

INCLUSION AND DIVERSITY POLICY
2019



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Purpose, Key Principles and Applicability

Purpose

The Qantas Group Inclusion and Diversity Policy (Policy) outlines the Group's approach and commitment to Inclusion and Diversity. This Policy is aligned with the Qantas Group Strategy, Qantas Group Beliefs and the Qantas Group Inclusion and Diversity Strategy. This Policy sets out the Qantas Group's objectives to drive better business outcomes and an improved people experience through shared accountability for Inclusion and Diversity. This will be attained through.

- (a) an inclusive people experience, where our people feel they belong, are valued and can reach their full potential;
- (b) diversity in our organisation and ways of working, enhancing our talent pool and ensuring greater diversity of thought behind business decisions; and
- (c) external leadership in inclusion and diversity.

Key Principles

This Policy supports the Group's expectations for compliance with the following Non-Negotiable Business Principles:

- (a) we are committed to safety as our first priority;
- (b) we comply with laws and regulations
- (c) we treat people with respect;
- (d) we act with honesty and integrity, upholding ethical standards; and
- (e) we proactively manage risk.

The key principles underpinning this Policy are:

- (a) we will provide a safe and secure working and operating environment;
- (b) we will treat people with dignity and respect;
- (c) we will value diversity;
- (d) we will provide an environment where employees feel comfortable raising matters of concern without fear of management repercussions;
- (e) we will comply with applicable local laws regarding discrimination, harassment, bullying and victimisation; and
- (f) we will have a code of conduct and ethics.

Applicability

This Policy applies to all Qantas Group Employees.

Requirements

Employees are responsible for contributing to and maintaining an inclusive and diverse workplace culture. Each employee must demonstrate inclusion through the Group's Beliefs, respect the diversity of others, and identify and address exclusion.

Managers are responsible for:

- (a) ensuring that biases are not impacting the decisions made when recruiting, evaluating performance and remuneration, providing development opportunities, identifying talent, succession planning and promoting;
- (b) implementing strategies and initiatives to address any gender pay gap (to the extent that one exists);
- (c) integrating discussions about diversity into performance, remuneration, development, talent and succession discussions;
- (d) actively using diversity reporting with Business Units and across the Group;
- (e) cascading clear and measurable targets for their teams and hold them accountable;
- (f) promoting and championing flexible working; and
- (g) actively engaging and communicating with team members on parental leave (where mutually agreed prior).

The Group Inclusion and Diversity Council (the Council) is comprised of representatives from across the Group including co-chairs of Segment Councils, co-chairs of Employee Networks and representatives from functional areas.

The objective of the Council is to influence and guide implementation of the Group Inclusion and Diversity Strategy and to advocate for building an inclusive and diverse workplace.

The Group Management Committee (GMC) is accountable for delivering Inclusion and Diversity initiatives and measures. GMC endorses measurable objectives for achieving key priorities (including, but not limited to, gender balance targets) and regularly assesses the objectives and the progress in achieving them.

The Board Nominations Committee is responsible for overseeing the implementation and ongoing monitoring of the Group Inclusion and Diversity Strategy.

Compliance Responsibilities

Employees are responsible for understanding and complying with this Policy, the Standards of Conduct Policy, the Code of Conduct and Ethics and all Policies listed in Section 4: Related Documents.

The Council must meet regularly to discuss initiatives undertaken in each Business Unit and progress in achieving measurable objectives. The Council must also contribute to quarterly reporting to GMC.

GMC must review progress to achieving measurable objectives and initiatives on a quarterly basis.

The Board Nominations Committee, in consultation with GMC, is responsible for overseeing the implementation and ongoing monitoring of the Group Inclusion and Diversity Strategy, including;

- (a) establishment of measurable objectives to support the Strategy;
- (b) an annual review of the objectives and progress against those objectives;
- (c) reporting on the achievement of the objectives through the annual review and Corporate Governance Statement; and
- (d) monitoring implementation of processes and procedures associated with the Inclusion and Diversity Strategy.

Document Governance

The Policy Owner will review and update this Policy as required and at a minimum annually to maintain its relevance.

Following consultation with the Group Inclusion and Diversity Council and People and Culture, changes made to this Policy require approval from the Policy Owner and the Executive Sponsor.

Related Documents

Employees are to refer to the following documents for additional information relevant to the operation of this Policy:

- (a) Qantas Group Code of Conduct and Ethics;
- (b) Standards of Conduct Policy;
- (c) Employee Performance Policy;
- (d) Parental Leave Policy;
- (e) Employee Remuneration and Recognition Policy;
- (f) Recruitment Policy;
- (g) Employee Learning and Development Policy;
- (h) Flexible Work Arrangements Policy; and
- (i) Flexible Work Arrangements Procedure Guidelines.

Definitions

In this Policy:

Business Unit	means any of the Qantas Group’s distinct business areas and entities.
Diversity	means a collection of individual attributes that includes, but is not limited to, demographic diversity, cognitive diversity, background and lived experience.
Employees	mean directors, employees, contractors and agents of the Qantas Group and any person or organisation that acts for it.
Group Management Committee	means the members of the Qantas Group executive decision making forum for matters impacting the Group and comprises of the CEO, CFO and the CEO’s direct reports.
Inclusion	the state where all employees have the opportunity to fully contribute and participate in the workplace. This is achieved when individuals feel valued, respected, psychologically safe and have a sense of belonging.
Manager	means an employee who is responsible for key activities in a Business Unit, including supervision of other Employees.

- Non-negotiable Business Principles** means the principles that form the foundations for the way the Qantas Group undertakes business. The 8 Non-negotiable Business Principles are:
- (a) We are committed to safety as our first priority;
 - (b) We comply with laws and regulations;
 - (c) We treat people with respect;
 - (d) We act with honesty and integrity, upholding ethical standards;
 - (e) We are committed to true and fair financial reporting;
 - (f) We are committed to environmental sustainability;
 - (g) We have a responsibility to safeguard Qantas Group reputation, brands, property, assets and information
- Qantas Group or Group** means Qantas Airways Limited ABN 16 009 661 901, its subsidiaries (whether legally or beneficially owned) and related bodies corporate. A reference to the Qantas Group includes and member of the group.
- Qantas Group Beliefs** are our shared commitment to deliver our business goals and to create a great place to work. The Qantas Group Beliefs are:
- (a) Everyone has the right to return home safely;
 - (b) Customers determine our success;
 - (c) Being a fit, agile and diverse organisation drives innovation and simplicity;
 - (d) Working together in an inclusive manner always delivers the optimal group outcome; and
 - (e) Each employee deserves respect, trust and good leadership.



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