



Diversity and Inclusion (D&I) Policy

Why do we have this Policy?

The Diversity and Inclusion (D&I) Policy is the cornerstone of our D&I Strategy and is aligned with our core brand values of being thoughtful, progressive and having a ‘can-do’ spirit. It is designed to outline our approach and commitment to diversity and inclusion at Cathay, as well as setting our expectations of employees and line managers.

In addition to the D&I Policy, we have a number of other policies in place which describe the steps that we take to ensure that all employees are treated fairly, equally, and with respect. Further details and information can be found in the Company’s Code of Conduct, the Anti-Bullying and Anti-Harassment Policy (previously known as the Anti-Harassment Policy) and the Non-Discrimination Policy.

What is our Diversity and Inclusion Policy?

We are proud of our diverse workforce, and we are committed to providing an inclusive and supportive work environment for all our people. We are also fully committed to providing an inclusive and supportive work environment for all our people with specific needs and differing abilities.

Who does the D&I Policy apply to?

The D&I Policy applies to all Cathay employees globally, as well as directors, officers, temporary agency workers, interns and secondees. Where the term “employee” is used within the Policy, this is also intended to include all of the above parties. The “Company” or “Cathay” means Cathay Pacific Airways Limited.

Applying the Policy in Outports

As the D&I Policy applies to all Cathay employees globally, we are subject to local legislation both within Hong Kong and in all countries in which we operate.



Should there be a situation where the Policy conflicts with local legislation or regulations in an Outport, local law will always take precedence to the extent of inconsistency.

Should you identify a conflict with local law, please raise this as soon as possible with your People Business Partner or Regional Head of People.

What does D&I mean at Cathay?

The definition of Diversity & Inclusion at Cathay has been agreed as part of our D&I strategy. We define diversity and inclusion as follows:

“Diversity” refers to the recognition and acceptance of all the ways in which our people differ from one another. This includes both visible and invisible differences.

“Inclusion” refers to the working environment where people, irrespective of their differences, are valued, respected and treated fairly with equal access to opportunities, and resources. It also refers to the way we value diversity of thought and provide a safe environment for people to contribute ideas in and be listened to.

What can you expect as an employee of Cathay?

As an employee, you can expect a workplace that is free from discrimination and unequal treatment. You can also expect to have an equal right to development and career opportunities that are free from any form of bias.

All relevant Company policies and practices will reflect the diversity, inclusion and equality intentions of this Policy. This includes (but is not limited to) our talent acquisition, performance and reward, and training/professional development policies.

Our commitment to you is underpinned by the notion of equality. This means that:

- We recognise that the success of our business and our employer brand is enhanced as a direct result of improving diversity across all levels of the organisation, including our committees, projects and in everyday working teams and decision making processes.



- We acknowledge that the personal lives of all employees are unique, and we are therefore committed to the provision of flexibility in the working arrangements afforded to employees, wherever this is reasonably practicable.
- We will foster an environment where you feel comfortable coming to work completely as yourself.
- Your background, personal characteristics and personal preferences will not affect your experience as an employee, or your career and development at Cathay.
- We aim to train and develop the skills of all of our employees, irrespective of an employee's background, personal characteristics and personal preferences.

What do we expect from you as an employee?

As an employee of Cathay, you must conduct yourself in a manner that is consistent with both the wording and intent of this Policy at all times. You are expected to behave with courtesy and respect towards everyone that you encounter during the course of your employment. Your personal beliefs must not negatively impact on your behaviour or influence your treatment of others in the workplace.

We must all seek to contribute to and maintain an inclusive workplace by respecting the diversity of others and challenging any behaviour that is inconsistent with the intent of this Policy.

Should you become aware of any behaviour that is not consistent with this Policy, you have a responsibility to bring this to our attention. This can be done by raising your concern to your line manager or People Business Partner, or you may choose to raise a report through the Whistleblowing Policy/Procedure.

What we expect from our leaders

As a leader, you are expected to act as a champion of this Policy within your team and to be a role model of inclusive and respectful behaviour at all times. You are accountable for specific D&I responsibilities as part of your role as a leader, which include but are not limited to:



- Implementing this Policy as part of your day-to-day management of your team and in applying employment policies and practices.
- Ensuring that all employment-related decisions are implemented without discrimination and bias.
- Creating an inclusive and safe work environment that supports D&I and is aligned to this Policy.
- Cultivating a culture of respect and ensuring that your team is operating in a work environment that is free from discrimination, harassment and bullying.
- Encouraging team members to collaborate, make suggestions, and respect and listen to diverse opinions.
- Consistently displaying inclusive leadership behaviour, valuing all perspectives, and listening to diverse points of view.
- Recognising unacceptable behaviour and/or behaviour that is not consistent with this Policy, and appropriately addressing such behaviour without delay.
- Ensuring that your team has an understanding of the principles of diversity and inclusion and what is deemed as unacceptable behaviour.
- Ensuring all departmental policies/practices/strategies are consistent with this Policy.

Cathay D&I Office

The Cathay D&I Office comprises of the Head of Diversity and Inclusion and the Diversity and Inclusion Lead. The objective of the D&I Office is to influence and guide implementation of the D&I Strategy and to advocate for building a diverse and inclusive workplace. The key responsibilities of the D&I Office are to:

- Be a dedicated resource to the business to enact change.
- Drive accountability for D&I progress within the business.
- Act as an advisor to the business on D&I best practices.



Employee Resource Groups

To ensure that Cathay takes full advantage of the skills and expertise of its diverse, global employee base, we are fully committed to establishing and supporting Employee Resource Groups (ERGs).

ERGs are formed around a particular aspect of diversity and work towards delivering an inclusive work environment and culture for our people who identify as being part of that community or group. Further information on our ERGs can be found on The Hub.

Bullying, harassment or discrimination

Any form of bullying, harassment or discrimination will not be tolerated.

Employees who are found to have engaged in bullying, harassment or discrimination may be subject to disciplinary action, up to and including termination of employment. Further information can be found in the Anti-Bullying and Anti-Harassment Policy and the Non-Discrimination Policy.

Note

This Policy does not form part of, and is subject to, an employee's employment contract. The Company reserves the right to amend, vary, interpret or withdraw any part of this Policy unilaterally at any time as it, at its absolute discretion, considers appropriate.

Queries and clarifications

Should you have any queries relating to this Policy, please contact:

People Policy and Process Manager, PPL Department
Cathay Pacific Airways Limited