

Our People – Li & Fung's Workforce Metrics 2018

Employees¹ Worldwide

16,840

representing over 50+ nationalities

Employees Worldwide by Gender

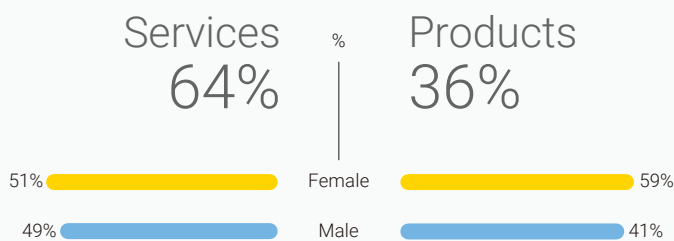


52% female

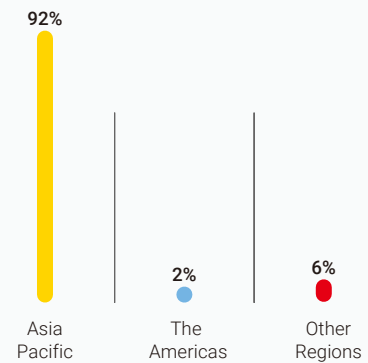


48% male

Employees by Business Network and Gender



Employees by Region



Management Team by Gender

Female **44%** Male **56%**

Employees by Gender

Female **52%** Male **48%**

Age of Employees

Under 30 years of age
27% (14% in 2017)

Between the ages of 30 and 50
63% (74%)

Over 50 years of age
10% (12%)

Gender for each Employee Group² by Age

	Under 30 years of age		Between the ages of 30 and 50		Over 50 years of age	
	Female	Male	Female	Male	Female	Male
Senior management	0%	0%	34%	38%	66%	62%
Middle management	1%	1%	71%	70%	28%	29%
Other employees	24%	16%	68%	73%	8%	11%

¹ 99% of our full-time employees are on permanent or other contracts. For the 67% that have full-time, permanent contracts, 48% are female and 52% are male, and for the 33% on full-time, temporary or other contracts, 60% are female and 40% are male. For part-time employees on permanent contracts, 84% are female and 16% are male, and for those on other contracts, 57% are female and 43% are male.

² Within Li & Fung generally, senior management comprises employees at Grade 1 and above, middle management at Grade 2 and other employees are Grade 3 or other designations.

Our People – Li & Fung's Workforce Metrics 2018

Average Age of Employees in Years and Average Length of Service in Years

	Average Age in Years			Average Length of Service in Years		
	Total	Female	Male	Total	Female	Male
Senior management	51.7	52	51.3	13.4	15.4	11.4
Middle management	45.3	45.2	45.5	9.5	10.1	9
Other employees	37.3	36.1	38.7	6	5.7	6.3

Gender Pay Ratio

Higher median annualized salary for female colleagues, among professional employees by

13%

compared to 11% in 2017

Higher median annualized salaries for male colleagues among senior and middle management by

8%

compared to 11% in 2017

2,549

professional staff were newly hired, representing an **average new hire rate of 15%**

Voluntary and Involuntary Turnover Rate Overall

15%³

Retention rate after maternity leave

75%

Voluntary Turnover among Professional Employees by Gender, Region, Age Group and Employee Category

Gender

Female

20%

Male

21%

Geographic Region

Asia Pacific

21%

Americas

12%

Europe, Middle East and Africa

15%

Age Group

Under 30 years of age

35%

Between the ages of 30 and 50

17%

Over 50 years of age

8%

Employee Category

Permanent

14%

Contract

34%

Temporary

82%

Average number of training hours per colleague was **4.9** hours⁴, and on average:

- Managers attended 4.4 hours of training, with women receiving 4.8 hours and men 4.1 hours of training
- Employees attended 4.8 hours of training, with women receiving 4.9 hours and men 4.7 hours of training

2,700 participants allocated over **5,400** learning hours to join **90** online broadcast workshops

³ Our voluntary and involuntary turnover rate among professional staff was 15%, which is slightly higher than the APQC Benchmark Industry Target of 14% for large, complex, multinational companies (<https://www.apqc.org/benchmarking>).

⁴ It is worth noting that reduction in the average number of formal training hours from the average in 2017 of 7.8 hours, reflects how corporate learning trends are evolving to embrace other learning channels.