# OBJECTIVES AND TARGETS

Airport Authority Hong Kong (AAHK) has a business planning process in place to address the short- to long-term needs of Hong Kong International Airport (HKIA). The process includes the periodic production of a 20-year HKIA Master Plan (MP), a rolling Five-year Business Plan, and a Three-year Work Plan with a corresponding Annual Plan to track execution. AAHK also formulates a set of annual corporate goals and performance measures to align with the business planning process. Based on the 2016-2021 Business Plan and the 2016/17 performance measures, the table below summarises the major objectives and targets set for key areas of sustainability.

Area	Objective	Progress to date	Target set	Target date
HKIA's long-term development	Adopt a forward looking approach in addressing the airport's long-term needs	Commenced consultancy studies under the MP 2035 in Q3 2015/16	Complete MP 2035	In 2017/18
		Planning to set up an Aviation Academy to nurture talent for the aviation industry in the region	Develop business plan and start- up plan of the Academy	In Q2 2016/17
Capacity planning	Develop comprehensive airport capacity planning	Completed the Midfield Concourse in December	Commence construction of Midfield Apron Development	In 2016/17
	to support the sustainable growth of the airport	2015, providing 20 new parking stands and serving over 10 million additional passengers each year	Complete Midfield Apron Development	In phases between 2018 and 2020
			Complete Terminal 1 Annex Building and expansion of existing facilities	In 2019/20
		Commenced reclamation works for the three-runway system project	Continue work on several Environmental Permit compliance initiatives	In 2017/18
Airport safety	Improve the safety of airport operations by further reducing passenger and staff injury rates	Airport Composite Safety Index of 4.04 achieved in 2015/16, a 17% improvement from last year	Achieve an Airport Composite Safety Index not exceeding 3.96	In 2016/17
Customer service	Further enhance passenger experience and satisfaction with services and facilities at HKIA	Achieved an overall satisfaction score of 4.86 in Airports Council International's Airport Service Quality Survey 2015	Maintain an overall satisfaction score of at least 4.86 (out of 5)	In 2016
Environment	Realise the World's Greenest Airport pledge	Formalised AAHK's Biodiversity Strategy in 2016	Preparing an HKIA Conservation Action Plan based on the strategy	In 2017/18
			Conduct a follow-up benchmarking study to assess AAHK's progress towards meeting the World's Greenest Airport pledge	In 2017

Area	Objective	Progress to date	Target set	Target date
Environment			Upgrade AAHK's existing Environmental Management System (EMS) in line with ISO 14001:2015 and consider certification	By 2017
	Reduce HKIA's carbon intensity	Achieved 25% reduction in carbon intensity in 2015 as pledged	Set a new five-year carbon reduction target	In 2016/17
		Started work on establishing a new carbon reduction target	Establish a longer-term carbon reduction target	Under consideration
	Promote recycling and waste separation at source at HKIA	Completed a comprehensive waste management study for HKIA	Recycle/recover 50% of all waste generated at HKIA	By 2021
People development	Develop talent at all levels to meet evolving business needs and support the future growth of AAHK	Refined AAHK's Vision, Mission and Values (VMV) statements Revamped AAHK's Leadership Competency Model in line with the new VMV Formed a Culture Promotion Committee to instil a preferred corporate culture Developed a Manpower Plan up to 2023/24 Conducted the first Annual Talent Review and Succession Planning meeting Enhanced the Management Trainee (MT)	Embed VMV into various human resources processes  Develop a recruitment plan and resourcing strategy to support future manpower needs in line with HKIA's expansion  Launch a Development Centre to facilitate the development planning of key individuals with high potential  Implement culture promotion strategy  Continue to refine the MT programme and increase the number of MTs  Enhance the summer internship programme to promote AAHK's employer brand	2016/17 onwards
Corporate sustainability	To develop AAHK's sustainability management and reporting to support AAHK's sustainability vision and meet stakeholders' expectations	programme  Conducted more in-depth stakeholder engagement to discuss specific sustainability topics and to identify solutions  Prepared Sustainability Report 2015/16 'in accordance' with the GRI G4 Guidelines: the Core option	Further develop AAHK's stakeholder engagement on sustainability  Consider to report 'in accordance' with the GRI G4 Guidelines: the Comprehensive option	2016/17 onwards
			Start formulating a sustainability strategy	In 2016/17
Community investment	To develop AAHK's community investment	Completed a feasibility study and began developing a signature community investment project	Finalise AAHK's community investment strategy and signature project	In 2016/17

# PERFORMANCE DATA

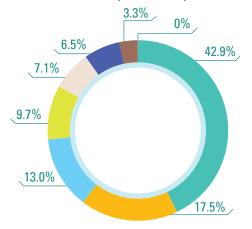
Economic Performance <sup>1</sup>	Unit	2015/16	2014/15	2013/14	2012/13	2011/12
Economic value generated						
♦ Revenue	HK\$ million	18,184	16,367	14,810	13,134	12,154
Economic value distribution						
♦ Operating costs	HK\$ million	5,848	5,053	4,872	4,282	3,928
◆ Employee wages and benefits	HK\$ million	2,082	1,786	1,669	1,438	1,287
◆ Payments to providers of funds²	HK\$ million	132	5,434	4,613	4,164	3,372
◆ Payments to government <sup>3</sup>	HK\$ million	1,512	1,099	785	1,156	1,259
♦ Financial donations	HK\$ million	3	2	3	2	1
Economic value retained*	HK\$ million	10,692	4,781	4,540	3,532	3,595

- \* 'Economic value retained' is derived by subtracting 'Operating costs', 'Payments to providers of funds' and 'Payments to government' from 'Economic value generated', given that 'Operating costs' includes 'Employee wages and benefits' and 'Financial donations'. The 2011/12 to 2014/15 figures have been restated to reflect this computation.
- (1) Economic performance data was extracted from AAHK's audited consolidated financial statements.
- (2) Since the year ended 31 March 2015, no dividend has been declared pursuant to the financial arrangement plan for the three-runway system project.
- (3) Hong Kong Profits Tax paid to the HKSAR Government.

Operational Performance	Unit	2015/16	2014/15	2013/14	2012/13	2011/12
Passenger traffic <sup>4</sup>	Millions of passengers	69.7	64.7	60.7	57.2	54.9
Cargo throughput⁵	Millions of tonnes	4.3	4.4	4.2	4.0	3.9
Aircraft movements <sup>6</sup>	Thousands	410	396	377	355	339
Airlines operating at HKIA	Number	106	105	106	107	101
Scheduled destinations served from HKIA <sup>7</sup>	Number	191	180	179	176	160

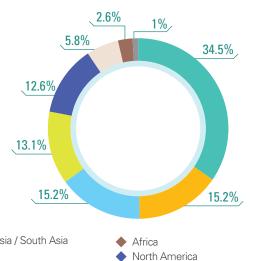
- (4) Total number of passengers includes originating, terminating, transfer and transit passengers. Transfer and transit passengers are counted twice. The number of passengers broken down by passengers on international and domestic flights is not relevant for AAHK as all passengers are classified as international. Origin-and-destination and transfer and transit data is not reported as it is considered commercially sensitive.
- (5) Cargo tonnage includes import, export and transshipment (counted twice) cargo. Air mail is excluded. Cargo tonnage broken down by cargo transported on all-cargo flights and on passenger flights is not reported as the data is considered commercially sensitive.
- (6) Aircraft movements include civil international passenger, cargo and non-revenue flights. Military and local flights are excluded. Aircraft movements by day and by night, broken down by commercial passenger, commercial cargo, general aviation and state aviation is not reported as the data is considered commercially sensitive.
- (7) The breakdown of destinations by frequency and airline customers is not reported as the data is considered commercially sensitive.

#### Passenger flight destinations by region as at March 2016 (Total: 154)



- North Asia (including Japan, Mainland China, South Korea and Taiwan)
- South East Asia

#### Cargo flight destinations by region as at March 2016 (Total: 191)



- Middle East / Central Asia / South AsiaEurope
- Australasia / Pacific Islands
- Central and South America

Operational Performance	Unit	2015/16	2014/15	2013/14	2012/13	2011/12
Connectivity						
◆ Passengers using SkyPier	Thousands of passengers	2,812	2,809	2,667	2,622	2,468
<ul> <li>Passengers using land cross boundary transport</li> </ul>	Thousands of passengers	2,068	2,035	2,005	1,955	1,903
◆ Cross border sea ports served	Number	9	8	8	8	8
◆ Cross border land destinations	Number	110	110	110	110	115
Airport safety and business continuity						
◆ Airport Composite Safety Index <sup>8</sup>	Injury rate per million passengers	4.04	4.85	5.32	5.72	6.21
♦ Availability of airfield ground lighting <sup>9</sup>	Percentage	100.00	100.00	100.00	100.00	99.99
♦ Index of birdstrikes per 10,000 aircraft movements	Number	0.37	0.43	0.29	0.37	0.38
◆ Training / seminars conducted on contingency measures and handling procedures	Number	91	90	78	42	29
<ul> <li>Drills undertaken on emergency response and business continuity</li> </ul>	Number	34	30	30	33	20
◊ Field	Number	30	15	22	23	19
♦ Desktop	Number	4	15	8	10	1
Customer satisfaction						
◆ Airport Service Quality (ASQ) overall satisfaction score <sup>10</sup>	Score (out of 5)	4.86	4.85	4.84	4.82	4.80
♦ Annual mean score of passengers feeling safe and secure <sup>11</sup>	Score (out of 5)	4.80	4.80	4.79	4.77	4.78
◆ Index of complaints received per million passengers	Number	33.3	29.9	31.9	32.2	31.1
◆ Percentage of passengers clearing security screening within 4.5 minutes	Percentage	98.5	99.8	99.5	99.3	98.7

<sup>(8)</sup> Airport Composite Safety Index is a safety performance indicator that measures the number of injuries arising from passengers and staff, with respect to the number of passengers.

<sup>(9)</sup> The availability of airfield ground lighting is determined in accordance with the requirements of ICAO's Annex 14 of the Convention on International Civil Aviation. The percentage of availability = [(Total operation hour – System down time) / Total operation hour] x 100%. The percentages are rounded to two decimal points for reporting purposes. However, in 2013/14 and 2014/15, there were incidents which resulted in system down time and the overall availability was not precisely 100%.

<sup>(10)</sup> According to Airports Council International (ACI)'s ASQ Survey, which is based on performance in a calendar year (i.e. 1 January to 31 December).

<sup>(11)</sup> This is an aspect covered in the ACI's ASQ Survey.

Environmental Performance	Unit	2015/16	2014/15	2013/14	2012/13	2011/12
Material use						
◆ Paper	Tonnes	50	46	43	45	45
Energy consumed by type						
♦ Diesel	Litres	1,059,614	1,087,730	841,982	822,722	760,659
♦ Petrol	Litres	112,298	107,837	122,186	144,504	160,492
♦ LPG	Litres	12,627	15,923	9,476	5,019	23,808
♦ B100 Biodiesel <sup>12†</sup>	Litres	2,779	8,711	13,034	-	-
Total fuel consumption <sup>13</sup>	GJ	42,180	43,131	36,892	36,363	35,036
♦ Electricity <sup>14</sup>	kWh ('000)	279,461	282,565	268,602	279,636	279,784
Total electricity consumption <sup>15</sup>	GJ	1,006,060	1,017,234	966,967	1,006,690	1,007,222
◆ Electricity consumption per passenger	kWh per passenger	4.00	4.37	4.43	4.89	5.10

<sup>†</sup> As part of our commitment to disclose relevant sustainability data to stakeholders, we commenced reporting on this indicator in 2013/14.

<sup>(15)</sup> Conversion factor sourced from 'BP Statistical Review of World Energy June 2016' was applied.

Environmental Performance	Unit	2015	2014	2013	2012	2011
Greenhouse gas (GHG) emissions <sup>16</sup>						
♦ Scope 1 – Direct emissions						
♦ Stationary combustion	Tonnes ('000)	0.09	0.10	0.07	0.13	0.23
	of CO <sub>2</sub> e					
♦ Mobile combustion	Tonnes ('000)	3.08	2.79	2.50	2.44	2.25
	of CO <sub>2</sub> e					
♦ Fugitive emissions	Tonnes ('000)	5.98	5.84	5.75	10.71	9.54
	of CO <sub>2</sub> e					
♦ Scope 2 – Indirect emissions						
♦ Electricity <sup>17</sup>	Tonnes ('000)	150.08	178.43	169.64	161.45	163.96
	of CO <sub>2</sub> e					
♦ Scope 3 – Other indirect emissions <sup>18</sup>						
♦ Other indirect emissions	Tonnes ('000)	0.52	0.53	0.60	0.44	0.38
	of CO <sub>2</sub> e					
♦ Emissions avoided						
♦ By tree planting and paper recycling	Tonnes ('000)	0.45	0.35	0.37	0.34	0.32
	of CO <sub>2</sub> e					
♦ GHG net emissions						
♦ Absolute	Tonnes ('000)	159.30	187.34	178.19	174.83	176.04
	of CO <sub>2</sub> e					
♦ Intensity	kg CO₂e/WLU¹9	1.42	1.75	1.76	1.81	1.89

<sup>(12)</sup> AAHK uses B5 biodiesel in its vehicles which is 5% B100 biodiesel mixed with 95% conventional diesel.

<sup>(13)</sup> Excludes B100 biodiesel as the corresponding conversion factor is not available. Relevant conversion factors sourced from '2016 Key World Energy Statistics of International Energy Agency' and 'BP Statistical Review of World Energy June 2016' were applied.

<sup>(14)</sup> The 2011/12, 2012/13, 2013/14 and 2014/15 figures have been restated to reflect the electricity back charges for the period of March 2010 to May 2014.

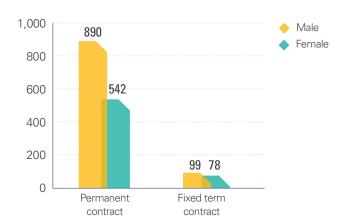
Environmental Performance	Unit	2015/16	2014/15	2013/14	2012/13	2011/12
Waste management						
♦ Waste sent to landfill	Tonnes	23,422	21,934	21,167	18,196	17,054
◆ Waste collected for recycling						
♦ Paper and cardboard	Tonnes	1,593	2,578	2,474	1,840	1,599
♦ Plastic	Tonnes	176	142	128	78	53
♦ Metal and cans	Tonnes	38	97	82	58	48
Wooden pallets and boxes	Tonnes	28	5	10	14	52
♦ Glass	Tonnes	3	2	5	7	11
♦ Food waste <sup>20</sup>						
- To compost	Tonnes	22	87	83	77	73
- To fishmeal	Tonnes	1,324	1,150	1,352	1,180	1,061
<ul> <li>Surplus food via the HKIA Food Rescue Programme<sup>21</sup></li> </ul>	Tonnes	36	17.5	8.7	-	-
◆ Chemical waste collected <sup>22</sup>	Tonnes	9	10	21	19	9
Water management <sup>23</sup>						
◆ Water withdrawal by source						
♦ Seawater	m³ ('000)	86,230	85,788	78,988	79,333	83,050
♦ Municipal water	m³ ('000)	610	656	709	438	424
◆ Water recycled/reused	m³ ('000)	185	179	154	210	199
◆ Total water discharge <sup>24</sup>	m³ ('000)	425	477	555	228	225
Other						
♦ Aircraft fuel spillage	Number of spills	25	12	24	15	2

- (16) GHG emissions are reported for the calendar year. The methodologies and emission factors applied for the development of a GHG emissions inventory were in accordance with the 'Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong, 2010 Edition' issued by Electrical and Mechanical Services Department and Environmental Protection Department. AAHK follows the operational control approach in defining its organisational boundary which covers buildings and facilities that AAHK has control over. The inventory covered seven types of GHG, namely carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF<sub>6</sub>) and chlorodifluoromethane (HCFC-22). The inventory of GHG emissions has been verified by TÜV Rheinland Hong Kong Ltd. Please refer to the Greenhouse Gas Verification Statement.
- (17) The emission factor for each respective year as provided by CLP Power Hong Kong Limited, AAHK's electricity provider, was applied.
- (18) Scope 3 emissions are the GHG generated from paper disposal at landfill and electricity consumption for processing fresh water and sewage.
- (19) One workload unit (WLU) is equal to 1 passenger or 100kg of cargo.
- (20) Food waste was collected from AAHK's facilities (convert to compost and fishmeal), and airport business partners (convert to fishmeal only).
- (21) The HKIA Food Rescue Programme was launched in August 2013.
- (22) AAHK adopts the 'chemical waste' categorisation as specified under the Waste Disposal Ordinance (Chapter 354, The Laws of Hong Kong). The figure includes waste lubricating oil and used mercury-containing fluorescent tubes collected by registered chemical waste collector for disposal.
- (23) AAHK adopts a "triple water system" to improve the efficiency of our three major water sources: freshwater, seawater and treated wastewater, details of which are available on our website.
- (24) The volume of wastewater discharge is estimated by subtracting the volume of wastewater recycled from our municipal water consumption. Under the Water Pollution Control Ordinance (Chapter 358, The Laws of Hong Kong), AAHK holds a number of licences which require the monitoring of water quality using the following parameters: flow rate (m³/day), total residue chlorine, amines, temperature, antifoulant, suspended solids, chemical oxygen demand, oil and grease, surfactants (total), biochemical oxygen demand, total phosphorus and formaldehyde. In 2015/16, all discharges were in compliance with licence discharge limits.

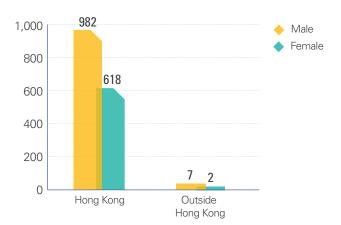
Workplace Performance	Unit	2015/16	2014/15	2013/14	2012/13	2011/12
Analysis of workforce						
♦ Total employees <sup>25</sup>	Number	1,609	1,472	1,372	1,284	1,118
◆ By employee category						
◊ Senior management	Number	45	38	34	35	30
◊ Professional / managerial staff	Number	565	507	463	419	369
♦ Supporting staff	Number	999	927	875	830	719
♦ By employment contract						
◊ Permanent	Number	1,432	1,329	1,241	1,165	1,071
◊ Fixed term	Number	177	143	131	119	47
♦ By gender						
◊ Male	%	61	62	62	63	62
◊ Female	%	39	38	38	37	38
♦ By age group						
♦ Below 30	%	18	17	16	15	13
♦ 30 to 39	%	28	27	27	26	26
◊ 40 to 49	%	29	31	33	36	39
♦ 50 or above	%	25	25	24	23	22
♦ By location <sup>†</sup>						
♦ Hong Kong	%	99	99	99	-	-
◊ Outside Hong Kong	%	1	1	1	-	-

<sup>†</sup> As part of our commitment to disclose relevant sustainability data to stakeholders, we commenced reporting on these indicators in 2013/14. (25) Includes employees of AAHK's wholly owned subsidiary, HKIA Precious Metals Depository Limited (2015/16: 4) and excludes temporary staff (2015/16: 11). All employees are full-time employees.

#### Number of employees by employment contract and gender as at 31 March 2016



## Number of employees by location and gender as at 31 March 2016



#### Ratio of basic salary\* of women to men by employee category in 2015/16

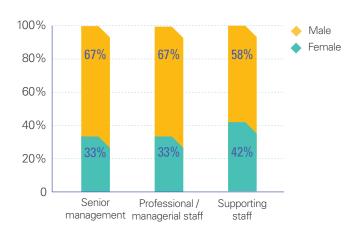


#### Ratio of basic remuneration<sup>^</sup> of women to men by employee category in 2015/16



- # Basic salary is a fixed, minimum amount paid to an employee for performing his/her duties. This does not include any additional remuneration.
- ^ Remuneration is basic salary plus additional amounts such as those based on years of service, bonuses, benefit payments, and any additional allowance.

#### Percentage of employees by employee category and gender as at 31 March 2016



#### Percentage of employees by employee category and age group as at 31 March 2016



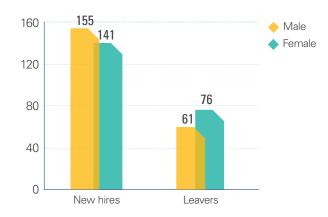
#### Percentage of employees by employee category and ethnic origin as at 31 March 2016



Workplace Performance	Unit	2015/16	2014/15	2013/14	2012/13	2011/12
New hires and leavers <sup>26</sup>						
♦ New hires	Number	296	252	208	288	157
♦ New hire rate	%	18.4	17.1	15.2	22.4	14.0
♦ Turnover	Number	137	137	103	115	91
◆ Turnover rate	%	8.7	9.7	7.6	9.4	8.4

(26) All new hires and leavers in 2015/16 were based in Hong Kong. The number of leavers and turnover rate exclude involuntary termination and temporary staff. The 2014/15 figures have been restated to exclude involuntary termination. New hire rate is calculated using the total number of employees at the end of the reporting period. Turnover rate is calculated using the average number of employees for the fiscal year.

#### Number of new hires and leavers by gender in 2015/16



#### Number of new hires and leavers by age group in 2015/16



Workplace Performance	Unit	2015/16	2014/15	2013/14	2012/13	2011/12
Employee training						
◆ Total hours of employee training	Hours	38,326	26,284	32,011	28,427	16,803
◆ Average hours of employee training	Hours	24.4	18.5	23.8	23.2	15.4
♦ By training type						
♦ In-house training programmes	Hours	14,157	7,062	14,442	9,439	5,215
♦ E-learning programmes	Hours	5,535	3,077	3,653	3,512	2,171
Operational and technical (external) training	Hours	18,634	16,144	13,916	15,476	9,417
♦ Human rights training <sup>27†</sup>						
<ul> <li>Total hours of human rights training provided</li> </ul>	Hours	1,310	751	1,829	-	-
♦ Percentage of employees trained	%	97.9	60.5	98.3	-	-
♦ Anti-corruption training <sup>†</sup>						
<ul> <li>Percentage of management employees trained during the year</li> </ul>	%	18.8	10.7	10.3	-	-
<ul> <li>Percentage of non-management employees trained during the year</li> </ul>	%	25.4	21.0	13.0	-	-

<sup>†</sup> As part of our commitment to disclose relevant sustainability data to stakeholders, we commenced reporting on these indicators in 2013/14.

<sup>(27)</sup> Training topics include corporate governance, code of conduct, data privacy, equal opportunities and anti-discrimination.

#### In-house training hours by training category in 2015/16



## Average hours of training per employee by employee category in 2015/16



#### Average hours of training per employee by gender in 2015/16



#### 2015/16

Workplace Performance	Unit	Male	Female	Total
Occupational health and safety <sup>28</sup>				
♦ Injuries <sup>29</sup>	Number	1	3	4
♦ Injury rate	%	0.1	0.5	0.2
♦ Lost days	Number	8	73	81
♦ Lost day rate	%	0.002	0.03	0.01
◆ Absentee rate	%	1.0	1.6	1.2
Family-friendly practice				
♦ Employees who took maternity / paternity leave <sup>30</sup>	Number	23	14	37
◆ Return to work rate after leave	%	100	100	100
♦ Retention rate <sup>31</sup>	%	100	100	100

<sup>(28)</sup> There were no occupational disease cases or work-related fatalities during the reporting period. The injury rate indicates the number of occupational injuries as a percentage of the total number of employees during the reporting period. The lost day rate and absentee rate indicate respectively the number of lost days (as a result of occupational injuries) and the number of absentee days (as a result of occupational injuries and other illnesses) as a percentage of the total number of employees working throughout the year (365 calendar days).

<sup>(31)</sup> Retention rate shows the percentage of employees retained 12 months after they returned to work following their parental leave in 2014/15.

Social Performance	Unit	2015/16	2014/15	2013/14	2012/13	2011/12
Financial donations <sup>32</sup>	HK\$ million	3	2	3	2	1
Employee volunteers†	Number	225	90	104	-	_
Volunteer hours contributed <sup>†</sup>	Hours	1,767	1,165	1,406	-	_
Volunteer activities organised <sup>†</sup>	Number	9	5	9	-	-

t AAHK employees serve the community by participating in the volunteer activities organised by AAHK's social service group. Volunteer hours include the hours contributed by employees and their guests. As part of our commitment to disclose relevant sustainability data to stakeholders, we commenced reporting on these indicators in 2013/14.

<sup>(29)</sup> The four injuries included a slip on staircase (#1), injury during site inspection (#2), and injury sustained while opening counter door (#1).

<sup>(30)</sup> Male and female employees who have been in continuous employment within AAHK for six months and not less than 40 weeks respectively prior to the commencement of the parental leave are eligible for paid parental leave.

<sup>(32)</sup> Donations made were funded partly from the sales of "lost & found" items at the airport.