

# Our People – Li & Fung's Workforce Metrics 2019

## Employees Worldwide

**16,796**

16,796 representing over 50 nationalities. This includes all full- and part-time employees on permanent, contract or temporary employment terms.

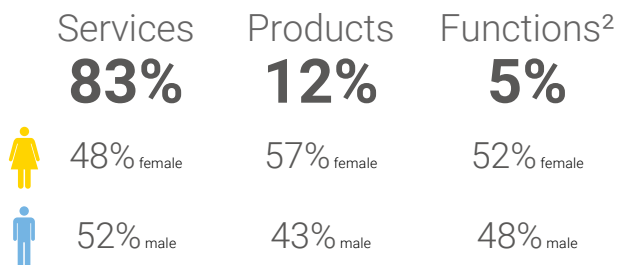
2019	2018 <sup>1</sup>	2017
16,796	16,840	21,322

## Employees Worldwide by Gender



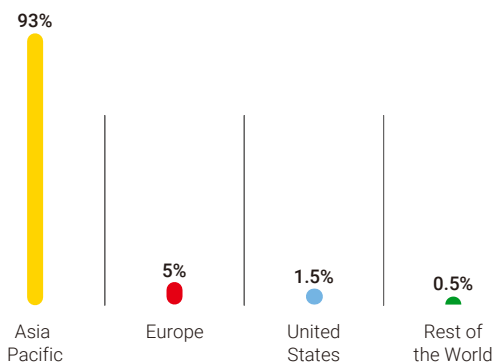
2019		2018		2017	
Female	Male	Female	Male	Female	Male
49.6%	50.4%	52%	48%	53%	47%

## Employees by Business Network and Gender



2019						2018				2017			
Services		Products		Functions <sup>2</sup>		Services		Products		Services		Products	
83%	12%	5%	64%	36%	72%	28%	Female	Male	Female	Male	Female	Male	
48%	52%	57%	43%	52%	48%	51%	49%	53%	47%	53%	47%	52%	48%

## Employees by Region<sup>3</sup>



## Management Team<sup>4</sup> by Gender

2019		2018		2017	
Female	Male	Female	Male	Female	Male
41%	59%	44%	56%	43%	57%

## Other Employees<sup>5</sup> by Gender

(49.9% female, 50.1% male in 2019)

2019		2018		2017	
Female	Male	Female	Male	Female	Male
50%	50%	52%	48%	53%	47%

1 With the strategic divestment of Li & Fung's three product vertical businesses, Furniture, Beauty and Sweaters, as announced in December 2017 and completed in April 2018, employee data reported in Annual Report 2018 included statistics for our Continuing Operations.

2 Functions include colleagues providing corporate services across the Products and Services businesses and include finance, accounting, human resources, vendor compliance and administration.

3 In 2018, employees numbers were reported as Asia Pacific – 92%, the Americas – 6% and Europe, Middle East and Africa – 2%.

3 In 2017, employees numbers were reported as Asia Pacific – 87%, the Americas – 10% and Europe, Middle East and Africa – 3%.

4 Management team comprises middle and senior level managers at categories of Grade 2 or above.

5 Other employees comprise those in employee categories of Grade 3 or below.

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## Employees by Employment Type and Gender

For the **98.7%** of our full-time employees:

- **67%** are permanent employees with **46%** being female and **54%** male
- **33%** are on temporary or other contracts with **56%** being female and **44%** male

For the **1.3%** of our part-time employees:

- **39%** are permanent or other contracts with **85%** being female and **15%** male
- **61%** are on temporary or other contracts with **77%** being female and **23%** male

## Age of Employees

	2019	2018	2017
Under 30 years of age	25%	27%	16%
Between the ages of 30 and 50	65%	63%	72%
Over 50 years of age	10%	10%	12%

## Gender for each Employee Group<sup>6</sup> 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 (Grade 1 and above)	0%	0%	33%	45%	67%	55%
Middle management (Grade 2)	1%	1%	74%	69%	25%	30%
Other employees (Grade 3 and below)	18%	15%	74%	74%	9%	11%

## Average Age for each Employee Group 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 (Grade 1 and above)	51.8	50.8	51.3	16.2	10.1	13.2
Middle management (Grade 2)	44.8	45.2	45.0	9.9	9.0	9.5
Other employees (Grade 3 and below)	35.2	35.9	35.7	9.3	9.7	4.7

<sup>6</sup> 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 below.

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## Gender Pay Gap

In comparing median annualized salaries:

- across all employee groups, men earn **4%**<sup>7</sup> more than their female counterparts. This has narrowed from it being 7% higher in 2018
- male colleagues in senior and middle management<sup>8</sup> earn **5%** more than their female counterparts. This has narrowed from it being 8% higher in 2018
- female colleagues in other employee categories earn **23%** more than their male counterparts. This has widened from the 17% higher in 2018

	2019	2018	2017
All employee groups – higher male salary by %	3.78	7.01	7.35
Senior and middle management – higher male salary by %	5.34	8.33	8.76
Other employees – higher female salary by %	23.22	17.40	17.65

## New Hire Rate

**1,987** employees were hired in 2019, representing **an average new hire rate of 12%**. This compares to 2,549 new hires in 2018, a 15% new hire rate.

	2019	2018	2017
Number new hires and rate	1,987 - 12%	2,549 - 15%	5,541, 15%
Voluntary and involuntary turnover rate	15% <sup>9</sup>	15%	14%
Retention rate after maternity leave	73%	75%	n/a

## Voluntary Turnover among Employees (Grades 2 and above)

		2019	2018	2017
By gender	Female	22%	20%	16%
	Male	23%	21%	12%
By age	Under 30 years of age	39%	35%	26%
	Between the ages of 30 and 50	18%	17%	13%
	Over 50 years of age	8%	8%	5%
By employment category	Permanent	15%	14%	12%
	Contract	39%	34%	20%
	Temporary	21%	82%	23%
By region	Asia Pacific	23%		
	Europe	11%		
	United States	18%	n/a <sup>10</sup>	n/a <sup>11</sup>
	Rest of the World	11%		

<sup>7</sup> The overall gender pay ratio across all employee groups has been restated for 2018 due to a clerical error. Other data for 2018 remains correct.

<sup>8</sup> 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 below.

<sup>9</sup> Our voluntary and involuntary turnover rate among professional employees was 15%, which is equivalent to the APQC Benchmark Industry Target of 15.1% for large, complex, multinational companies (<https://www.apqc.org/benchmarking>).

<sup>10</sup> In 2018, turnover was reported as Asia Pacific – 21%, the Americas – 12% and Europe, Middle East and Africa – 15%.

<sup>11</sup> In 2017, turnover was reported as Asia Pacific – 14%, the Americas – 11% and Europe, Middle East and Africa – 14%.

# Our People – Li & Fung's Workforce Metrics 2019

## Total Number and Percentage of Employees Trained by Employee Group and Gender

Our employees receive training through Li & Fung's Learning & Development (L&D) programs, the Fung Academy and tailored training delivered by our Logistics' business. In total, 98,723 hours of training were recorded through these channels in 2019.

Training provided through Li & Fung's L&D programs and captured in our human resource information system, is detailed in the table below. The total number of employees trained through these programs in 2019 was 14,370, which is equivalent to 86% of Li & Fung's total workforce:

	Female		Male		Totals	
	Number	Percentage	Number	Percentage	Number	Percentage
Senior management (Grade 1 and above)	340	3%	432	3%	772	5%
Middle management (Grade 2)	2,327	16%	2,035	14%	4,362	30%
Other employees (Grade 3 and below)	5,477	38%	5,759	26%	9,236	64%
<b>Totals</b>	<b>8,144</b>	<b>57%</b>	<b>6,226</b>	<b>43%</b>	<b>14,370</b>	

## Total and Average Training Hours Completed per Employee by Employee Group and Gender

On average, 5.9 hours of training hours were received per employee in 2019 through Li & Fung's L&D programs, the Fung Academy and tailored training delivered by our Logistics' business. In total, 98,723 hours of training were recorded through these channels in 2019.

Through Li & Fung's L&D programs and on average, 4.8 hours of training hours were received per employee in 2019, with an average of US\$279 per full-time employee invested in training and development. As outlined in the table below, the average number of training hours per employee that undertook this training was 4.5 in 2019, which is slightly less than 4.9 hours in 2018.

	Female		Male		Totals	
	Number of hours	Average hours	Number of hours	Average hours	Number of hours	Average hours
Senior management (Grade 1 and above)	2,256	3.9	2,297	3.2	4,553	3.5
Middle management (Grade 2)	30,087	4.9	16,743	4.7	46,830	4.8
Other employees (Grade 3 and below)	17,005	5.6	11,700	5	28,705	5.3
<b>Totals</b>	<b>49,348</b>	<b>4.8</b>	<b>30,740</b>	<b>4.3</b>	<b>80,088</b>	<b>4.5</b>