

SWIRE NEWS



A flying start
HAECO Xiamen's exciting
relocation plans

Waste not, want not
Shaping the future
of energy

Eat sustainably
The quest for seafood
sustainability

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ISSUE 01 / 2020



HAECO Xiamen has unveiled plans to relocate its entire operations to a state-of-the-art facility at Xiamen's new Xiang'an International Airport, due to open in late 2023. More on page 20.

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150TH
ANNIVERSARY IN
HK

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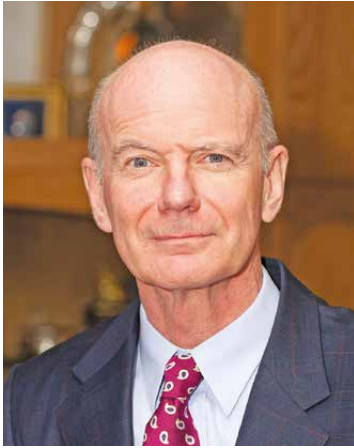
The Swire group is a multinational, multi-disciplined commercial group, with its principal areas of operations in the Asia Pacific region, and centred on the Greater China area. Hong Kong is home to publicly quoted Swire Pacific, whose core businesses are grouped under five operating divisions: property, aviation, beverages, marine services, and trading & industrial. John Swire & Sons Limited, headquartered in the UK, is the parent company of the group. In addition to its controlling shareholding in Swire Pacific, John Swire & Sons Limited operates a range of wholly-owned businesses, including deep-sea shipping, cold storage, offshore and road transport logistics services, waste to energy, mining services, and beverage ingredients with main areas of operation in Australia, Papua New Guinea, East Africa, Sri Lanka, the USA and the UK.

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James Wyndham John Hughes-Hallett

1949-2019

James Hughes-Hallett, who died on 12th October, aged 70, was Chairman of John Swire & Sons Limited 2005-2015 – becoming the first non-Swire or Scott family member to lead the Swire group. Prior to this, he was Chairman of Swire Pacific and Cathay Pacific in Hong Kong for five and a half years. His Taipanship encompassed a period of unprecedented growth of the Mainland Chinese market; but also a deepening global recession in the wake of the 'dotcom bubble' and 9/11, as well as, closer to home, the SARS crisis of 2003 – challenges he met with his habitual good humour, patience and pragmatism.

Educated at Eton and at Merton College, Oxford, where he read English, James joined Swire in 1976, after first qualifying as a Chartered Accountant with the London firm of Dixon Wilson. In his application, however, he expressed his hopes of moving away from that discipline, noting that Swire offered '...opportunities which I think represent the kind of work I should now like to undertake. I should not like to work specifically as an accountant for John Swire & Sons...' Indeed, his first posting was to Swire Shipping (Agencies)

Limited and shipping was to feature prominently throughout his 40-year career with Swire. His depth of knowledge and experience thus stretched all the way from the complex partnerships that enabled China Navigation to effect the transition from conventional cargo handling to containers, to the sophisticated, self-g geared multipurpose vessels that would become its trademark in the Pacific.

James rapidly climbed the corporate ladder, with spells in Hong Kong, Taiwan and Japan – including a stint as Cathay Pacific country manager. In 1989, he was posted to Sydney, as Managing Director of John Swire & Sons Pty and right-hand to Edward Scott, Chairman of the Australian portfolio, which was then rapidly growing its cold storage and agricultural businesses and which also controlled a broad range of interests in Papua New Guinea. He returned to Hong Kong in 1993, when he was appointed Chairman and Managing Director of the China Navigation Company, overseeing, inter alia, the arrival into the fleet of the company's first Capesize bulk carrier, *Erradale*, one of the largest – and also one of the last –

deep-sea merchant vessels built by a UK shipyard. He took over the Taipan's role on 1st June 1999.

James Hughes-Hallett was born in London in 1949. From an early age, he embraced life with both hands. Growing up in the 1960s on the Oxfordshire country estate where his father was land agent, he was an audacious horseman; in adulthood, he transferred his affections to motorbikes, which later cost him a lengthy spell in hospital, after a nasty accident in Hong Kong. In his early outport bachelor days, he garnered a reputation amongst his peers as a hard-worker *and* hard-player – but endeared himself to local staff by taking enormous trouble, during his various postings, to absorb and appreciate local culture and customs. He explored more literally on foot: trekking into the hills behind the cities where he worked – on one occasion, rescuing the new MD of Hong Kong port operator, Modern Terminals, who had collapsed as they hiked the MacLehose Trail.

As Taipan, James carried on the open-door style of leadership introduced by his predecessor, Peter Sutch. Down-to-

earth, with a disarming propensity to self-deprecation, James, like Peter, was an excellent 'people person': 'a great mentor to others', recalled a former colleague. However, his easy affability hid an essentially private man, who possessed a formidable intellect. A true polymath, he took a life-long pleasure in learning for its own sake, reading voraciously and enjoying an almost spiritual connection with art – which he once remarked was 'all about interpreting memory in so many different guises'. In Asia, he indulged this by building a collection of Chinese and Japanese artworks and pursuing a scholarly interest in ceramics – to the extent of taking lessons in the craft from Japanese masters.

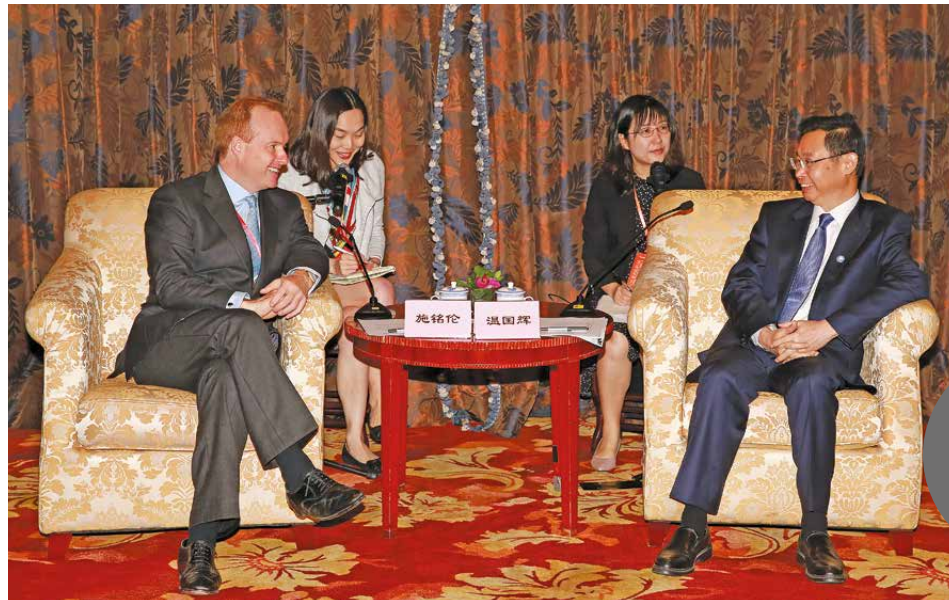
Back in London as group Chairman from 2005, he devoted considerable energy outside of work to the mission of engaging young people in art. He was Chairman of both the Courtauld Institute of Art, (where he oversaw a period of expansion of the school's teaching and research roles), and of the Esmée Fairbairn Foundation, a charity supporting the arts, as well as environmental and social projects that had been established by his maternal great-

uncle. He was also Deputy Chairman of the Attingham Trust, which runs courses in fine arts and architectural heritage, a founder of the charity Art History in Schools, and a trustee of the renowned Dulwich Picture Gallery.

Cutting a slightly eccentric figure as he sped around central London between meetings on his bicycle, James was also a governor of the School of Oriental & African Studies and a non-executive director of HSBC (2005-2014). On his retirement from Swire in 2015, he was appointed Chairman of Clarkson's, the shipping and services group.

James was awarded the Silver Bauhinia Star of Hong Kong in 2004 and was appointed CMG in 2012. During his lengthy illness, he continued to give his time – and was also a generous benefactor – to the causes he held dear.

James married first, Betsy Hall, (dissolved) and secondly, Katrina Repka, who survive him with his daughters.



Merlin discusses the group's Guangzhou investments with Mr Wen Guohui.

Meeting in Guangzhou

In October, John Swire & Sons (H.K.) Limited Chairman, Merlin Swire, attended the fourth Understanding China Conference, held in Guangzhou. Co-hosted by the China Institute for Innovation and Development Strategy, Chinese People's Institute of Foreign Affairs, People's Government of Guangdong Province and the 21st Century Council of the Berggruen Institute, the conference acts as an influential platform for disseminating China's development strategies to the world. Around 600 politicians, strategists, scholars and business leaders from 17 countries and regions took part in the two-day event and there were in-depth discussions around the theme of "New Globalisation and

China's New Round of Reform and Opening-up". Prior to the Guangzhou session, foreign delegates met with President Xi Jinping at the Great Hall of the People in Beijing.

During his visit to Guangzhou, Merlin met with the city's Mayor, Mr Wen Guohui, to brief him on the group's latest business developments. Mr Wen spoke very highly of Swire's investments in Guangzhou and said that local government would fully support the group to expand its investment in the city.

Shanghai forum

John Swire & Sons (H.K.) Limited Chairman, Merlin Swire, attended the 31st annual International Business Leaders' Advisory Council for the Mayor of Shanghai in October. This year's theme was enhancing Shanghai's capacity and core competitiveness, and the company had submitted a paper recommending ways in which the city's two international airports can better serve the Yangtze River Delta region – particularly through improvements to their network connectivity.

Merlin also met separately with the Mayor of Shanghai, Mr Ying Yong, to discuss the group's businesses in Shanghai and Swire's plans for further expansion in the city.



Merlin Swire and Mr Ying Yong.



150th anniversary in HK

This year represents a significant milestone for Swire, when we celebrate 150 years of doing business in Hong Kong. To mark this important occasion, we have commissioned a special logo for 2020 and the theme is Swire's commitment to Hong Kong. This is expressed in the subtle graduation of the lines, representing our progress and development over time, while the colour gold symbolises the prosperity and opportunities that Swire group businesses create.

Our anniversary will be commemorated by a series of events in 2020 and a new book tells the story of the group's transformation from a China Coast trading firm into the global conglomerate it is today. We will also be launching an interactive exhibition on our Hong Kong history. A year-long celebration awaits: keep an eye out for more news on upcoming events over the next few issues of *Swire News*. Let's make this milestone year a very special one!

Senior management appointments

United States Cold Storage



Larry Alderfer has been appointed President & CEO of United States Cold Storage with effect from 1st January 2020. Mr Alderfer replaces David Harlan, who has retired after 40 years of service, but will remain on the Board of Directors.

Swire Pacific and Swire Properties

St. John Flaherty, currently Senior Adviser to John Swire & Sons (H.K.) Limited, will also assume the responsibilities of Company Secretary for Swire Pacific and Swire Properties with effect from 15th January 2020.

Cathay Pacific

Paul Chow, currently Group General Counsel to the Cathay Pacific Group, will also assume the responsibilities of Company Secretary with effect from 15th January 2020.



Mrs Cherry Tse, Permanent Secretary for Home Affairs, HKSAR Government (third from right) and Ivan Chu, John Swire & Sons (China) Chairman (second from right), at the gathering.

Empowering young talent

On 7th November, a gathering was held to mark the conclusion of 2019's "Scheme on Corporate Summer Internship on the Mainland and Overseas". The programme was a collaboration between Swire and the HKSAR Government that provided 20 young people with the opportunity to take up summer placements at the Mainland offices of five Swire group operating companies, including Cathay Pacific, HAECO, Swire Coca-Cola, Swire Foods and Swire Properties. At the event, interns shared their experiences of working in these different businesses. The scheme aims to provide future business leaders with the opportunity to gain first-hand knowledge and understanding of Mainland China's business environment and cultural landscape.



Pacific Place at 30

Pacific Place celebrated its 30th birthday in style, with the Mall's Garden Court transformed into an interactive, nature-themed playground. The installation, inspired by the way a tree earns its rings with each year that passes, served as a reminder of how Pacific Place has evolved over the past three decades, and came complete with three "tree houses" that could be accessed by visitors. Shoppers were also offered a range of tempting sales redemption privileges. Since completion in 1989, Pacific Place has transformed the Admiralty district, becoming an iconic shopping and dining destination in Hong Kong's CBD.



Steamships Trading Company's Managing Director, Michael Scantlebury (left), Papua New Guinea's Prime Minister, Mr James Marape (third from left) and Steamships Chief Operating Officer, Rupert Bray (third from right) officiated at the ground-breaking ceremony.

Port Moresby project breaks ground

Steamships Trading Company has launched its Harbourside South project at a ground-breaking ceremony in October. The quarter of a billion Kina project will provide Port Moresby's vibrant Harbourside Precinct with a new tower comprising 21 storeys of prime residential apartments, retail, commercial and car parking spaces. The building project is a partnership between Steamships and the Papua New Guinea Sustainable Development Programme. Scheduled for completion by 2022, the Harbourside Precinct, located on Stanley Esplanade, is expected to become a landmark property for the PNG capital.

New residential project

A consortium formed by Swire Properties, Kerry Properties Limited and Sino Land Company Limited has won a tender to develop the Mass Transit Railway Corporation's Wong Chuk Hang Station Package Four residential project. The project site, near Aberdeen in Hong Kong Island's south, will provide an approximate gross floor area of 638,000 square feet and is expected to be developed as two residential towers, offering about 800 residential units.

Extended ITM support

In October, HAECO ITM signed an agreement with Air Hong Kong ("AHK") to provide inventory technical management support for the airline's Airbus A330-300 freighter fleet. The contract covers component maintenance, repair and overhaul services, repair management, component pooling, component engineering support services and aircraft-on-ground support. In addition to the Airbus A330-300F, HAECO ITM also provides inventory technical management support for AHK's A300-600 freighter fleet.



The graduation ceremony for I Can Fly 2019.

Dreams soar

Cathay Pacific's eighth I Can Fly community programme ran from March to August 2019. One hundred and eighty local secondary school students took part in training for ground and flight operations, went on educational tours of aviation facilities, and worked on community projects. In addition to encouraging youngsters to consider careers in the aviation sector, the project also engages them in social issues, such as combating plastic pollution, tackling food waste and supporting ethnic minorities living in Hong

Kong. Another highlight of the programme was a summer trip to Flight Training Adelaide in Australia. Thirty outstanding students joined the trip and met some of the airline's cadet pilots, as well as getting the chance to fly a light aircraft. Launched in 2003, I Can Fly is supported by multiple departments across the airline business and is designed to nurture an enthusiasm for aviation amongst young people.



HK Express forum

HK Express held its first Townhall meeting for staff on 24th October along with its sixth birthday celebration, since joining the Cathay Pacific Group in July last year. Led by CEO Mandy Ng and senior management, the forum provided an opportunity to update staff on strategic development plans for the airline.

Marking three decades of growth

Swire Coca-Cola's first Mainland bottling plants, Swire Coca-Cola Jiangsu and Swire Coca-Cola Zhejiang, celebrated their 30th anniversaries in October. Thousands of guests joined anniversary events held at the companies' facilities in Nanjing, Jiangsu and Hangzhou, Zhejiang, marking a significant milestone in the expansion of Swire's beverages business in China since 1989.



Swire Coca-Cola Zhejiang celebrated 30 years of operations with senior management and local government officials.



Dang Jian, Swire Coca-Cola's Executive Director – China (right) and Mr Fan Lingyun, CEO of RetailEye Intelligence, sign the strategic cooperation agreement in October.

Driving success through AI

Swire Coca-Cola has teamed up with artificial intelligence pioneer, RetailEye Intelligence, to introduce image recognition technology at its service outlets across Mainland China. This technology enables the collection of real-time data and analysis of in-store operations in the China market, helping to provide information on consumer purchasing trends and enabling the company to fine-tune its marketing and operations accordingly.

Exciting new recycling initiatives

September 2019 saw the launch of two major projects as part of Swire Coca-Cola's commitment to 'Drink Without Waste' – a multi-stakeholder initiative that focuses on reducing waste from beverage consumption. On 25th September, a ground-breaking ceremony was held for Hong Kong's first food-grade plastics recycling facility. Located at the Tuen Mun EcoPark, the facility is a joint venture between Swire Coca-Cola, ALBA Group Asia and Baguio Waste Management & Recycling, and will be operated under the banner of New Life Plastics Limited ("NLP"). It will be able to process around 35,000 metric tonnes of polyethylene terephthalate ("PET") and high-density polyethylene ("HDPE") plastic on an annual basis, 'closing the loop' by turning the waste into reusable raw materials for high-quality consumer and industrial products.

The same month saw the launch of Swire Coca-Cola's new "smart" reverse vending machines that enable customers to dispose of empty recyclable plastic drink bottles of any

brand and receive a cash reward. The "Tap, Return & Earn" Beverage Bottles Redemption Scheme, in partnership with Octopus Cards Limited and World Green Organisation, adds a HK\$0.2 cash rebate per bottle to the depositor's Octopus stored-value travel card; Octopus is the most extensively-used e-payment platform in Hong Kong.

Information stored in the bottle's barcode is scanned for identification and data analysis before it is compressed and deposited into a receptacle for collection by authorised recyclers. In addition to raising public awareness about municipal waste management, the scheme is expected to help identify the right parameters for a viable beverage packaging recovery, reduction and recycling regime for Hong Kong under the "shared responsibility" concept.



(Left to right) NLP's Nigel Mattravers, ALBA Group CEO, Dr Axel Schweitzer, Mr Wong Kam-sing, Secretary for the Environment, HKSAR Government, Mr Ben Ng, Chairman & Executive Director of Baguio, Pat Healy, Chairman of Swire Coca-Cola and Mr Matthew Lobner, HSBC's Head of International, Asia Pacific.



Swire Coca-Cola, USA delivers waste product to the Utah biodigester.

Coca-Cola helps heat Utah homes

As part of its drive for sustainability, Swire Coca-Cola, USA is sending expired and damaged product to Utah's first anaerobic digester, which opened earlier this year in Salt Lake City. The biodigester accepts organic matter such as solid food waste and liquefied organic waste from Utah businesses and breaks it down to produce biogas, which is then converted into pipeline grade natural gas (biomethane) and used to power local households. The residual nutrient-rich solid matter is meanwhile used as a fertilizer by local farmers. For Swire Coca-Cola, the initiative means the company can outsource recycling of its waste at little cost, producing a win-win result for both the business and the environment.

James Finlay opens in Guizhou

October saw the official opening of Finlays' new refined tea production facility at Sinan, in Guizhou, in south-western China. At a total investment of US\$16.97 million, the 23,535 square-metre site processes tea for both the domestic and international markets and aims to achieve an annual output of more than 18,000 tonnes within five years.

Finlays is building its supplier base across China, with approximately 70% of the raw product to be supplied from Guizhou province – China's largest tea producing region. The company is trialling mobile smart-technology covering the entire production process from on-farm primary processing to factory-based secondary processing, to

offer supply-chain transparency and real-time origin traceability.

Finlays is also working closely with its small-to-medium-scale suppliers, to encourage them to meet internationally recognised standards, including both Good Agricultural Practices and Good Manufacturing Practices certification. The company is committed to investing in innovation and education to support local tea-growing communities. The new facility will provide a trusted route to global markets for Guizhou farmers, assisting them to gain additional income.



The new facility was opened by Mr Fang Ning, Vice Chairman of the Chinese People's Political Consultative Conference of Sinan County, Tongren City, Guizhou Province, Finlays Group Managing Director, Guy Chambers, and Mr Ren Tinglu, President of Tea Association of Sinan County, Tongren City, Guizhou Province (fourth to sixth from left).

Powering up coffee productivity

Aspen Beverage Group, a subsidiary of James Finlay, has celebrated the completion of its new 65,000 square-foot production facility at San Antonio in Texas. The latest expansion will significantly increase the company's coffee production capacity and, in particular, will enhance its capabilities for cold brew, which is one of the coffee industry's most rapidly expanding segments. The investment will enable Aspen to continue its fast-track growth in the production of beverage extracts and concentrates for leading brands and retailers in the US, Asia and Europe. It will also offer significant manufacturing job opportunities in San Antonio – one of the USA's fastest-growing cities. Finlays acquired 100% of Aspen in 2017.

Recycling partnership

In 2018, the China Navigation Company ("CNCo") joined forces with the Secretariat of the Pacific Regional Environment Programme to establish the Moana Taka Partnership ("MTP"), to remove recyclable waste from the Pacific Islands. Under the provisions of their Memorandum of Understanding, CNCo provides containers and ocean freight on a pro bono basis, shipping island nations' recyclable scrap to countries with effective and sustainable recycling facilities. The MTP shipped more than 14 tonnes of plastic from Fiji and 24 tonnes of heavy scrap steel from Samoa to Brisbane in 2018. This public-private partnership is seen as the way forward to address critical waste management issues in the Pacific Islands, in order to reduce marine pollution and protect fragile ecosystems.

Chefoo launch

CNCo's latest new building, *Chefoo*, was officially launched on 16th October at Guangzhou Wenchong Shipyard. *Chefoo* is the second vessel in a series of four new 2,350 TEU container vessels being built as part of CNCo's fleet expansion and tonnage renewal initiative. Featuring a modern and sustainable design, with enhanced cargo capability, the 30,450 dwt vessels are expected to broaden deployment opportunities within CNCo's main trading areas.

Swire Oilfield Services moves into Mexico market

In September, Swire Oilfield Services ("SOS") announced a strategic partnership agreement with Whittaker Engineering, for the supply of offshore containers and equipment to support the growing energy market in Mexico. Whittaker Mexicana will offer a full range of Swire Oilfield Services DNV 2.7-1 certified units, including offshore containers, baskets, waste skips and tanks, to support increasing demand from international drilling campaigns across the region.

Whittaker Engineering is a privately owned Scottish engineering

company that has been operating for over 36 years and has been established in Mexico for a decade; the company provides a range of engineering services to the oil and gas sector, including fabrication, paint and blasting. The partnership between SOS and Whittaker will offer customers a streamlined service, with increased operational efficiencies, and brings together two established oilfield services companies in an exciting market.

New warehouse for Blue Diamond growers

United States Cold Storage ("USCS") has celebrated the opening of its second refrigerated warehouse at Turlock, California. The 9.3-million-cubic-foot facility, known as "USCS Turlock North", is dedicated to the receipt, storage and shipping of Blue Diamond brand almond product ingredients, including a wide range of almonds, almond powders, flours and oils.

Retail Consortium food safety certification standards and offers import/export services in addition to being a registered handler within the California Organic Program. The warehouse features relatively new refrigeration technology: an enclosed and temperature-controlled receiving and shipping dock with 16 doors, to ensure quality of the almond products. USCS currently has 10 California locations, including sites in nearby Sacramento, Tracy, Fresno and Bakersfield.



USCS Turlock North serves as a dedicated location for Blue Diamond's domestic and international customers.

The road to low emissions

Vogue Laundry has invested over HK\$6 million in upgrading its vehicles to Euro VI standard. By the end of last year, nine vehicles, ranging in size from nine tons to 11 tons (about 30% of Vogue’s fleet), had been upgraded. The new vehicles generate close to 90% less emissions and have been issued with an Environment-friendly Commercial Vehicle Certificate by the Environmental Protection Department. The transition towards a low-emission vehicular fleet is testament to the company’s commitment to reducing its environmental footprint.



Vespa launches

On 5th September, Taikoo Motors’ subsidiary, Yuntung Motors, launched the new Vespa LX FL model in the Taiwan market. By introducing bold new colour schemes to the brand’s classic silhouette, the eye-catching new model is expected to prove popular with young customers.

From 27th September to 20th October, Yuntung operated a pop-up Vespa store as part of Taipei Fashion Week SS20. The event included fashion shows, forums and exhibitions, and provided the perfect opportunity to showcase Vespa’s heritage of style and innovation in a vibrant setting.

Sustainability goals

Swire Pacific has maintained its “AAA” rating from MSCI ESG Research, recognising its ongoing efforts to develop its businesses along sustainable lines. The company was also included as a constituent stock in the FTSE4Good Index Series, the Dow Jones Sustainability Index Asia Pacific, the Hang Seng Corporate Sustainability Index (“HSCSI”) and the Hang Seng (Mainland China and Hong Kong) Corporate Sustainability Index in 2019.

Meanwhile, Swire Properties was the only company from Hong Kong and Mainland China to be listed on the Dow Jones Sustainability World Index for the third consecutive year. The company ranked eighth in 2019 out of 23 top-tier real estate developers from around the world and was No. 1 in Asia. Swire Properties was also named Global Sector Leader in the Other (mixed-use development) category in the Global Real Estate Sustainability Benchmark (“GRESB”) and retained the highest possible “GRESB 5 Stars” rating. Locally, the company topped the HSCSI for the second consecutive year and maintained the highest

“AAA” sustainability rating in 2019. Its large-scale mixed-use project, Taikoo Place, has also won the Certificate of Excellence in the Environmental Stewardship category at the International Facility Management Association’s Asia Pacific Awards of Excellence.

Swire Properties’ Science-Based Targets (“SBT”) have been approved, making the company the first developer from Hong Kong and Mainland China to establish long-term decarbonisation goals that are in line with the Paris Agreement. The SBTs aim to reduce Scope 1 and 2 greenhouse gas (“GHG”) emissions (i.e. direct emissions from the company’s activities and indirect emissions from electricity purchased and used) by 35% and 52% per square-metre by 2025 and 2030 respectively, from a 2018 baseline. They also aim to reduce indirect Scope 3 GHG emissions generated by downstream leased assets and capital goods by 28% and 25% respectively per square-metre by 2030.

Outstanding annual reports

Swire Pacific’s 2018 Annual Report won the Bronze Award in the “General” category in the Hong Kong Management Association’s Best Annual Reports Awards, announced in November. The report was commended by the panel of adjudicators for its well-balanced presentation and clear use of charts that facilitate easy understanding. Meanwhile, Swire Properties’ 2018 Annual Report was commended for its clarity and conciseness. The Best Annual Reports Awards scheme encourages the publication of timely, accurate, informative and well-presented annual reports for shareholders, employees and the public.



(Left to right) Deputy Director, Singapore National Youth Orchestra, Pang Siu Yui, Director, Development & Partnerships, Singapore Symphony Group, Peggy Kek and JS&S (S.E. Asia) Director, Peter Langslow.

Making art accessible

John Swire & Sons (S.E. Asia) Pte. Limited has received a Friend of the Arts award from the National Arts Council of Singapore. The award is the highest national accolade given to individuals and organisations that have contributed significantly to arts development in Singapore. John Swire & Sons (S.E. Asia) is a major sponsor of the Singapore Symphony Orchestra (“SSO”), and has been funding the Swire-SSO ticketing scheme since 2013. By providing students and young people with subsidised tickets, the scheme aims to make classical music more accessible through SSO subscription concerts and performances.

Cathay Pacific Group celebrates multiple award wins

In November, Cathay Pacific Airways was named as one of the top five airlines in the world by AirlineRatings.com – a worldwide safety and product rating website. Judged by a panel of editors from seven leading industry publications, the AirlineRatings.com Airline Excellence Awards 2020 ranks the top 20 airlines in the world according to major safety and government audits, as well as 12 key criteria that include fleet age, passenger reviews, profitability, investment rating, product offerings and staff relations. In addition to being ranked amongst the top five in the world, Cathay Pacific was named Best Long-haul Airline in Asia. The airline has won multiple awards from Airlineratings.com in previous years, including Best Business Class in 2013 and 2015 and Best Asia/Pacific Airline in 2016.

The Cathay Pacific Group won two further awards at the 2019 Business Traveller China Awards, held in Beijing in the same month. Marco Polo Club, the group's loyalty programme, took the "Best Frequent Flyer Programme" award, while Cathay Dragon was named "Best Airline Economy Class". Since 2005, *Business Traveller China* magazine has been asking its readers to vote annually on the best service providers in the travel and hospitality industries.



SPO honoured

Swire Pacific Offshore ("SPO") has won the Excellence in Offshore Support Award at the 2019 Lloyd's List Asia Pacific Awards ceremony, held in Singapore in October. The awards are organised by renowned shipping journal, *Lloyd's List* and are part of the Lloyd's List Excellence in Shipping Awards – the maritime industry's flagship awards programme. Meanwhile, in November, SPO was presented with the Singapore Registry of Ships

("SRS") Manpower Recognition Award, at the 2019 SRS Forum organised by the Maritime and Port Authority of Singapore. SPO was recognised for its commitment to providing career development opportunities for local marine professionals, through its provision of cadet berths to Singaporeans, active participation in manpower programmes and deployment of Singaporeans in maritime operations.



SPO's Managing Director, Peter Langslow, receives the Excellence in Offshore Support Award from *Lloyd's List's* Senior Correspondent, Singapore, Ms Tan Hwee Hwee.



The triumphant JFK team at the Tea Industry Gala Awards 2019.

Award-winning blend

James Finlay Kenya ("JFK") has won multiple awards at the Tea Industry Gala Awards 2019, which took place in Nairobi in October. The award ceremony was hosted by the Agriculture and Food Authority Kenya – Tea Directorate. JFK struck gold in several categories in the Speciality Manufacture Awards, as well as first, second and third position for its instant teas from Saosa Factory. JFK was also recognised as the overall winner in value adding, highest export growth, and highest number of export markets.



Remembrance Day

Representing the Swire group, Tom Owen, Cathay Pacific's Director People, attended the Remembrance Day ceremony at the Cenotaph in Hong Kong on Sunday, 10th November, paying tribute to the fallen of the First and Second World Wars and other conflicts.

Partnership for cultural heritage conservation

Steamships Trading Company was a major sponsor of the 2019 Hiri Moale Festival – a major annual event in Papua New Guinea’s capital that showcases Motu Koita seafaring culture and highlights epic trading voyages of the past. Steamships presented a 100,000 Kina cheque as part of its sponsorship to fund the construction of a traditional lagatoi: the iconic vessel with a claw-like sail that is the festival’s centrepiece. The two-day festival took place in September and included activities such as Vanagi (canoe) races, the arrival of the lakatoi and the Hiri Hanenamo competition (crowning of the Festival Queen). Steamships has a longstanding relationship with the Motu Koita people and is committed to honouring its close ties with the community, supporting cultural events and preserving its rich traditions.



Steamships Chief Operating Officer, Rupert Bray (left), presents the cheque to Motu-Koita Assembly Chairman, Dadi Toka.

R U OK?

In September, the Kalari division of Swire Mining Logistics Industrial held a series of mental health awareness and inclusion activities in support of the R U OK? initiative in Australia. With the mission of encouraging people to connect with and support each other – especially those who are struggling with life’s problems – R U OK? is a national day dedicated to raising awareness of depression, mental health issues and suicide prevention.

Two R U OK? “champions” were allocated at each Kalari site to assist in organising activities during the week. Initiatives included introducing channels for staff to seek help and organising group sessions where staff were encouraged to open up and share their personal stories and experiences.



“Conversation could change a life” – one of the key messages of Kalari’s R U OK? initiative.

Eat sustainably

The Swire Group Charitable Trust (“Swire Trust”) – the group’s platform for altruism – works closely with local and regional NGOs to support their philanthropic initiatives. One of the key missions of the Trust is to help safeguard fragile marine ecosystems and restore fisheries in Hong Kong and Mainland China. Asia is home to some of the richest, most diverse and productive fisheries in the world. But resources are declining fast due to excessive and destructive fishing practices, pollution and coastal development.



The Trust has been supporting ADM Capital Foundation (“ADMCF”), an environmentally-focused organisation that is working to promote marine conservation, since 2015. In Hong Kong, efforts have concentrated on encouraging the growth of a sustainable seafood market. Hong Kong has one of the highest per capita seafood consumption rates in the world and is the tenth largest importer of seafood globally by value – importing 90% of its needs. Yet the vast majority of seafood consumed is not sustainable, legal or regulated.

In 2016, ADMCF launched the consumer website, Choose Right Today <https://www.chooserighttoday.org>, which provides advice on what it means to buy sustainably, understanding eco labels, species to avoid, and where to eat seafood that has been caught or farmed responsibly. The following year, Swire Trust helped to fund Safeguarding Seafood for our Future, a Hong Kong seafood industry symposium co-organised by ADMCF and local NGO, Teng Hoi. This event led to the establishment of the industry-led Hong Kong Sustainable Seafood Coalition (“HKSSC”) in January 2018. HKSSC has drawn up a Voluntary Code of Conduct on Responsible Fish and Seafood Sourcing, setting minimum standards for sourcing seafood responsibly and providing common, unambiguous language for seafood marketing. Its vision is for consumers to be able to trust that seafood in restaurants and supermarkets across the city is legal, traceable and sustainable.

The Swire Trust is committed to providing support for HKSSC. Ultimately, we hope to see the coalition drive positive change in stakeholder habits all along the food chain, in order to create a sustainable seafood market in Hong Kong that can serve as a model for industry-led reform across China.

For further information about the project or the Swire Trust, please contact swiretrust@jsshk.com.

Contributing value to China

On the occasion of the 70th anniversary of the founding of the People's Republic of China, *Swire News* took the opportunity to have a chat with Merlin Swire, Chairman of John Swire & Sons (H.K.) Limited, about the group's plans for increased investment on the Mainland, in support of China's high level of opening up.

2019 marked the 70th anniversary of the founding of the PRC. In your opinion, what has been the biggest change in China since then?

The transformation from a largely rural and agricultural economy to one in which there is an urban middle class of 400 million with tremendous spending power. It's an astonishing transformation. And in China today visitors can't help but feel that they are seeing a society at ease with itself, and with confidence in the future. That sense has been palpable to

me on recent visits to Beijing, Shanghai and Shenzhen. And it was also evident in the outpouring of national pride at the 70th anniversary events. I was privileged to attend the State Banquet at the Great Hall of the People on the 30th September and the parade and shows on 1st October. A deeply memorable experience.

China's GDP growth has slowed recently, and there are also many geopolitical uncertainties in the world. How will that affect Swire's overall strategy in China?

There are certainly many geopolitical uncertainties in the world. But China remains the engine of global growth, and our strategy will be to continue to increase our investment in China's domestic economy, to bring high quality services, products, and experiences to Chinese consumers.

We are currently working on lots of investment opportunities in China – in our

existing businesses as well as in new areas – and I hope we'll have some exciting news to announce soon. Meanwhile in Shanghai, we are constructing our latest retail development Taikoo Li Qiantan, which is due to open in late 2020, and which together with Taikoo Hui in Jing'an district will give us a great footprint in the city. Our Coca-Cola franchise business is growing stronger than ever after franchise expansion, and the business has recently established a China headquarters in Shanghai Pudong. In summary, I'm excited to imagine what our China business will look like in five years' time – I think it will be much broader and much stronger. And no doubt the number of the group's employees in the Mainland will have grown well beyond the 37,000 we see today.

But we also employ 42,000 people in Hong Kong, and our growth strategy there remains unchanged. We will continue to

invest in new aircraft for Cathay Pacific to facilitate future growth, new routes, and a strengthening of the international hub at Hong Kong International Airport ("HKIA"). And the great work that Swire Properties has done in transforming Taikoo Place into Hong Kong's premier decentralised workplace destination will not end. We opened One Taikoo Place in 2018. Two Taikoo Place will open in 2022, and there will be more to come beyond that.

What is your view about China's high level of opening up? What role does Swire play in the process?

We have found the China market to be very welcoming and open to our businesses. I think our role – which should be the role of all foreign companies in China – is to work with local companies and governments to try to raise the quality of life and quality of jobs for Chinese people. The challenge for us is to always be bringing something new, innovative and useful to China.

I think we did that with HAECO Xiamen in the 1990s where we created from nothing in Xiamen an aircraft engineering and maintenance industry which now employs 5,600 people in Swire businesses and a further 1,100 people in aviation related businesses that have grown up following Taikoo's lead. I also feel proud of the place-making work Swire Properties is doing, particularly with its Taikoo Li developments – creating distinctive destinations on a human scale for socialising, eating, shopping. And Swire Coca-Cola is constantly innovating to bring high quality beverages of all types and calorie ranges to the consumer – we now sell 22 beverage brands and sub-brands in China – and brand Coca-Cola itself represents only 23% of our total volume.

What is your view on the integration of Hong Kong's economy into the Mainland? What is Swire's position in Hong Kong?

This year marks the 150th year that

Our strategy will be to continue to increase our investment in China's domestic economy, to bring high quality services, products, and experiences to Chinese consumers

Swire has been present in Hong Kong. Throughout that time we've been a committed investor and corporate citizen through all of Hong Kong's ups and downs. In the late 19th and early 20th centuries we made huge capital investments in the Taikoo Sugar Refinery and Taikoo Dockyard, and that period was the origin of our strong CSR credentials – we built modern housing, health clinics, schools, swimming pools and other recreational facilities for our staff. In particular, we remained 100% committed to Hong Kong during the uncertain period between the Joint Declaration in 1984 and the resumption of sovereignty in 1997 – continuing to invest heavily in Hong Kong aviation and property throughout that period.

Today, I think Hong Kong's strength and depth as a financial services centre, with a common law system, continues to grow and continues to provide a completely crucial role for the Chinese economy. Swire's mission in Hong Kong is essentially to support Hong Kong in performing this role for China – through our aviation businesses, which for over 70 years have been working to grow Hong

Kong airport as the leading international hub in Asia, and through our property business which is the largest provider of Grade-A office space on Hong Kong Island.

Hong Kong's GDP may now only be 2.7% of China's but the multiplier effect is tremendous. In that sense Hong Kong's economy is already deeply integrated with the Mainland. But the Greater Bay Area ("GBA") concept provides a tremendous opportunity for Hong Kong to create new industries and new jobs for Hong Kong people both in Hong Kong and in Guangdong – particularly in technology, tourism, and entertainment. We really need to grasp that opportunity, and in doing so Hong Kong can also contribute to the faster growth and quality development of Guangdong.

How does Swire position itself in the GBA?

First, our goal is to improve the connectivity between the GBA and the rest of the world. We want to make it as easy and seamless as possible for residents of Guangdong province to travel to HKIA and fly on Cathay Pacific to destinations all over the world. The new hard infrastructure in the GBA is helpful in that regard. We are also working hard to grow our network. In the last two years, the Cathay Pacific group has launched flights to 14 new destinations including Nanning, Jinan, Cape Town, Brussels, Washington DC and Seattle, etc.

Second, some of our divisions have a strong existing presence in the GBA: Swire Coca-Cola has a long established presence throughout Guangdong. Swire Properties' first commercial project in China, Taikoo Hui, was in Guangzhou and we will continue exploring development opportunities in the GBA. But I'd like us to do more, particularly in Shenzhen. And I see the GBA as the perfect market for us to experiment in new sectors, and adjacencies to our current businesses. That is a key strategic focus for us.



Merlin Swire
at UNION, the
Opposite House
in Beijing.



The new facility will feature advanced technology and green design that will maximise efficiency, reduce environmental impact and bring benefits for customers.

A flying start

HAECO Xiamen has unveiled plans to relocate its entire operations to a state-of-the-art facility at Xiamen's new Xiang'an International Airport, due to open in late 2023. The new facility, which will represent the largest single gross investment the HAECO Group has ever made, will dramatically transform the company's operations. It will also reaffirm HAECO's commitment to investing in Mainland China and contributing to the development of the region's burgeoning aviation industry. Swire News talks to Summit Chan, HAECO's Group Director Corporate Development and Chairman of HAECO Xiamen, to learn more about the significance of this new investment.

Our facility at Xiang'an Airport is testimony to that commitment and a vote of confidence in the future of Xiamen

Biggest one-time gross investment

HAECO established a subsidiary at Xiamen in 1993, and began operations in 1996. Originally known as TAECO (Taikoo (Xiamen) Aircraft Engineering Company), the company rapidly developed from a modest aircraft Maintenance Repair & Overhaul (MRO) service provider into a comprehensive provider of aircraft engineering and maintenance solutions, servicing airlines from around the world.

"I believe the original plan in 1993 was to build two hangars at Xiamen's Gaoqi International Airport, but between 1996 and 2011, HAECO eventually built six hangars as a result of organic growth," explains Summit Chan.

HAECO Xiamen now boasts a portfolio of airframe services, including aircraft maintenance, structural and cabin modifications, passenger-to-freighter conversions, and line services at 13 airports across Mainland China. It offers cabin completion services for private jets, and also operates its own certified build-to-print aircraft parts manufacturing facility, as well as a large technical training and examination centre.

The company's success laid the foundation for a cluster of aviation services businesses. In 2008, the HAECO Group undertook a major diversification into adjacent businesses, opening a GE engine overhaul shop and a landing gear shop at Xiamen; this was followed by a composite shop in nearby Jinjiang, the following year. These investments turned HAECO into the biggest aviation industry service provider in these cities.

Since its establishment, HAECO Xiamen has completed over 3,400 aircraft inputs for its airline customers, including 480 cabin modification projects. Its facility at Gaoqi Airport is currently the largest single MRO site within the HAECO Group – which, as a whole, ranks a global second in the industry, as measured by airframe services workload. In 2018, HAECO Xiamen completed 281 aircraft inputs, generating 4.1 million man-hours of airframe services work.

However, Gaoqi Airport cannot expand further to cater for increased traffic. The local municipal government therefore took the decision to build a new airport on an island at Xiang'an, which is a 40-minute drive from Gaoqi. Constructed to 4F standards, the highest international benchmark, the airport is poised to become one of China's major airports in the region.

The relocation offers HAECO Xiamen a remarkable opportunity, as Summit explains, "The scale of the business dictates that moving the operation over to a new site requires big investment. Providing airframe services for the Cathay Pacific Group and third-party customers from Japan, Europe, the United States, and China is still the bread and butter of the company, and we remain a market leader in this core competency." To cope with this workload and future growth, HAECO has designed a new hangar facility for Xiang'an Airport that will feature an optimised layout and incorporate the latest digital technology and innovations to maximise operational efficiency. It is expected to bring major benefits for HAECO Xiamen, as well as to its customers.

Moving towards greater efficiency and sustainability

HAECO Xiamen's technical capabilities at Gaoqi developed organically: from initially focusing on servicing Boeing 737s and 747s, the company now has capability to handle practically any aircraft type and engine configuration from the Boeing and Airbus families. Starting 'from scratch' at Xiang'an presents HAECO with the chance to plan a new facility that is specifically designed to offer flexibility and efficiency in dealing with the complexity and diseconomy of scope that is a factor of serving multiple fleet types for customers around the world.

The new hangar will include 12 wide-body inner bays, two of which will be equipped for segregated aircraft painting, and six narrow-body mid-bays, offering a similar footprint and capacity to the existing facility at Gaoqi. The new hangar will feature back-to-back, nose-in bays, a central-spine design

to facilitate logistics and resource sharing, and a twin taxiway to allow for the efficient movement of aircraft. These features will help to shorten turnaround times and give better on-time performance, providing better value for customers. The free-standing hangar structure – will boast one of the longest spans in the world – will maximise space available to house the wide range of aircraft types it will handle, thereby offering greater flexibility to cater to customers’ maintenance schedules.

“At the new airport, our staff can look forward to working in a state-of-the-art hangar facility that incorporates advanced technology and environmentally-friendly features”, says Summit. An array of features have been integrated into the facility’s design to optimise energy efficiency and minimise carbon emissions. Solar panels will be installed on buildings with flat roofs, and solar films on hangar roofs are being evaluated; together, they could generate up to 30% of the facility’s power consumption. Other features include a smart Building Management System, intelligent lighting control and a chilled-water air conditioning system, as well as facilities for the on-site treatment of waste water, gas and volatile organic compounds. The facility aims to attain Gold LEED certification.



Summit Chan, Chairman of HAECO Xiamen, says the new facility is the opportunity of a lifetime to optimise design.

Better services for airline customers

HAECO Xiamen is also trialling a range of initiatives that will utilise advanced technology. One example is the use of data analytics. Mr Chan elaborates: “When we rectify maintenance issues, a lot of useful data about the aircraft is generated. Data analytics can allow customers to anticipate maintenance issues to better inform their fleet maintenance planning.”

Another initiative is the use of drones fitted with high-definition cameras to enhance the accuracy and efficiency of aircraft inspections. Equipped with geo-fences and anti-collision sensors, drones are already being used to carry out post-maintenance checks. In addition, augmented reality smart glasses will enable HAECO’s engineers to access technical data remotely and to communicate more effectively, while automated guided vehicles and smart lockers will form part of a new digital warehouse and logistics infrastructure. Over the long term, these technology-assisted operational initiatives will help the company become more competitive and will add value for airline customers.

And HAECO Xiamen is looking even further ahead: “In the future, when the technology is more mature, artificial intelligence will probably help our engineers

analyse defects – not just record them”, enthuses Summit. “We are also looking at robotic painting of aircraft parts. With the new facility, we will be able to integrate the hangar design with these technologies, and they will be enablers for improved performance standards and reduced aircraft maintenance ground times, which will benefit our customers.”

The company continuously reviews its operations to improve safety and quality, and be best-in-class in terms of operational efficiency; Centres of Excellence are recognised for lean processes and these elements are top-of-mind in planning for the new facility. HAECO Xiamen’s frontline staff are trained by Japanese instructors and encouraged to brainstorm and develop their own ideas for operational improvements under a Quality Control Circle programme. An end-to-end process optimisation project has recently been completed to lay the foundation for a new Enterprise Resource Planning (ERP) system to be in place prior to the move to the new facility.

While moving to the new airport presents a once-in-a-lifetime opportunity to build in optimisation and hardware, Mr Chan notes that moving a big set of operational activities is always going to be hugely challenging. “It takes a lot of planning to make sure that it will transition well. Once the local government approves the preliminary designs for the new facility, the design firm’s architects and engineers need to produce construction drawings – and at present we are looking at around 3,500 of them. Then there is the tendering process for contractors and suppliers, and project management of the construction itself. And when construction has been completed, the facilities will need to undergo audits by various regulatory authorities from around the world. This is the process we are managing from now until the target completion date at the end of 2023,” he says.

The city of choice

Since HAECO set up shop in Xiamen in 1993, local government has been very supportive in facilitating the growth of the company – turning this east coast city into a strategically important hub for the country’s burgeoning airframe maintenance industry.

“Initially, the company brought about 200 staff from Hong Kong to start up the business. At the same time, we recruited local graduates. Today, we employ over



4,600 people. Practically all the senior managers are local and many of them joined HAECO Xiamen at the company’s inception,” notes Mr Chan.

Over the past 10 years, HAECO Xiamen’s technical training centre has delivered over 250,000 student-courses to both internal and external students, contributing not only to the development of the company’s own workforce, but to the aviation industry in Mainland China as a whole.

As well as building the new airport at Xiang’an, the city of Xiamen is investing heavily in associated infrastructure, including the construction of six subway lines. The new airport will also lead to the development of a high-speed rail link, as well as more connectivity by road, with new highways, bridges and tunnels – enlarging its catchment area by providing better access from the surrounding counties for people and freight.

HAECO Xiamen has grown alongside the city where it has operated successfully for almost two-and-a-half decades. Says Summit Chan: “Xiamen is an excellent place in which to base our operations. It was voted the second-most liveable city in China according to a number of considerations, including air quality, transport infrastructure, talent availability, economic vitality, and more. We are committed to Xiamen’s continued development into a regional aviation hub in Mainland China. Our facility at Xiang’an Airport is testimony to that commitment and a vote of confidence in the future of Xiamen.”

HAECO Xiamen’s technical training centre provides a comprehensive range of aviation maintenance courses and training services.

Waste not, want not

Euan O'Brien, Process Chemist at Argent Energy in the UK, tells us about his part in creating clean, green fuels out of degraded waste fats and oils.



Can you describe your role? What is special about working for Argent Energy?

I'm based in the lab at our plant in Motherwell, in Scotland, and I work on our processes to turn feedstocks into fuels. My job involves running tests, analysing problems, resolving issues and refining processes, and I also work with my colleagues in R&D to explore new product lines.

We make bio-fuel from waste materials – namely waste fats and oils. Where we're unique in the market is that we don't use feedstocks that can be used in food production – things like rapeseed,

soya and palm oil. Instead, we use raw materials like tallow, an animal waste product, and degraded waste such as fats, oils and greases – known as FOGs – from the waste-water industry.

I think this approach makes us more environmentally-friendly. With something like FOGs, if they're not being converted into fuel they're just going into the sewers. Ultimately, we want to help the world move away from fossil fuels and mitigate climate change, so we're always looking to find sustainable, renewable alternatives, and this kind of waste is always renewable.

How has your career taken shape and what qualities are required for the job?

I joined Argent three years ago after studying chemistry, first at the University of Glasgow, then at the University of York, where I did a masters in green chemistry. That involved researching how to make bio-based polymers – so, essentially, replacing plastics that are made from mineral oil. I knew then that I wanted to work in this sector; green chemistry was quite a new field, but it's gaining traction as climate change looms larger.

I am a passionate environmentalist and I think it helps in this job if you want to make a difference and do some good.

You should also be good at collaboration, have an inquisitive mind and be patient, because results often aren't instant. Equally, you need to have the conviction to push through when the work is hard.

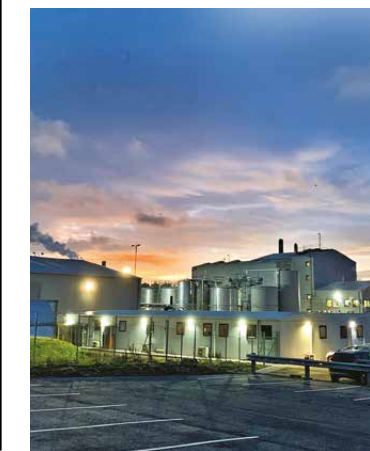
What are some of the more unusual feedstocks you've worked with?

Well, anything that has a fat or an oil content, basically we can use it; but some things we handle can be quite off-putting! Once, we received a watering can containing effluent from a dairy farm, and on another occasion we were given a bag that was left over from the rendering process. It still had metal hooks in it from the abattoir. I'll also never forget the ice-cream box full of tallow that had turned blue. Sometimes the raw material we take from dairy farms has been lying around for months and it can be quite intimidating in terms of the smell. But, actually, these materials are good because things like milk and cheese are full of fat and that's what we need.

Can you describe the testing process, and also what happens next?

What we do in the lab is try to mimic as closely as we can what happens on the plant, so that we can determine how well a sample is going to go through the biodiesel process. Based on our lab results, the process can be tweaked and fine-tuned for each specific feedstock. The results are then passed on to our operations and commercial teams, and they will assess the viability of the product based on potential yields, quality parameters, any additional services required such as having to heat the product when off-loading it from containers – and, of course, price. The feedstock also has to be something that can be acquired in sufficient volumes.

Argent Energy's plant in Motherwell supplies biodiesel to Scotland and the north of England.



All kinds of waste materials are analysed by Argent to determine their suitability as biodiesel feedstock.



What aspects of the job do you find most rewarding?

As a chemist, it's often things that might seem small to other people that can have a big impact. For example, I've done a lot of work with additives, which can lengthen the shelf-life of a product or improve the properties of how it reacts. That work has led to money saved for the business, which is always welcome. Another recent example was being able to identify that we needed to increase the concentration of a catalyst on the plant to make things run more efficiently.

Overall, my role is never repetitive and I can see how the work I do impacts on Argent's ability to maintain production levels and generate business profits. The drive to discover and develop new feedstocks is a key objective for the company and I am proud to be involved in research and analysis that supports this strand of our overall strategy.

Is there a special satisfaction in the way Argent contributes to reducing carbon emissions?

Absolutely. I love working for a company where the ethos is based around sustainability. For every million litres of our biofuel used, more than 4,000 tonnes of emission was saved, equivalent to removing 2,000 cars from UK roads. That's an amazing impact. I would also say that Swire's continued support and investment in our efforts to reduce carbon footprints shows that we're all on the same page. It really feels like we are working towards common goals across the Swire group.

It runs in the family!



Captain Wilson (left) and his son Rodrigo working together on the same flight-deck.

Ever imagine working in the same office as a close family member? At the same desk? Or maybe on the same flight-deck?

Captain Wilson Quites, a pilot for over 37 years, has been with HK Express since its conversion to a low cost carrier in 2013. First Officer Rodrigo Quites, Wilson's son, has followed in his father's footsteps and became a commercial pilot eight years ago.

Rodrigo decided to apply to join HK Express in early 2019 and the father-son duo – originally from Brazil – now call Hong Kong home. And they really enjoy flying together: not only do they make a great team, but they say it also gives them the chance to reminisce about all those times Captain Quites took Rodrigo to work when he was a kid.

Says Wilson: "My father was also an airline pilot. He started in 1952 and flew

for 35 years. When he retired, he was flying Boeing 747s for the same airline that I worked for in Brazil before I joined HK Express. My father influenced me a lot in terms of my career decisions."

But Captain Quites says he didn't try to influence Rodrigo in his decision to become a pilot: "In fact, I was quite surprised when he told me about his decision in 2011 – and I would always support him in any career path he chose. My only advice to him was: *Always be professional. Treat others with respect and keep your technical standards as high as you can.*"

Since Rodrigo joined HK Express earlier this year, the two have already had the chance to work together on the same flight-deck three times. Says Wilson: "I'm so proud of him!"

Driving change in Kenya

Alongside his role as General Manager, Corporate Affairs for James Finlay Kenya ("JFK"), Sammy Kirui is a leading advocate for positive change in his community. As Secretary of the JFK-funded Finlays Charitable Trust, Sammy has been involved in implementing a range of unique and practical approaches to advancing educational opportunities and community development, as well as promoting environmental conservation in Kenya. Over the past eight years, over 60 community projects have been implemented and more than 10,000 trees have been planted annually by the Trust.

Sammy's tireless efforts have recently been recognised with state honours. At an awards ceremony held in Mombasa in October, the President of Kenya, Mr Uhuru Kenyatta, presented Sammy with the prestigious Head of State Commendation – a civilian medal that recognises individuals for making an outstanding contribution to the development of the country. Sammy was one of 210 "mashujaa" – heroes and heroines – selected for national recognition and one of two individuals nominated by Bomet County, where Finlays operates.



Sammy Kirui (left) is congratulated by one of the state officials.

Celebrating diversity in the workplace



The Swire group is committed to providing a safe and supportive working environment where all staff can reach their full potential. The group's Diversity & Inclusion framework includes five key focus areas: gender/gender identity, age, sexual orientation, disability, and ethnicity, and the group has a target of 30% women in senior management across Swire Pacific within five years.

Pink Friday on 15th November offered an opportunity to promote the important message of inclusivity with a fun celebration of all things pink. Led by senior management, staff from John Swire & Sons (H.K.), Cathay Pacific, Swire Coca-Cola and Swire Pacific Offshore all dressed in pink to show support for LGBT+ colleagues and pink cupcakes and cookies were also served.

Pink Friday is a multi-industry event that aims to demonstrate visible support for an LGBT+ inclusive work environment. First launched in 2014, the initiative's reach has expanded significantly, with over 60 companies in Hong Kong taking part in last year's event.

Sir James Douglas Spooner

1932-2019



James Spooner with Adrian Swire in 1955.

Sir James Spooner, who died on 8th August, aged 87, was a director of John Swire & Sons for 33 years. He joined the Board in 1970 at the relatively young age of 38, shortly before the firm diversified into property development, and he was closely involved with the inception and subsequent successful growth of Swire Properties, which was to remain one of his main areas of responsibility as a director of the group's parent company.

James Spooner was the only child of Rear Admiral E.J. Spooner, who was senior British Naval Officer in Singapore in January 1942, when the city fell to Japanese forces. After supervising the evacuation of civilians and service personnel, he was one of a group that attempted to escape in a motor-launch. It was bombed and sank off an uninhabited Indonesian island where he later died.

James went to school in the UK, at Eton followed by a National Service commission in the Royal Navy, and then to Christ Church College, Oxford, where he was an exhibitor. In 1962, he qualified as a Chartered Accountant with the leading City of London firm of Dixon Wilson, and he was a partner in that firm from 1963 to 1972. One of his more colourful undertakings was as receiver for The Beatles from 1971, during the group's acrimonious four-year break up; their financial affairs had been thrown into disarray following mismanagement of their production company.

It was also through Dixon Wilson that in 1968 Spooner joined the board of NAAFI (Navy, Army and Air Force Institutes), the organisation that runs supermarkets and catering outlets that serve British forces personnel and their families. He became Deputy Chairman of the Board and then served as (unpaid) Chairman from 1973 to 1986. He was knighted for his services to NAAFI in 1981.

Inheriting a life-long love of music from his mother, Megan Foster, who was a noted soprano, Sir James was variously a governor of the Royal Academy of Music and Deputy Chairman of the Royal Opera House, Covent Garden, which he successfully navigated through some financially turbulent seas. Director General, Jeremy Isaacs, later summed him up as an "acute student of a balance sheet, and wise in larger matters".

Indeed, his remarkable acumen and no-nonsense approach, combined with a forceful, but good-humoured personality characterised James Spooner's directorial style and he was a close confidant and adviser to Sir Adrian Swire, a friend from school days, during the latter's Chairmanship of the Swire group.

Other directorships (he was on the board of more than 50 companies) included Barclays Bank and its investment arm BZW, and the supermarket group, J. Sainsbury. He also brought his considerable financial wisdom to the non-profit sector. He was involved in establishing, and was then Chairman of the Prince's Trust: a charity founded by the Prince of Wales in 1976 to assist vulnerable young people into the workplace.

A voracious reader, especially of history and philosophy, Spooner's passion for literature and classical music was matched by his devotion to his many dogs – "they don't answer back!" His Jack Russell-Pekinese cross Sophie was a familiar visitor to Swire's London office and to many other City boardrooms; he used to say her presence under the table at meetings was a calming influence, as she would start to bark if voices were raised.

Sir James Spooner was predeceased by his wife, Alyson, in 2017 and is survived by their children, Tania, William and Adrian, to whom we extend sincere sympathy.

FLIGHT INFORMATION
飛行報告

VR-HFG ON 22.11.55.
To Singapore

	CAPTAIN: Douglas Richardson		HOSTESSES: Irene Chan Grace D'Souza
	ALTITUDE: 飛行高度 21,000 feet		AIR SPEED: 空中速度 250 Knots GROUND SPEED: 基本速度 204 Knots
	ARRIVES: 到達 Paya Lebar in 4 hours		GROUND TEMPERATURE WILL BE: 地面溫度為 78 degrees F
	LOCAL TIME: 當地時間 12 am		ADVANCE/RETARD YOUR WATCHES: TO CONVERT TO LOCAL TIME No change
	WE ARE ON/AHEAD OF/BEHIND SCHEDULE 我們依時到港 依時到達 早到 15mins ahead 遲到		OUR POSITION AT 我們的飛機在 8pm 時間時的地位請參閱後面地圖上之標記

Are we there yet?

We have reimagined details of VR-HFG's journey in order to "fill in" the original 1950s card. (No archival material was defaced in the course of preparing this article.)

Anyone who flies

long-haul regularly will be familiar with the moving maps that update passengers on the flight's progress. A digital map linked to the aircraft's flight computer systems shows the position and direction of the aircraft in real-time and the display also provides data such as altitude, airspeed, outside air temperature, elapsed flight time, distance to destination, and local time at destination.

Cathay Pacific introduced Airshow, the pioneer of moving map systems, in 1988. Back then, a video loop showing location maps and data tables appeared at regular intervals during the flight on the large screen at the front of each cabin. Thirty years on, the system is available on demand on long-haul flights, on passengers' PTVs in all classes. Nowadays, external cameras also provide

passengers with a pilots'-eye view of their journey.

Today's high-tech, real-time data display may seem a million miles away from the early days of Cathay Pacific's first scheduled passenger services in the 1940s and 50s. But aside from the touch-screen technology, have things really changed that much?

This inflight information card dates to the mid-1950s and would have been made available to passengers on the airline's flagship regional DC-6 services. The first DC-6 – Cathay Pacific's first pressurised aircraft – joined the fleet in 1955 and was used to launch the airline's first non-stop service to Singapore, where a new international airport opened the same year. Leaving Kai Tak at 6pm, the flight landed at midnight at Paya Lebar Airport, and after

the briefest of turnarounds, returned to Hong Kong at dawn. It was a schedule that was popular with passengers, but less so with flight crews – especially given the high incidence of thunderstorms on this route, in an aircraft with no weather radar.

The hand-written 1950s card actually provided much the same information that Airshow gives us today – the difference being that the Captain filled in the relevant figures personally, checking the data from the instruments on the flight deck and marking the aircraft's approximate position on the map on the reverse. Needless to say, it would have been impossible to fill in a card for each of the 58 passengers carried, so the recipient was requested to read and then pass it on to the next passenger!

