

## **CATHAY PACIFIC AIRWAYS LIMITED**

### **Board Diversity Policy**

*(Adopted with effect from 1st September 2013)*

1. Cathay Pacific Airways Limited (the “**Company**”) endorses the principle that its board of directors (the “**Board**”) should have a balance of skills, experience and diversity of perspectives appropriate to the Company’s business.
2. In order to achieve a diversity of perspectives among members of its Board, it is the policy of the Company to consider a number of factors when deciding on appointments to the Board and the continuation of those appointments. The Board considers gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge, length of service and the legitimate interests of the Company’s principal shareholders. All these factors are considered to be relevant to the Company’s business, for the following reasons:
  - (a) The Company operates in a diverse business environment where it is in the best interests of its shareholders that due account is taken of the interests of its employees, customers, suppliers, others with whom it does business, governmental and other institutions which have influence over the Company, and members of the public. A board whose composition has regard to the gender, age, cultural and educational background and ethnicity of its members is in a good position to take due account of such interests.
  - (b) Professional experience, skills, knowledge and length of service are self-evidently important contributors to the quality of the Board’s decision making.
  - (c) The Board considers that the Company benefits substantially from the long term commitment by its principal shareholders to its affairs. This commitment is facilitated by those shareholders being appropriately represented on the Board.
3. The Company will continue to decide on appointments to the Board having regard to the merit of candidates and believes that doing so will be consistent with achieving a diversity of perspectives as described above.
4. This policy will be published in the corporate governance reports in the Company’s annual reports and on the Company’s website.
5. The Board will review this policy from time to time.