Diversity, Equity, Inclusion and Belonging (DEIB) Policy

We believe in equal opportunities for all of our employees and are proud of our diverse workforce. We also recognise that our people are our most valuable asset, and when our people feel like they belong at Cathay, they bring their best selves to work and deliver high-quality work - resulting in better business performance and a more positive organisational culture.

It is only through the pursuit of diversity, equity and inclusion together than we can cultivate a sense of belonging for everyone at Cathay.

The Diversity, Equity, Inclusion and Belonging (DEIB) Policy outlines our commitment to cultivating DEIB at Cathay. The policy is the cornerstone of our Cathay DEIB Strategy and is aligned with our core brand values of being Thoughtful, Progressive and Can-Do.

We respect, value and celebrate the unique attributes, characteristics and perspectives that make each person who they are. We are committed to creating and encouraging an inclusive and supportive working environment for all our people regardless of their age, breastfeeding status, cultural background, disability, gender or gender identity, marital or family status, pregnancy, race, nationality or ethnic origin, religion, sex, sexual orientation, or social group.

We believe that people should be recruited and promoted based on merit and that we should work to eliminate bias in all its forms.

For further information relating to our commitment to Diversity, Equity, Inclusion and Belonging, please refer to our DEIB Guidelines, Non-Discrimination, Anti-Harassment and Anti-Bullying Guidelines, the Belonging@Cathay area of The Hub (accessible to Cathay employees only) and our latest Sustainability Report (accessible to all parties, both internal and external).

Note

This Policy does not form part of 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.

The intention is to apply this Policy to the maximum extent possible where Cathay employees are based. However, where the requirements of local law impose a higher standard or requirement, then that local law will apply to the extent it is inconsistent with this Policy.

Queries and clarifications

Should you have any queries relating to this Policy, please contact: PPLPolicy@cathaypacific.com

Review of this Policy

We will review this policy from time to time as appropriate.

Document Control

Version History

Version	Date of Revision	Major changes from last version	Revision By
1.0	11 Feb 2019	N/A - policy in place as of 11 February 2019 (previous version not available)	
2.0	9 Mar 2022	Policy re-written to align to D&I Strategy	PPL Policy & Process Manager
3.0	31 Aug 2026	Developed into statement format	PPL Policy & Process Manager

Policy Owner

Position
Director People

Policy Endorser

Version	Name of Authority	Date of Endorsement
1.0	N/A - existing policy as of 11 February 2019	
2.0	Audit Committee	7 March 2022
3.0	Audit Committee	7 May 2026

Policy Approver

Version	Position	Date of Approval
1.0	N/A - existing policy as of 11 February 2019	
2.0	The Board of Directors	9 March 2022
3.0	The Board of Directors	21 July 2026