	69.9
By gender	Male	8, 10	24.8	-	-	-	50.8	-	-	-	61.2	-	-	-	29.3	-	-	-	82.7	-	-	-	8.0	-	-	-	11.3	-	-	-	9.8	-	-	-	40.8	-	-	-
	Female	8, 10	32.7	-	-	-	25.1	-	-	-	33.1	-	-	-	32.3	-	-	-	6.7	-	-	-	12.6	-	-	-	30.8	-	-	-	8.2	-	-	-	28.9	-	-	-
Total Average Hours of Training (per employee)		8, 9	28.0	20.9	14.1	11.6	70.2	30.6	49.1	21.3	55.9	57.4	50.6	65.3	30.0	28.6	20.7	23.7	70.3	57.4	22.9	123.1	8.5	15.5	7.8	7.9	23.3	18.5	8.5	8.3	8.7	14.6	19.3	18.8	46.8	40.7	33.2	30.1
Employee Training Spend																																						
By employee category	Strategic Leader or Top / Senior Management	7, 8, 11, 12, 13	\$16,531	-	-	-	\$-	-	-	-	\$1,242	-	-	-	\$61,620	-	-	-	-	-	-	-	-	-	-	-	\$1,494	-	-	-	\$-	-	-	-	\$50,471	-	-	-
	Operational Leader or Middle / Junior management and supervisory	7, 8, 11, 12, 13	\$7,913	-	-	-	\$3,594	-	-	-	\$2,076	-	-	-	\$4,787	-	-	-	-	-	-	-	-	-	-	-	\$7,618	-	-	-	\$240	-	-	-	\$5,656	-	-	-
	Team Leader or Customer facing staff	7, 8, 11, 12, 13	\$1,443	-	-	-	\$1,708	-	-	-	\$2,297	-	-	-	\$2,978	-	-	-	-	-	-	-	-	-	-	-	\$501	-	-	-	\$179	-	-	-	\$2,404	-	-	-
	Individual Contributor or Non-customer facing operational / technical staff	7, 8, 11, 12, 13	\$346	-	-	-	\$24	-	-	-	\$4,594	-	-	-	\$516	-	-	-	-	-	-	-	-	-	-	-	\$276	-	-	-	\$-	-	-	-	\$1,361	-	-	-
	Others		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
By gender	Male	7, 8, 11, 12, 13	\$449	-	-	-	\$97	-	-	-	\$4,337	-	-	-	\$1,564	-	-	-	-	-	-	-	-	-	-	-	\$446	-	-	-	-	-	-	-	\$2,042	-	-	-
	Female	7, 8, 11, 12, 13	\$445	-	-	-	\$265	-	-	-	\$3,107	-	-	-	\$1,863	-	-	-	-	-	-	-	-	-	-	-	\$281	-	-	-	-	-	-	-	\$1,409	-	-	-
Total Average Spend on Training (per employee)		8, 11, 13	\$447	-	-	-	\$147	-	-	-	\$4,103	-	-	-	\$1,642	-	-	-	\$28,597	-	-	-	-	-	-	-	\$344	-	-	-	\$135	-	-	-	\$2,347	-	-	-

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Statistics		Note	Property				Cathay Pacific group				HAECO group				Swire Coca-Cola (Note 6)				Swire Pacific Offshore (Note 4)				HUD group				Trading & Industrial				Swire Pacific (Head Office)				Total (Note 1)				
Absentee			2019	2018		2017	2016	2019	2018		2017	2016	2019	2018		2017	2016	2019	2018		2017	2016	2019	2018		2017	2016	2019	2018		2017	2016	2019	2018		2017	2016		
By gender	Male	8	2%	-	-	-	-	4%	-	-	-	-	3%	-	-	-	-	1%	-	-	-	-	2%	-	-	-	1%	-	-	-	-	0.1%	-	-	-	2%	-	-	
	Female	8	2%	-	-	-	-	4%	-	-	-	-	3%	-	-	-	-	1%	-	-	-	-	3%	-	-	-	1%	-	-	-	-	0.3%	-	-	-	3%	-	-	
Total Absentee Rate (%)		8	2%	-	-	-	-	4%	-	-	-	-	3%	-	-	-	-	1%	-	-	-	-	2%	-	-	-	1%	-	-	-	-	0.2%	-	-	-	2%	-	-	
Salary Data																																							
Basic Salary																																							
Gender pay gap by employee category (Basic Salary)	Strategic Leader or Top / Senior Management	7, 8, 9, 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-13%	2%	-7%		
	Operational Leader or Middle / Junior management and supervisory	7, 8, 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-24%	-10%	-12%			
	Team Leader or Customer facing staff	7, 8, 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-34%	-45%	-61%				
	Individual Contributor or Non-customer facing operational / technical staff	7, 8, 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-38%	-41%	-44%				
	Others		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10%	-3%			
Remuneration																																							
Gender pay gap by employee category (Remuneration)	Strategic Leader or Top / Senior Management	7, 8, 9, 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-31%	-	-		
	Operational Leader or Middle / Junior management and supervisory	7, 8, 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-17%	-	-			
	Team Leader or Customer facing staff	7, 8, 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-23%	-	-				
	Individual Contributor or Non-customer facing operational / technical staff	7, 8, 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-44%	-	-			
	Others		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		

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Notes:

1. Totals may not be the exact sum of numbers shown here due to rounding.
2. For the Cathay Pacific group, only CO₂ emissions for aviation turbine fuel are reported as there is no scientific consensus on the global warming effect of other emissions. Cathay Pacific monitors developments in these areas of atmospheric science, including studies from the UK's OMEGA aviation and environment project and the Institute of Atmospheric Physics at the German Aerospace Centre.
3. Virtually all water consumption by the Swire Pacific Group is withdrawn from municipal water supplies provided by local water supply authorities. Swire Properties' buildings have installed rainwater catching facilities but the amount of rainwater caught is insignificant in relation to the Group's total water consumption.
4. This figure excludes on-hire vessel fuel consumption as this belongs to scope 3 as defined by the Greenhouse Gas Protocol.
5. Number included in 2018 report (based on estimates) has been revised to reflect the actual situation.
6. The gender pay gap is calculated based on the average basic salary.
7. Staff have been recategorised in 2019 into the following four categories: Individual Contributor, Team Leader, Operational Leader and Strategic Leader. The revised employee categories makes reference to the career development pathways under the Swire Group's Leadership Development Programme.

Individual Contributor: Entry level and/or first-line employees with no direct reports.

Team Leader: First-line supervisor and junior managers leading teams of individuals.

Operational Leader: Middle managers leading other managers within a function, product line, or region.

Strategic Leader: Managers/leaders leading a function/multiple functions, department, region, or small operating company.

For Data 2018 or before, staff were categorised into the following levels:

- Top/Senior Management
- Middle/Junior management & supervisory
- Customer facing staff
- Non-customer facing operational/technical staff
- Others

8. Staff data presented includes only permanent staff (i.e. Permanent Full Time + Permanent Part Time + Fixed Contract Employment in Mainland China)
9. Cathay Dragon's cabin crew and cockpit staff have a different employee categorisation system and do not fall into the employee categories developed by Swire Pacific. They were not included as part of disclosure for this indicator in 2019.
10. Cathay Pacific Airways and Cathay Dragon did not breakdown their training hours data by gender in 2019. The total Swire Pacific and Cathay Pacific group breakdown did not include contribution from Cathay Pacific Airways and Cathay Dragon. The 2019 data for Cathay Pacific Group included Air Hong Kong, Cathay Pacific Catering Services Limited, Cathay Pacific Services Limited, Hong Kong Airport Services Limited and Vogue Laundry Service Limited.
11. Cathay Pacific Airways, Cathay Dragon, Air Hong Kong and Cathay Pacific Services Limited did not capture employee training spend in 2019. The total Swire Pacific and Cathay Pacific group breakdown did not include contribution from Cathay Pacific Airways, Cathay Dragon, Air Hong Kong and Cathay Pacific Services Limited. The data for Cathay Pacific Group included Cathay Pacific Services Limited, Hong Kong Airport Services Limited and Vogue Laundry Service Limited.
12. Swire Pacific Offshore did not breakdown their employee training spend by employee category and gender in 2019. The total Swire Pacific breakdown did not include contribution from Swire Pacific Offshore.
13. Hongkong United Dockyards Limited (HUD) did not capture data on employee training spend. The total Swire Pacific figure did not include contribution from HUD.
14. Hongkong United Dockyards Limited (HUD) did not provide data on Strategic Leader level staff basic salary and remuneration. The total Swire Pacific Strategic Leader level gender pay gap figures and salary data did not include contribution from HUD.
- R. Denotes sustainability data that has been assured on by Deloitte. Please refer to the independent limited assurance report for further details.