



Diversity, Equity & Inclusion Plan

2023 – 2026



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OUR COMMITMENT

NQA is committed to providing a diverse and inclusive work environment. Diversity encompasses differences in gender, age, language, cultural background, sexual orientation, religious beliefs, and ability. Diversity also refers to the many ways we are different in other respects such as educational level, job function, socio-economic background, geographic location, thinking style and whether or not one has family responsibilities.

We strive for a workforce which is supportive of differences and encourages full participation of all employees in contributing to the achievement of our business objectives. We recognise that the differences our people bring to the workplace add to its strength.

NQA's Diversity, Equity & Inclusion plan has been designed to include all of these factors and to focus on a number of key areas that have been identified for action. Our objective is for our team to reflect the diversity of the communities we serve and to work in an environment where individual differences, skills, talents, and views are valued and everyone is encouraged to learn, develop and share their knowledge.

This Plan:

- *applies to all NQA employees*
- *aligns with NQA's Enterprise Agreements*
- *is supported by initiatives in our Strategic Plans*

Our performance against the Plan's initiatives and targets will be monitored and regularly reported to the NQA Leadership team and Board, with annual reviews.

MESSAGE FROM THE CEO

I am personally committed to leading a team where talented people from all backgrounds can achieve. A team that reflects the rich and vibrant region where we live, with a culture where individuals can be themselves, while working together with others, to run a high performing business.

I have seen the benefits a business achieves when diversity is valued and when talented people from all backgrounds excel at work, because the culture of the business is supportive, and individuals are appreciated for who they are. I have also seen the talent that is missed, because people who may look or sound different to you and I are stereotyped and not given a chance.

To be successful, our DEI efforts must be led and managed as a People & Culture priority. This plan, in combination with our People framework is dedicated to achieving our DEI goals. This plan will guide our work over the next few years, help us measure our progress, and hold us accountable.

To create a culture where everyone can feel they belong will require all of us working together. Please join me in creating a workplace where all are welcome.

Richard Barker – CEO

DIVERSITY, EQUITY & INCLUSION PLAN OVERVIEW

NQA Diversity, Equity & Inclusion Plan 2023 - 2026 covers the three years from 1 July 2023 – 1 July 2026. It sets out our diversity and inclusion initiatives and the steps we will take to fulfill our commitment to creating an inclusive, diverse, and equitable workplace. The overall approach is similar to that followed in other JPM portfolio companies.

The purpose of the Diversity, Equity & Inclusion plan is to provide a clear strategic approach to ensuring diversity, equity and inclusion is embedded across all of NQA. This plan sets out Key focus areas – including initiatives and action plans that will support each key focus area. This policy works in conjunction with existing NQA policies such as the Parental Leave Policy and the Flexible Working Toolkit.

KEY FOCUS AREAS

- 1. A diverse workforce– Recruit, develop and retain a diverse workforce.*
- 2. An equitable workplace – We have a support framework in place for all to have access to opportunities.*
- 3. An inclusive workplace – We care and respect each other.*

INDIGENOUS ENGAGEMENT STRATEGY

NQA recognises that we have an opportunity to develop a richer and more diverse culture by embracing Aboriginal and Torres Strait peoples who live in our communities. As a significant business in the region, we can play an important role to support equality, recognition, and advancement of Aboriginal and Torres Strait Islander people across all aspects of society and everyday life.

The Diversity, Equity, and Inclusion (DEI) Plan is intended to work alongside the Indigenous Engagement Strategy (IES) that is currently in the early stages of development, to establish a comprehensive strategic approach. It is important to recognise that First Nations engagement is a large and complex area that requires specific initiatives and key actions. While some overlap may exist within the documents, both strategies will work together to promote a more diverse and inclusive workplace.

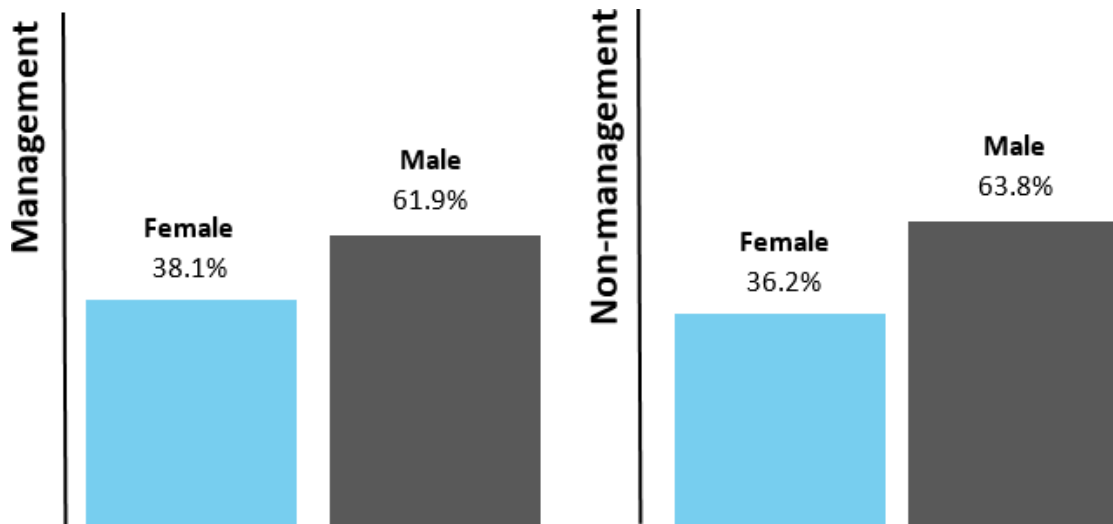
OUR DIVERSITY PROFILE

Whilst NQA has only begun our DEI journey, we are proud of progress made and look forward to continuing to drive our inclusion and diversity agenda.

NQA Diversity profile:



Workforce Composition



47
Average Employee age

8
Average years of service

6%
Gender Pay Gap

100%
Parental leave returning flexibly



Employee Support

- Paid Parental leave
- Flexible Working
- Employee Assistance Program
- Paid Domestic Violence leave
- Generous Personal leave
- Prevention of sex-based Harassment Policy

OUR VALUES

SAFETY EVERY DAY

We create a safe, secure, and healthy culture for our people and customers.



DO THE RIGHT THING

We are accountable and do what is honest and ethical, demonstrating integrity, and worthy of the trust of others.



STRENGTHEN COMMUNITY

Strengthen and invest in those around us, the teams we work in and the communities we operate in.



CREATE VALUE

In collaboration with others, we create positive organisational, social, environmental and economic value.



CARE ALWAYS

Care, service, compassion and respect guide the way we operate at all levels and with all people.



THINK AHEAD

Boldly approach the future through curiosity, adaptation and creativity.



DIVERSITY - Key Priority 1

A Diverse Workforce

NQA is committed to embracing diversity and inclusion at all stages of the employment cycle, from recruitment and selection to training and professional development opportunities. NQA is committed to enhancing the careers of our existing employees whilst also fostering the development of a diverse workspace through attracting new talent from different backgrounds.



Gender Equality



Diversity



Neuro Diversity



Intersection Diversity



Cognitive Diversity

NQA is committed to be a varied workforce, where diversity powers greater collaboration, creativity, and innovation.

We will recruit, develop, and retain a diverse workforce that reflects the community we serve.



NQA will implement initiatives to recruit, develop and retain a diverse workforce that reflects the communities we serve. Key focus areas include:

<ul style="list-style-type: none">• Gender Diversity	<ul style="list-style-type: none">• Cognitive Diversity
<ul style="list-style-type: none">• Cultural & Linguistic Diversity	<ul style="list-style-type: none">• Neuro Diversity
<ul style="list-style-type: none">• Disability	<ul style="list-style-type: none">• LGBTQIA+

Initiative	Key Actions	Measure of success	Time frame
Gender balance	Provide professional development opportunities for females to pursue career opportunities.	Maintain at least 40% females at executive level. Target 40% female representation in Senior Management roles. Target 40% female representation in middle Management.	Ongoing
		Strive for 40% female representation in NQA workforce	FY26
Create pathways for entry level careers	Indigenous Engagement Strategy to inform nature of Aboriginal and Torres Strait Islander employment program to be developed	Employment program is launched	TBA - IES
	Engage with Universities to provide internship opportunities	Establish relationships with universities and provide placements for 2 students annually	FY23
Recruiting for diversity	Audit recruitment processes to identify unintended barriers for people from diverse or disadvantaged backgrounds (e.g., blind CV's, diverse interview panels)	More diverse candidates are hired	FY25
	Include flexibility and Diversity messaging in recruitment advertisements	Develop and implement standard statements to be included in all recruitment vacancies	FY23
	Update website to promote NQA as a diverse and inclusive workplace	Update website to ensure all images reflect diversity. Include a section on website for recruitment with employee profiles and testimonials who have diverse backgrounds	FY23 FY24
Attract diverse candidates	Include diversity criteria when engaging recruitment agencies	Ensure recruitment agencies present a gender balance in suitable candidates	FY23
	Recruitment panels should be a balance of genders / backgrounds whenever possible.	Ensure one male and one female conduct interview whenever possible	FY23
	Provide interview training for leaders.	All LT and senior Managers undertake interview training	FY24
Ensure our leaders are trained, committed and accountable	Review and update recruitment and selection procedures.	Review and update as required	FY23
	Provide tools/resources for Leaders to support employees with cultural and linguistically diverse backgrounds	Provide resources around cultural significant customs, dates and events in relation to our employees' backgrounds	FY24

for diversity and inclusion.	Send out regular diversity and inclusion surveys.	Surveys as required, dependent upon below information received	As required
	Capture diversity metrics for all new hires	Include an optional diversity questionnaire for new hires to complete	FY23
Tracking and measuring diversity	Regular reporting to Leadership Team and the Board on metrics and changes.	Include diversity metrics in all PACC papers	FY24
Initiative	Key Actions	Measure of success	Time Frame
Tracking and measuring diversity in activities externally	Review annually our external collateral (marketing, social media, website, terminal displays) to ensure diversity is well represented	Well-rounded representation on all collateral of diversity.	FY24
	Track demographic statistics of the communities we serve to align with our targets for a diverse workforce.	Align latest Australian Bureau of statistics to set targets for NQA workforce to reflect our communities' demographics	FY24
Ensure our commitment to Diversity is reflected in our activities	Hidden disability program - Terminals		FY23
	Airport volunteers – Domestic terminal	Volunteer program continues with representation and inclusion of cultural and linguistic diversity	ongoing
	Airport Liaison Officers (ALO) – international terminal	Our ALO program continues when international flights resume. ALO's diversity reflects the needs of our travelling passengers to aid with language barriers	ongoing

EQUITY - Key Priority 2

Working towards Equity for all to succeed

Equity at NQA is a workplace where everyone regardless of their ethnic background, country of origin, age, physical ability/disability, or gender has a level playing field in consideration of their individual circumstances. When diversity, inclusion, and equity work together, our workforce will be empowered to bring their best to work and succeed.



Gender Equality



Diversity



Neuro Diversity



Intersection Diveristy



Cognitive Diversity

NQA will foster and support a framework to ensure opportunities and resources provided will enable our team members equality to succeed.



Initiative	Key Actions	Measure of success	Time Frame
Ensuring Equality in remuneration	Benchmark roles against Market	NQA roles are in line with market	FY25
	Audit of roles across the organisation for remuneration equality at responsibility level	Roles across NQA with comparable responsibility level are within a 10% variance range	FY23
WGEA reporting	Annual reporting to WGEA	Submit annual report to WGEA	FY23
Flexible working opportunities	All employees have access to flexible working when role permits		FY23
Flexible working for new parents	Review parental leave policy to accommodate flexibility for returning to work after parental leave to work reduced hours		Completed

INCLUSION - Key Priority 3

An inclusive workplace

Our people are provided with a positive working environment and a corporate leadership framework that does not tolerate bullying or discriminatory behaviour. Our workplace culture encourages collaboration, creativity, and inclusiveness, providing a platform to enable employees to articulate and reach their potential. We continue our commitment to flexible work practices, providing employees the opportunity to balance work and life commitments. We believe in creating and cultivating an inclusive work environment for our people and encouraging voices to be heard.



Gender Equality



Diversity



Neuro Diversity



Intersection Diversity



Cognitive Diversity

NQA will foster and support a culture that is inclusive, collaborative, accountable and supports the talent and diversity of our people. We aim to embed inclusion into the culture of NQA, so that it becomes the “way we do things around here” and the lens through which we make key decisions.










Initiative	Key Actions	Measure of Success	Time Frame
Ensure our leaders are trained, committed and accountable for diversity and inclusion.	Include Diversity and inclusion goals in Leaders KPI's	Update all Executive and Management PDs with specific DEI accountabilities to be measured at annual reviews.	FY25
	All NQA Leaders have an understanding of our traditional owners and the history of the land on which we operate.	All NQA leaders to have participated in education activities	TBA - IES
	Provide unconscious bias training for employees involved in recruitment activities	All executives and senior (L3) Manager trained.	FY24
Gender equality	Annual reporting to WGEA	Submit annual report to WGEA	ongoing
	Retention of new and existing female leaders through career development opportunities.	Not reduce % of female leaders by +/- 5%.	ongoing

	WGEA employer of choice accreditation	Obtain employer of choice accreditation	FY26
Increase awareness & understanding of Diversity	Include our cultural Heritage guideline in our onboarding program.	All new starters complete training	FY24
	First Nations education program to broaden the knowledge of the NQA team to create an open and welcoming culture	All employees	FY24
	Include Diversity events in NQA internal events calendar and celebrate significant events (e.g Multi cultural week).	Min. 4 events per year around diversity	FY23
	Continually review internal policies and procedures to identify any gaps (recruitment, parental leave, flexible working).	Update all policies to reflect gender equality and diversity goals	FY24
	Employees from diverse background to share their stories within teams.	Invite employees to share their backgrounds in internal communications. At least 4 stories shared per year.	FY24

DEFINITIONS

Definitions demonstrate what diversity, equity & inclusion mean to NQA

NQA’s commitment to being inclusive, diverse, and equitable towards our employees, stakeholders and community comes from a basis of social justice and is embodied within our day-to-day actions and decision making. Diversity, equity, and inclusion are concepts that may have varying interpretations. Below are definitions of the various terms and what they mean in practical terms at NQA.

	Term	Definition
	Equity	<p>Equity refers to the specific things each person needs to succeed based on their individual needs. This doesn’t mean everyone gets equal opportunities or resources but that the opportunities or resources provided gives them equality to succeed.</p> <p>NOTE: not to be mistaken for Equality, which seeks to provide all employees with access to the same resources, regardless of the pre-existing barriers they may face.</p>
	Gender Equality	<p>Gender equality means that the different behaviours, aspirations and needs of employees are considered, valued, and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are male, female or a non-binary gender.</p>
	Inclusion	<p>Inclusion in the workplace occurs when all employees, regardless of their individual qualities such as age, gender, cultural backgrounds etc. feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve the organisation</p>
	Diversity	<p>Diversity is the term used for the workplace composed of employees with varying characteristics, such as different sex, gender, race, ethnicity, sexual orientation, etc.</p>
	Cognitive Diversity	<p>Cognitive diversity is the differences in perspective or how individuals process information. It is not predicted by factors such as gender, ethnicity, or age. Here we are interested in a specific aspect of cognitive diversity: how individuals think about and engage with new, uncertain, and complex situations.</p>
	Intersection Diversity	<p>Intersectionality identifies multiple factors of advantage and disadvantage. Examples of these factors include gender, race, class, sexuality, religion, disability, and physical appearance. These intersecting and overlapping social identities may be both empowering and oppressing.</p>
	Neuro Diversity	<p>Neurodiversity is an aspect of diversity that enhances the workplace in numerous ways. People with neurocognitive disabilities have talents, perspectives and skills that can be distinctly beneficial in many work environments.</p> <p>The conditions of ADHD, Autism, Dyspraxia, and Dyslexia make up 'Neurodiversity'. Neuro-differences are recognised and appreciated as a social category on par with ethnicity, sexual orientation, gender, or disability status.</p>