



SAFETY

安全

Everyone's responsibility

Under our Cathay strategy, we aspire to world-class leadership in Safety and Operational Excellence. We embrace an *Organisational Culture* where safety and wellbeing are integral to every choice made and every action taken.



Just
Fair & balanced



Informed
Decision making



Reporting
Openly



Learning & Sharing
Drive continuous improvement



Resilient
Adaptive



Trust | Share | Learn

SAFETY POLICY

安全

At Cathay safety excellence is the cornerstone of our success.

Our focus is always on **safety, wellbeing** and the **quality processes** that support our purpose, that in moving our people and customers forward in life, we ensure their working environment and travel experience is safe, healthy and secure.

Ultimate **accountability** for safety rests with me, as the Accountable Executive. **Responsibility** for safety, however, lies with every one of us. We hold the highest expectations of our people and of our business partners to actively safeguard all individuals throughout their association with our company. Ensuring the safety of every person is an integral part of our shared commitment.

Achieving this goal requires:



As a foundation, we foster an **Organisational Culture** where safety and wellbeing are integral to every choice made and every action taken. Leaders at all levels visibly demonstrate their commitment to safety, empowering teams to make safety-driven decisions. We thrive as an inclusive team that values diverse views, recognising their importance in identifying risks and solving problems. Through consistent and accountable leadership, we reinforce that regulatory and statutory compliance is the absolute minimum standard.



Maintaining a **Just Culture** in which individuals are not punished for unpremeditated or inadvertent errors. When errors do occur in our system, our focus is on learning so future events can be prevented. At the same time, reckless behaviour and deliberate violations of company standards and procedures - including intentional failure to report, will not be tolerated.



We sustain an **Informed Culture** through the systematic collection, analysis, and sharing of safety data across the organisation. Robust risk assessment processes and quality management systems are integral to how we plan and operate. We thoroughly assess all significant changes, new systems, and procedures to identify and respond to emerging hazards, threats, and risks, ensuring our teams remain informed, capable, and prepared to maintain the highest standards of safety performance.



Embracing a **Reporting Culture** where all employees are actively encouraged and supported to raise safety concerns and report hazards, threats, and errors. We foster psychological safety ensuring everyone feels confident to speak up without fear, knowing confidentiality is respected and contributions are valued.



Promoting a **Learning and Sharing Culture** where successes, errors and everyday work are opportunities to learn. By understanding how our people create safety, we strengthen system resilience. We provide timely feedback on safety issues and ensure lessons learned are shared across the Group.



Recognising that safety is our ability to adapt and succeed in variable conditions, we foster a **Resilient Culture** that enables our people to respond effectively and make informed decisions. We are agile and ready to adapt to achieve our goals, anticipating risk and implementing solutions that drive continuous safety improvement and resilience across all areas of our business.

We will continuously measure and review our Safety Objectives, Safety Performance Indicators and Targets, to evaluate the effectiveness of our safety controls to ensure our safety management system is both proactive and predictive.

We will ensure we provide the necessary human resources, facilities, equipment, and support services to meet our operational needs.

Safety at Cathay is built on the actions and decisions of every individual. As your Accountable Executive, I fully support our collective commitment to keeping safety and wellbeing integral to all we do. We empower and enable our people to excel, and with that comes the responsibility each of us carries. This includes ensuring the safety of all activities in which we participate and to call for a stop to any operation that appears unsafe. It is this individual ownership, combined with our shared dedication, that enables us to be a leader in safety and operational excellence.

Ronald Lam
Chief Executive Officer | January 2026

Learn more on
The Hub

