



QATAR AIRWAYS GROUP
مجموعة الخطوط الجوية القطرية



Sustainability Report 2018-2019

Aeropolitical and Corporate Affairs Department



SUSTAINABILITY REPORT 2018-2019



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1 Introduction from Qatar Airways Group Chief Executive



“Our commitment to a sustainable aviation industry is more resolute than ever and we are proud to continue to fly the flag for sustainable aviation and for the State of Qatar.”

As our business continues to grow and we achieve further recognition as leaders in aviation, we appreciate the importance of continuing to drive improvement across all aspects of corporate sustainability.

During 2018-19, we developed a comprehensive corporate sustainability framework, identifying the key economic, social and environmental topics that are most material to our business. Apportioned to themes for Business, People, Society and Environment, this is the first year we have used this framework for structuring our reporting across the sustainability agenda. At the local level, Qatar Airways Group is proud to contribute towards the Qatar National Vision to “transform Qatar into an advanced society capable of achieving sustainable development by 2030.”

This is a step further in our journey to increasingly mature corporate sustainability. Going forwards, our corporate sustainability framework will evolve to help focus our efforts and advance our actions on the sustainability themes and topics that matter most to our business and to our stakeholders.

While 2018-19 was a year of growth and achievement for Qatar Airways, it was also the first full year of the ongoing illegal blockade against our country. On 05 June 2017, an air, sea and land blockade was imposed on the State of Qatar by the Kingdom of Saudi Arabia, the United Arab Emirates, the Kingdom of Bahrain, and the Arab Republic of Egypt.

Despite the impositions caused by the blockade, Qatar Airways continues to grow its operations, which

is measured in the numbers of destinations we serve, aircraft we fly and people we employ. However, some environmental sustainability indicators have been impacted by airspace restrictions.

Under such circumstances, other airlines may have fallen back on sustainability promises. However, across Qatar Airways Group, we continue to invest in corporate sustainability projects throughout our operations. As recognised through the certifications and awards received during the year, we are leading our industry in many key areas of our business.

I am pleased to present this report as a review of our continued effort and achievement within the context of corporate sustainability.

Yours sincerely,

H E Mr. Akbar Al Baker
Group Chief Executive,
Qatar Airways Group



2 About this Report

This report is the Corporate Sustainability Report for Qatar Airways Group Q.C.S.C. for the period 01 April 2018 to 31 March 2019.

The organisational boundary of data presented in this report includes the following businesses:

- Qatar Airways
- Qatar Airways Cargo
- MATAR
- Qatar Aviation Services
- Qatar Aircraft Catering Company
- Qatar Duty Free
- Qatar Executive
- Qatar Distribution Company
- Dhiafatina Hotels
- Discover Qatar



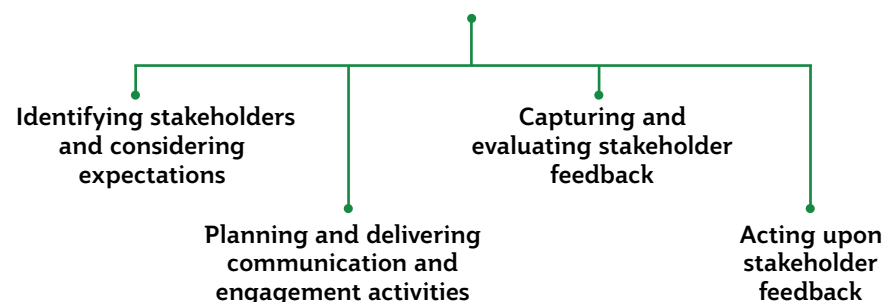
The performance data presented in this report relates to the operations of international flights, hotels in selected international destinations, facilities and ground service operations in the State of Qatar and other global destinations. Exclusions comprise other Qatar Airways Group businesses and joint ventures not listed across.

The Qatar Airways Group Corporate Sustainability Report is published annually, in English to document the sustainability performance for the preceding financial year. The last report was dated May 2019. All published reports are available on the Qatar Airways website: www.qatarairways.com/en/about-qatar-airways/environmental-awareness

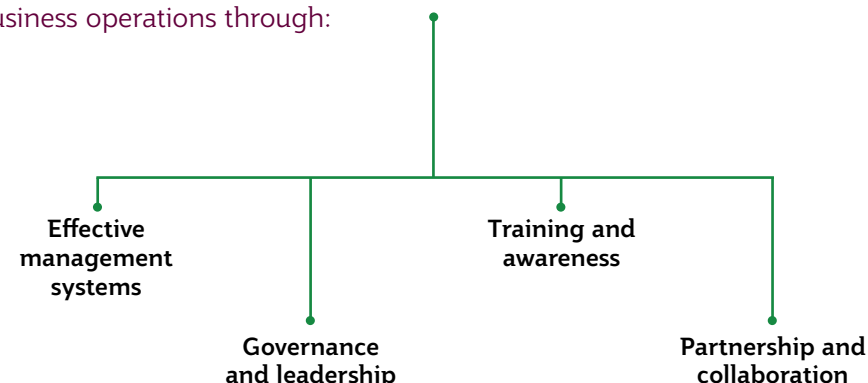


Qatar Airways' Corporate Sustainability Framework

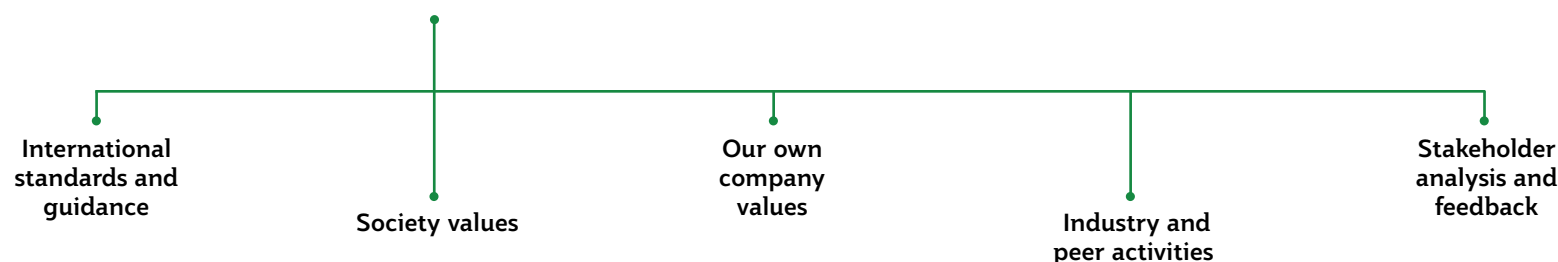
1. Qatar Airways is developing a holistic approach to sustainability across its global operations. Understanding stakeholder expectations helps to prioritise sustainability issues and to guide decisions regarding the allocation of resources to improve performance. Our approach involves:



2. Our management approach to sustainability is integrated across our business operations through:



3. We have developed a comprehensive corporate sustainability framework that identifies the economic, social and environmental topics that are most material to the airline and its corporate functions. The development of the framework involved review of, and alignment to:



Consultation was undertaken within the business to refine sustainability themes and topics closely aligned to our activities and our values, and to ensure stakeholder interests and expectations are carefully considered.

Qatar Airways' Corporate Sustainability framework will evolve to help focus efforts and advance actions on the issues that matter most to our business and our stakeholders.

The corporate sustainability framework forms the foundation of this report which can be navigated following the four themes:

Business, People, Society and Environment.





BUSINESS

Ethical Business

Ethical business involves considering our operations and business practices, as well as interactions with our supply chain and business partners.

Customer Experience

We always put the needs of customers first, striving for excellence in everything we do, with the aim of offering a seamless, pleasant and memorable experience for each of our customers.

Customer Safety & Security

Qatar Airways operates to the highest global standards and is active in contributing to the development and application of industry-leading innovation and best practice.

PEOPLE

Employee Health, Safety & Well-being

We are dedicated to developing our safety culture and a proactive, safety conscious workforce through collaboration, communication and training.

Gender, Diversity & Inclusion

By measuring, reviewing and reporting our workforce demographics, we drive our ongoing diversity and inclusivity.

Learning & Development

We are dedicated to delivering world-class learning and development for our employees by integrating the latest learning trends, methodologies and technology into our learning culture.

SOCIETY

Social & Economic Development

Qatar Airways brings economic and social development opportunities to Qatar as well as the destinations to which it flies. The increased connectivity provided by air transport agreements stimulates economies, creates new jobs, promotes investment, and allows business access to new markets.

Global Sponsorships

We continue to enhance our sponsorships on a local and global level, leveraging our partnerships to align with our commercial interests and brand values and Qatar's National Vision 2030.

Corporate Citizenship

Qatar Airways continues to support targeted local and global charitable initiatives which are aligned with its own values as well as those of the Qatar's National Vision 2030.

ENVIRONMENT

Energy & Climate Change

Qatar Airways is committed to tackling climate change by measuring and reducing energy consumption and greenhouse gas emissions across all operations.

Local Environment

Qatar Airways controls its environmental impact at the local level by measuring and managing waste generation, water consumption, the prevention of pollution, as well as the noise and emissions generated by our aircraft.

Wildlife & Natural Resources

Qatar Airways has a zero tolerance policy towards the illegal trade of endangered wildlife and is actively engaged in preventing illegal wildlife transportation.



Qatar National Vision 2030



Qatar Airways Group is proud to contribute towards the Qatar National Vision to “transform Qatar into an advanced society capable of achieving sustainable development” by 2030.

The four pillars of the Qatar National Vision 2030 are:



Economic Development

Development of a competitive and diversified economy capable of meeting the needs of, and securing a high standard of living for, all its people both for the present and for the future.



Human Development

Development of all its people to enable them to sustain a prosperous society.



Social Development

Development of a just and caring society based on high moral standards, and capable of playing a significant role in global partnerships for development.



Environmental Development

Management of the environment such that there is harmony between economic growth, social development and environmental protection.



United Nations Sustainable Development Goals



All nations have a responsibility to address these goals, and it is recognised that co-ordination between governments, business and communities is important. In developing its strategic approach to Corporate Sustainability, Qatar Airways recognises greater alignment to some of the SDGs, while other goals are less connected to the activities of the business.



In 2015, the United Nations General Assembly set seventeen global goals for sustainable development. The Sustainable Development Goals (SDG's) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

Of the seventeen SDGs, seven have been identified as most relevant for Qatar Airways



3 Qatar Airways Group Overview

With its corporate headquarters in Doha, Qatar, the Qatar Airways Group is wholly owned by the State of Qatar¹, and encompasses a wide range of businesses:



Qatar Airways

The commercial airline operation of Qatar Airways Group and the national carrier for the State of Qatar.



Qatar Airways Cargo

The world's second largest international cargo carrier, delivering quality air freight solutions and connecting businesses to more than 170 global destinations.



Qatar Executive

Qatar Airways Group's corporate jet subsidiary, offering luxury jet services for worldwide private charter.



Qatar Company for Airports Operation and Management MATAR

Operates Hamad International Airport, the hub of Qatar Airways.

¹ Qatar Airways Group Q.C.S.C. is a Qatari Closed Shareholding Company registered in the State of Qatar. The Company's registered office is located at Qatar Airways Tower P.O. Box 22550, Doha, State of Qatar.





Qatar Aviation Services

Provides ground handling services at Hamad International Airport for all airline operators alongside a range of critical customer services to passengers throughout the airport.



Qatar Aircraft Catering Company

One of the largest airline catering facilities in the world, providing catering for all flights leaving Doha alongside airport lounges and cafeterias, producing up to 175,000 five-star meals per day.



Qatar Duty Free

Operates the retail experience at Hamad International Airport, encompassing luxury retail, travel essentials, and food and beverage. Qatar Duty Free also operates Qatar Airways' in-flight duty free programme.



Dhiafatina Hotels

Qatar Airways Group's hotel and spa management arm with six world-class hotels in Edinburgh, London, Doha, Melbourne and Switzerland. Dhiafatina also operates the Vitality Spa at Hamad International Airport.



Qatar Distribution Company

The sole distributor of licenced retail products in the State of Qatar.



Discover Qatar

The destination management division of Qatar Airways and proud partner of the Qatar National Tourism Council. Through partnerships with other outstanding individuals and organisations, Discover Qatar's goal is to advance the development of Qatar as a premium tourist destination.

Since the last reporting period, Qatari Company for Airports Operation and Management (MATAR) was established as a new corporate subsidiary. In February 2019, Qatar's Civil Aviation Authority signed a contract with MATAR for the operation and management of Hamad International Airport. There have been no other significant changes to the size, structure or ownership of the organisation, or its supply chain, during the reporting period.



4 Qatar Airways



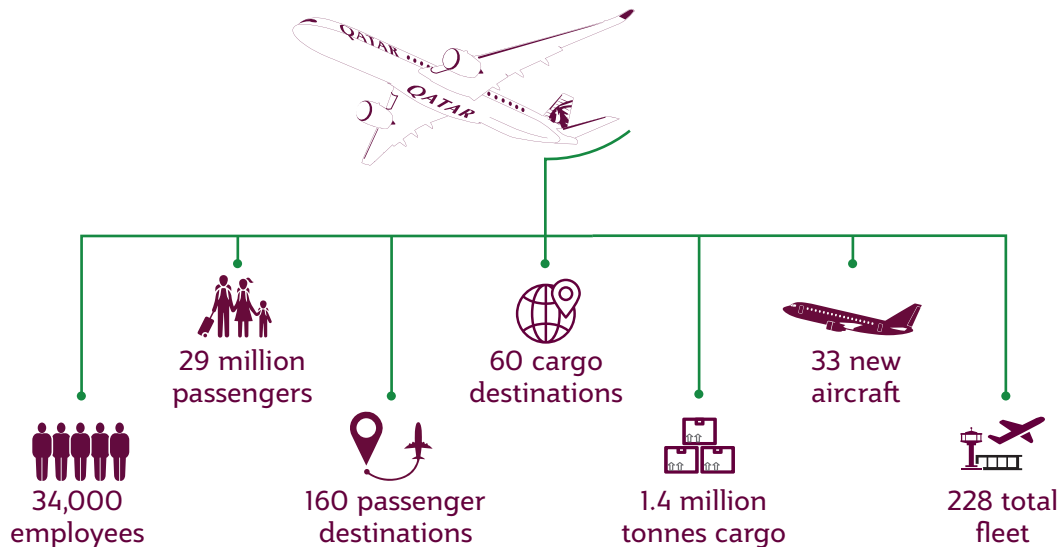
Qatar Airways continues to build upon its fleet of modern aircraft, taking delivery of 33 new aircraft during 2018-19, including 30 passenger aircraft and three cargo freighters, bringing its fleet to a total of 228 aircraft.

During 2018-19, Qatar Airways Cargo grew to become world's second largest international cargo carrier, transporting more than 1.4 million tonnes of freight with a fleet of 25 freighter aircraft, serving over 60 dedicated cargo destinations.

By 31 March 2019, Qatar Airways employed more than 34,000 people in Doha and at worldwide destinations.

From its hub in Doha, Qatar Airways flies to more than 160 destinations spanning six continents. As well as serving more than 29 million passengers, the airline added 11 new destinations to its network in 2018-19.

Highlights in 2018-19



Business

Ethical Business

Ethical business involves caring about how business is done and who business is done with. In considering ethical business Qatar Airways look at its own operations and business practices, as well as its interactions with its supply chain and business partners.

Key issues relating to this topic include anti-bribery and anti-corruption, fair competition, supply chain sustainability, and the approach to managing the risk human trafficking on our global network.

Anti-bribery & anti-corruption

Qatar Airways is committed to conducting its business in accordance with the highest standards of ethics and integrity.

Qatar Airways' anti-bribery and anti-corruption policy outlines the airlines' zero tolerance approach to bribery and corruption. Forming part of the Employee Code of Ethics, the policy requires all employees, directors, officers, and third parties acting on behalf of Qatar Airways to declare their understanding of the policy and to uphold its commitment.

The Employee Code of Ethics details the process for whistle blowing, whereby employees are encouraged to disclose any infringing acts or events through an official reporting channel.

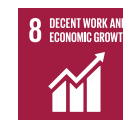
Fair competition

Qatar Airways operates its business in a manner that is compliant with all competition laws and regulations wherever it operates. Qatar Airways' Competition Legal Guidelines outline the three main elements of anti-competition law:

- Prohibiting agreements or practices that restrict competition between business entities
- Banning abusive behaviour by entities dominating a market
- Supervising mergers and acquisitions of large entities, including some joint ventures

The guidelines outline the requirements for Qatar Airways' employees to observe in relation to unlawful conduct and competitively sensitive information.

Qatar Airways can make a positive contribution to the following Sustainable Development Goals under this topic:



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Supply chain sustainability

To deliver its world-class service, Qatar Airways purchases a vast range of goods and services from a complex and diverse global supply chain. Qatar Airways' Procurement Policy guides procurement activities in a sustainable manner, aiming to identify goods and services that minimise negative impacts and encourage positive outcomes for the environment, economy and society.

All Qatar Airways' first tier suppliers acknowledge our Supplier Code of Conduct, which describes the minimum set of values we wish our suppliers to respect relating to labour, health & safety, environment and business ethics. The Supplier Code of Conduct specifically prohibits forced, compulsory and child labour, and requires that human rights are respected and protected throughout supplier activities.

By 31 March 2019, approximately 25 percent of suppliers registered in Qatar Airways e-sourcing system had acknowledged the Supplier Code of Conduct, with this proportion growing as new suppliers are added.

Looking ahead, Qatar Airways is investing in a new procurement platform which will deliver a number of efficiencies and enable greater visibility of the supply chain. This initiative is facilitating a review of sustainable procurement procedures, in which business responsibilities for identifying ethical and environmental risks in the supply chain and arrangements for due diligence checks against the Supplier Code of Conduct will be further developed.



Prevention of human trafficking

Every day, men, women and children from every nation, are illegally trafficked, creating the fastest growing and second biggest illegal industry globally. The opportunity for fast and cost-effective transportation makes aviation a potential target for misuse by groups that pursue this illegal industry.

Recognising the potential to make a positive difference in combatting human trafficking, in October 2018, Qatar Airways hosted the Combatting Human Trafficking Forum, which was aligned with the State of Qatar's National Plan to Combat Human Trafficking. The forum was opened by Qatar Airways Group Chief Executive, His Excellency Mr. Akbar Al Baker, and featured presentations by key international partners, including United Nations International Civil Aviation Organization (ICAO); United Nations Office of the High Commissioner for Human Rights; International Air Transport Association (IATA); and Airline Ambassadors International.

During the forum, Mr. Al Baker, voiced a commitment to combat human trafficking. A number of initiatives were launched to raise awareness about human trafficking, and to train our employees on procedures to respond to suspicious activity across our network. Over 13,500 cabin crew were trained in the last year, and further training is planned for key roles with the greatest interaction with passengers, such as security, check-in and boarding staff.

Customer Experience

At Qatar Airways, our customers are the foundation of our business. We always put the needs of customers first, striving for excellence in everything we do, with the primary aim of offering a seamless, pleasant and memorable experience for each of our customers throughout their journey.

In 2018-19, our drive for world-class customer service has been recognised as industry-leading through a number of prestigious awards.

Awards 2018-19



- World's Best Business Class
- Best Airline in the Middle East
- Best First Class Airline Lounge
- Best Business Class Seat

Qatar Airways flies one of the most modern, technologically advanced aircraft fleets in the industry, powered by the latest generation fuel-efficient jet engines. With over 300 aircraft currently on order, a new aircraft is received on average every two weeks.



- World's Best Business Class
- Best Business Class: Middle East
- World's Top 10 Airline
 - Travellers Choice Winner:
 - 'Airline: Middle East'
 - 'Economy Class Middle East'

On 31 March 2019, Qatar Airways' fleet comprised 203 passenger aircraft and 25 cargo aircraft.



- Best Long-haul Airline
- Best Business Class
- Best Middle East Airline



Product design



Listening to customers helps tailor and continually improve Qatar Airways' products and services to their needs, and to set new trends in airline hospitality. Product design balances excellence in customer experience with sustainability.

Alongside compliance to international safety and environmental regulations, the product design process contributes to aircraft fuel efficiency by achieving optimum weight, and considers the principles of a "circular economy" to avoid or reduce waste wherever practical.

An exciting initiative in 2018-19 was the launch of our new economy class experience including:

- A new innovative, lightweight economy class seat featuring:

- 19-degree recline system
- Additional legroom
- Dual trays
- 13.3-inch 4K widescreens
- Type 'C' fast charging USB port



- 'Quisine' - the new in-flight dining experience offering:

- | | |
|----------------------------------|--|
| — Retail-style tableware | — 50 percent larger desserts |
| — Menu with more choices | — Increase in rotatable, recyclable and biodegradable products |
| — 25 percent larger main courses | — Reduction in single-use plastic |
| — 20 percent larger appetisers | |



Disruption management

Qatar Airways Integrated Operations Centre (IOC) maintains schedule integrity and ensures all Qatar Airways flights operate safely and securely. The IOC is central to delivering customer satisfaction by minimising delays and misconnections. On-time-performance is maintained through optimal scheduling and a collaborative response to disruptions such as weather, technical, medical or airspace restrictions.

The IOC operates a single software system that combines several different functions on one platform. The Total Operations Software was developed in-house, and includes the Operational Event Manager, the Business Disruption Cost Model and the Direct Cost Model. These all contribute to enhanced standardisation, data collection and decision-making.

In terms of intellectual capital, the IOC has approximately 250 dedicated personnel who support operations across various platforms: Pre-Operations and Network Control; Operational Support; Dispatch and Flight Watch; Air Traffic Management; and Training and Development. This cross-functional group is also supported in the IOC by operational stakeholders to ensure collaborative and swift decision-making.

The IOC team regularly undergo tailor-made continuous training programmes in areas such as aircraft performance, dangerous goods regulations, safety awareness, leadership and decision-making. In addition, Network Control

staff undergo a high-pressure, four-hour, simulated disruption scenario training session each year to assess and ensure operational readiness.

The IOC is committed to keeping pace with Qatar Airways' expansion by maintaining its capability to handle the increasing scale and complexity of operations. For example, the IOC is collaborating with market leaders in Artificial Intelligence to calculate preferential recovery solutions for disruption events. Importantly, the tool will remember and learn from each event, effectively teaching itself to suggest solutions as new operational challenges emerge.

Qatar Airways maintains one of the highest rates of on-time-performance globally:

—● 549 flights daily —● 89.2% on time performance





Passenger services

Qatar Airways offers a variety of options for customers to check in at their convenience, and this year has expanded the availability of self-service kiosks and fast bag drop counters at Hamad International Airport and at selected destinations.

Using My Q-Tag, passengers using online check-in services can print their own baggage tags before leaving for the airport, as well as making use of digital boarding passes at selected destinations.

Qatar Airways airport lounges provide a world-class experience to passengers traveling from Hamad International Airport and selected destinations.

Qatar Airways' Al Maha service offers a range of enhanced meet, assist and lounge services to customers arriving, departing and transiting through Hamad International Airport. Fully trained staff assist with immigration and security checks and luggage check-in and collection.

Al Maha also offers an award-winning lounge where customers can unwind and relax.



Customer feedback

Customer feedback is Qatar Airways' compass to the travel experience of our passengers and their many interactions we have with them across their journey.

Qatar Airways monitors opinions published on social media and travel websites, as well as seeking feedback through direct surveys.

Our Voice of the Customer programme is under development to more effectively act on customer feedback.

Different surveys are conducted to assess and monitor specific metrics, including Net Promoter Score, Customer Satisfaction, and Customer Effort Score. These metrics help continually improve products and services and create the best customer experience for passengers.

Post-flight surveys are conducted daily, and a number of satisfaction surveys are completed every week linked to various transactions. Relationship surveys are conducted to monitor Qatar Airways' loyalty programme, Privilege Club, and inform other ideas and recommendations.

Qatar Airways was ranked as the number

one airline worldwide by Airhelp, a company which assists passengers with compensation claims. The ranking was based on: On-time Performance, Quality of Service, and Claim Processing. With regards to Claim Processing, customer care was measured on efficiency, fairness and turnaround time, where Qatar Airways scored 8.9 out of 10.



Privilege Club, Qatar Airways' frequent flyer programme, has over seven million members worldwide. Members earn Qmiles when travelling on Qatar Airways, oneworld® airlines, or any of the airlines' partners. Qmiles can be redeemed for complimentary flights, cabin upgrades, excess baggage allowance, and much more. In 2018, Privilege Club was named 'Best Rewards Programme' in the Middle East, Asia and Oceania region for the second consecutive year in the FlyerTalk Awards



Customer Safety & Security

Qatar Airways operates to the highest global standards and is active in contributing to the development and application of industry-leading innovation and best practice.

A comprehensive and integrated safety management system enables group-wide compliance with the regulations and guidelines set out by International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Qatar Civil Aviation Authority, and any specific legislation applicable to the countries in which we operate.

Group Safety

- Implementing the Safety Management System
- Ensuring the investigation and mitigation of hazards and safety events
- Promoting a positive safety culture through strategic training and awareness

Compliance Monitoring

- Supporting the audit programme for airline operations
- Checking that all activities are carried out in the correct and safest way possible

Security Management

- Identifying and managing security risks at all corporate assets and facilities worldwide

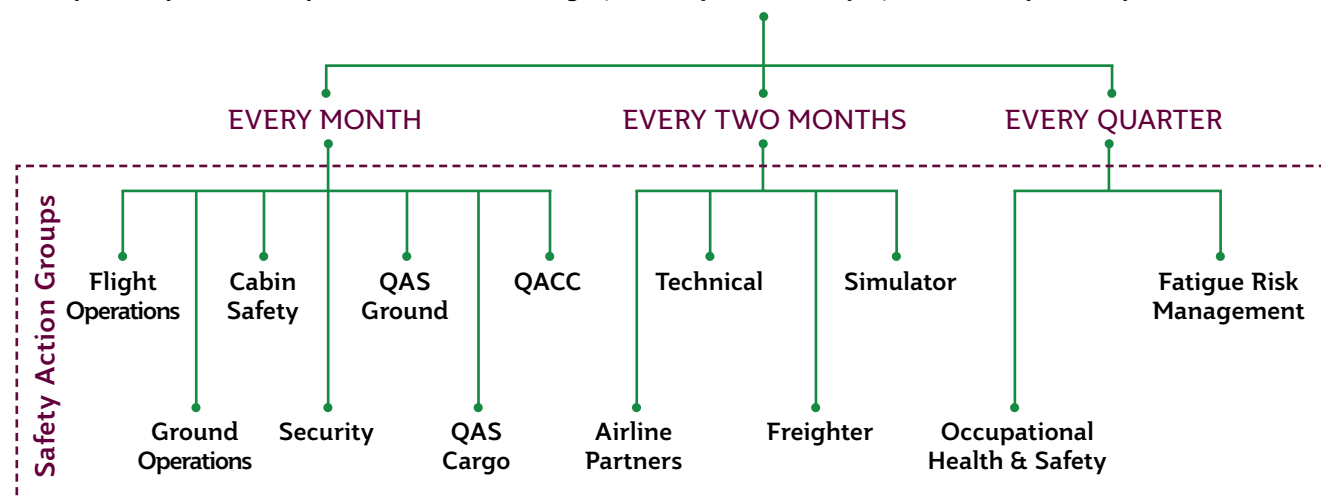
Business Resilience

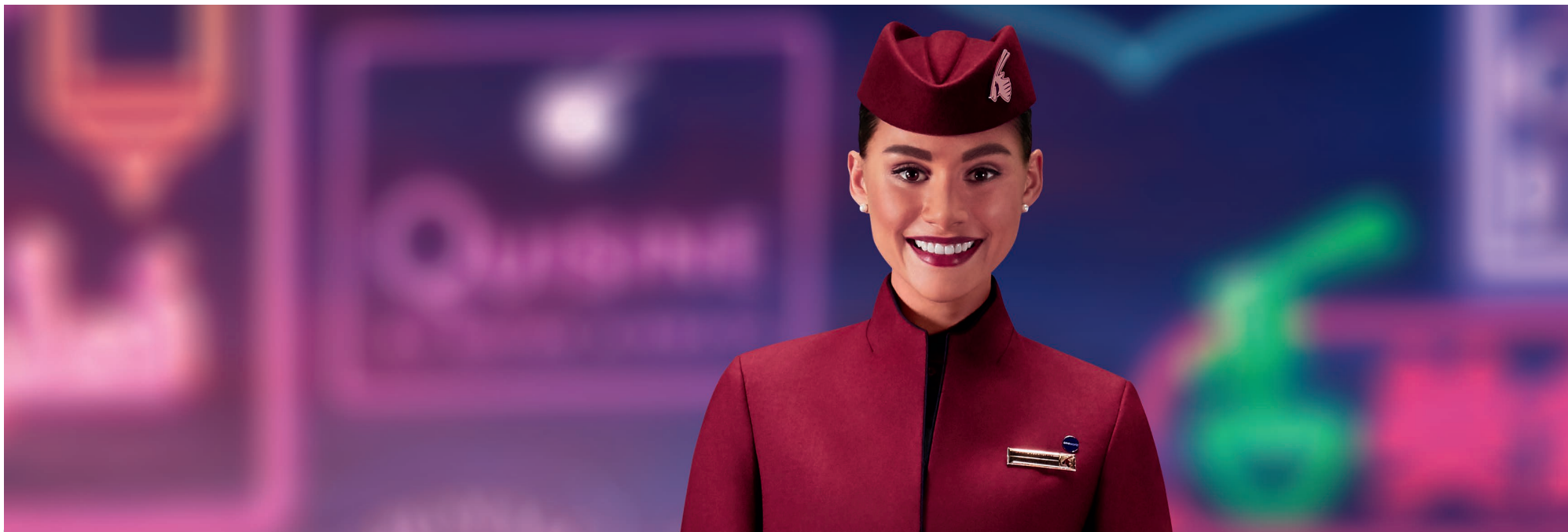
- Crisis management and contingency planning for major incidents
- Business continuity for other temporary operational disruptions



Qatar Airways was the first airline to complete IATA's Operational Safety Audit (IOSA) in 2003, and has successfully renewed its certification every two years since. IOSA sets the industry standard for airline operational management and control systems, including the areas of corporate organisation and management, flight operations, operational control, flight dispatch, aircraft engineering and maintenance, cabin operations, aircraft ground handling, cargo operations and operational security.

Group Safety & Security Committee Meeting Quarterly Chaired by Qatar Airways Group Chief Executive





Crew resource management

Qatar Airways' Human Factors department is responsible for training approximately 18,000 pilots and cabin crew. In recognising the role of human factors, Qatar Airways aims to manage risks relating to human error through training non-technical skills. These involve communication, problem-solving and decision making, workload management, leadership and teamwork, and situational awareness.

Human Factors provides regulatory required training directly through over 60 instructors delivering up to six sessions per day, every day of the year. One-on-one evaluations and training for pilots are applied where areas for improvement are identified. Psychometric testing is undertaken for all flight crew command upgrades.

- **60** instructors
- **14,000** cabin crew
- **3,950** flight crew
- **6** regulatory training sessions per day
- **365** days per year

Crew Resource Management involves increasing awareness of the risks association with fatigue.

helped to optimise crew alertness and performance.

Qatar Airways is improving how fatigue is reported by crew, and last year conducted internal surveys to obtain a clear picture of how crew perceive their levels of fatigue. The outcomes have



Ground safety

Qatar Airways is dedicated to promoting a secure and efficient environment for its aircraft, personnel and passengers. Continuous improvement in ground safety is achieved through a number of ongoing initiatives, including:

- Proactive risk identification and mitigation
- Quarterly business reviews with key suppliers and ground handling agents on safety performance
- Safety training and awareness campaigns focussed towards airport service and ground handling staff
- Robust reporting and investigation of aircraft damage, loading discrepancies and other occurrences
- Monitoring of controllable safety performance indicators
- Ground handler assessments and proactive oversight of ground handling agents across all airports
- Driving and monitoring of ground handler safety performance through the effective use of the Aircraft Turnaround Checklist to proactively identify and mitigate potential adverse trends

Ground Safety Systems Framework

Ground Services has established the Global Safety Surveillance oversight initiative which incorporates:

—● Quarterly Safety Season

A campaign to highlight airline level and wider industry risks, designed to drive improved compliance and collaboration with local ground handling agents and key suppliers.

—● Aircraft Turnaround Checks

Conducted by Qatar Airways ground personnel at our destinations on every Qatar Airways flight, providing added assurance above and beyond the safety checks performed across the industry.

—● Proactive Safety Culture

Qatar Airways' Ground Services Safety team maintains a focus on proactive reporting.

—● Reward and Recognition Scheme

Directly complements the proactive safety culture by awarding Qatar Airways and third party personnel with a certificate of recognition.

—● Ground Services Safety Champions Programme

Further support the drive for enhanced safety culture, support and awareness at regional airport level.

—● Supplier Safety Programme

Enhances the safety performance of ground handlers and airport operators globally.

—● Ground Safety Insight

A monthly communication with airports to raise awareness of safety trends, occurrences and positive safety performance.

—● Ground Incident Review

Elevates awareness of specific incident trends, causal factors and human factors for learning across the global airports network.

—● Quarterly Business Reviews

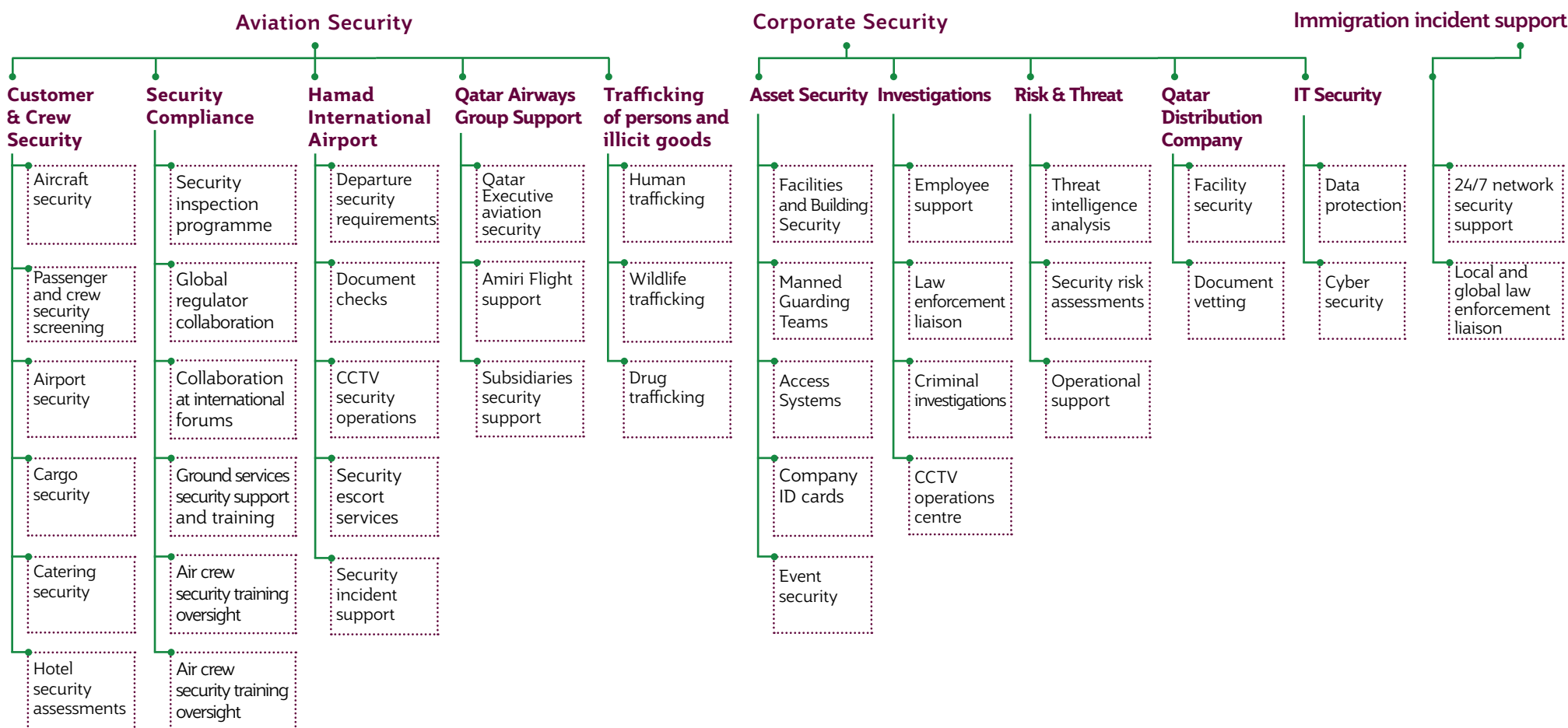
Provides industry suppliers, with a focus on safety and continuous improvement.



Security

The security of our customers and their personal information is critical. We continuously review threats and risks to our operations and assets in Qatar, and at our destinations, to formulate, implement and monitor security measures and policies that counter those threats and risks.

Qatar Airways Group security framework covers a wide range of activities:



Data protection

Qatar Airways' approach to data protection provides a global legal basis for all applications that share personal data. Qatar Airways Group's Privacy Notice and Data Protection Statement is available to all customers to give them confidence that their data is safe when using Qatar Airways' website, mobile and other services.

Qatar Airways is committed to compliance with the requirements of applicable data protection laws and to a universally accepted standard for data protection throughout its global operations.

Qatar Airways ensures that all personal data shall:

1. Be obtained and processed **fairly and lawfully**
2. Be **adequate, relevant and not excessive**
3. Be **accurate** and up to date
4. Be **retained** no longer than is necessary
5. Be **processed** in accordance with the rights of the data subjects under applicable laws
6. Be surrounded by **proper security**

Cyber security



Responding to the global threat of cyber-crime is fundamental to the safety and security of customers and assets. Qatar Airways has developed a robust cyber security capability and established a Cyber Security Action Group to continually evaluate and mitigate cyber security threats and risks. Qatar Airways also participates in cyber security drills arranged by the State of Qatar to strengthen cyber readiness.

In 2018, Qatar Airways joined forces with the State of Qatar's Ministry of Interior in a national consumer awareness campaign aimed at combatting cyber fraud. The national campaign provides information, strategies and resources to raise

awareness of the methods devised by fraudsters, as well as the actions and reporting mechanisms that can be adopted by consumers for protection.

Qatar Airways regularly communicates with its customers through its website and social media channels to promote awareness of cyber fraud. A cyber security awareness campaign is planned for the coming year.



People

Employee Health, Safety & Well-being

The safety, health and welfare of employees and guests is an integral part of Qatar Airways Group's Safety Management System. Through our Occupational Health & Safety and Fire Safety Policy, we commit to maintaining the health and safety of our employees by:

1. Eliminating hazards and providing safe and healthy working conditions
2. Providing training and awareness and increasing participation, consultation and communication
3. Promoting employee health and well-being

We are dedicated to developing our safety culture and a proactive, safety conscious workforce through collaboration, communication and training by:

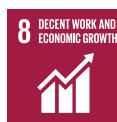
1. Reporting and investigating all health, safety and fire related incidents
2. Measuring performance against health and safety objectives to drive continuous improvement
3. Complying with relevant legislative and regulatory requirements

We commit the resources required to achieve continual improvement in health and safety across all areas.

Qatar Airways makes a positive contribution to the following Sustainable Development Goals under this topic:



Ensure healthy lives and promote well-being for all at all ages



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Hazard identification, risk assessment and incident investigation

During the year, over 3,500 proactive and reactive safety reports were investigated, including those relating to:

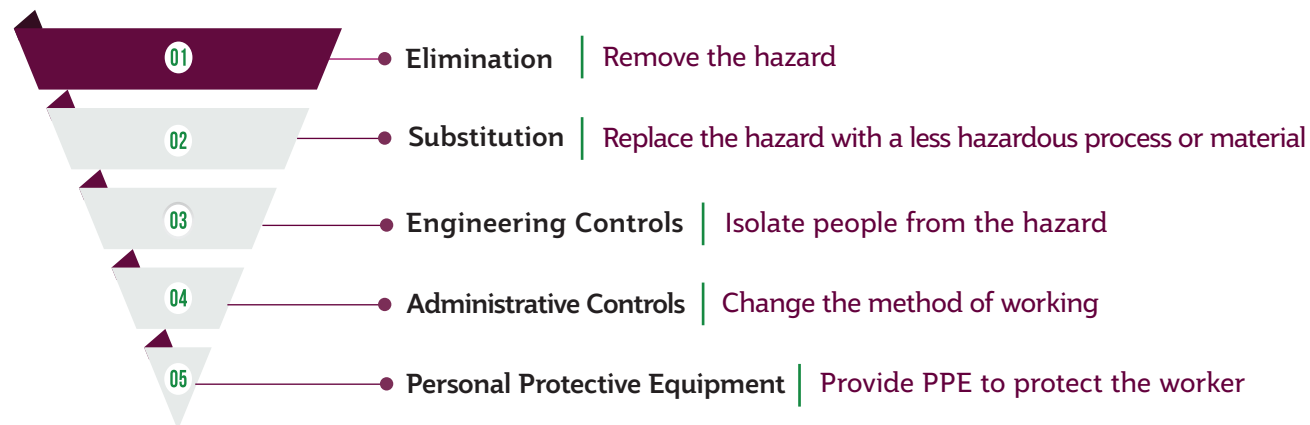


Proactive workplace safety inspections, involving operational and management staff, are conducted on a regular basis across Qatar Airways Group. Outcomes include:

1. Employee consultation
2. Identification and management of hazards
3. Learning from good practice
4. Promoting personal responsibility and proactive behaviours
5. Demonstrating safety leadership commitment

All reports are investigated, and controls applied, based on the hierarchy of controls. Routine risk assessments of specific activities and work locations provide a regular review of system effectiveness.

Hierarchy of controls



Following the success of proactive workplace safety inspections, Qatar Airways continues to promote this activity across the group.

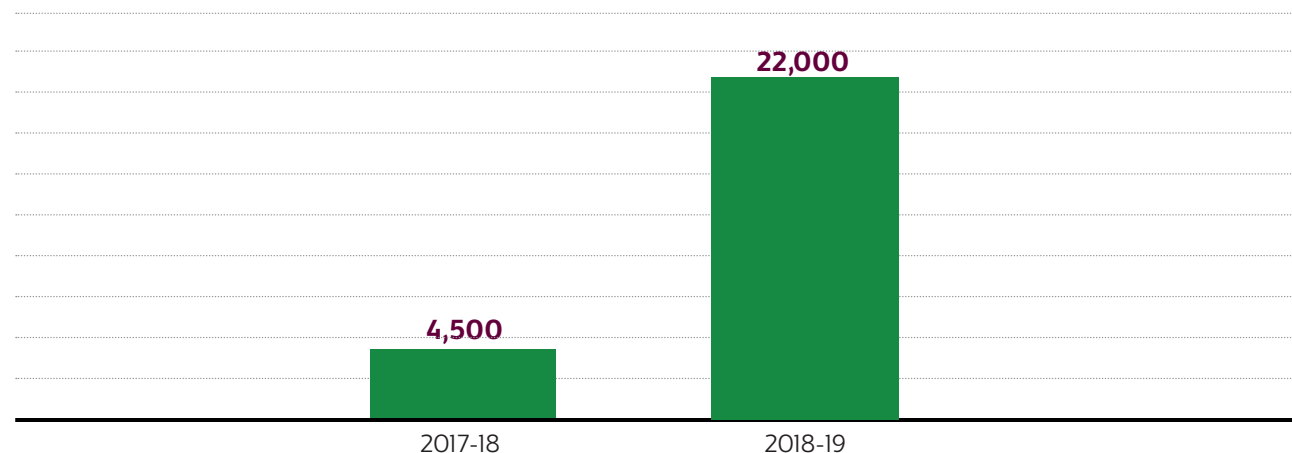


Figure 1: Number of proactive workplace safety inspections completed per year



Safety performance

Qatar Airways measures its safety performance using the Lost Time Injury Frequency Rate (LTIFR)².

Qatar Airways Group Performance 2018-19

Lost Time Injury Frequency Rate (LTIFR) —● 4.8 per million hours worked

Following an initial period of significant improvement, the LTIFR for Qatar Airways Group has been maintained for the last five years during a period of rapid expansion of workforce and activities.

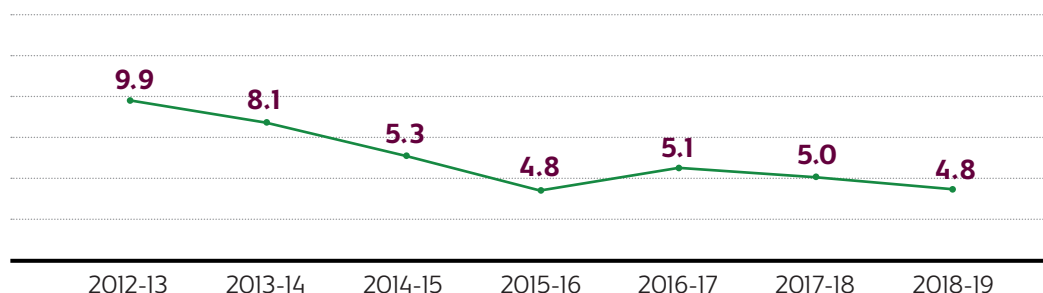
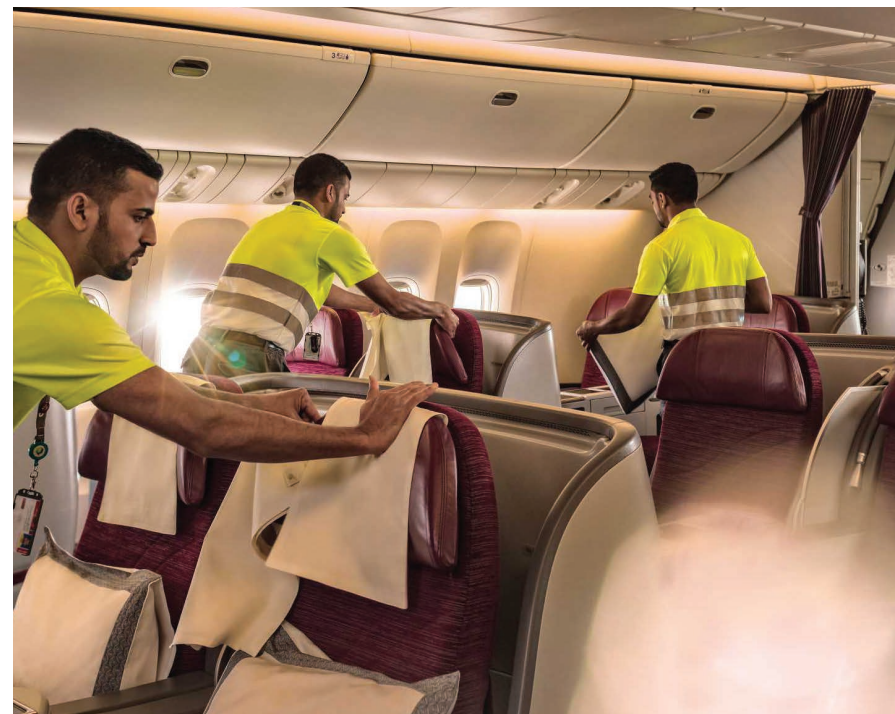


Figure 2: Lost Time Injury Frequency Rate for all Qatar Airways Group staff

There was one fatality recorded in 2018-19 involving a contractor performing electrical maintenance. The loss of a life is never acceptable. As such, Qatar Airways has initiated stringent corrective actions to avoid such accidents reoccurring, including employee awareness and increased supervision.

There were no high-consequence work-related injuries³ involving Qatar Airways Group employees during the period.



² Lost time workplace injuries include any work-related injury or ill health that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness. Data does not include lost time workplace injuries for contracted staff. LTIFR is the number of lost time workplace injuries per one million hours worked. Data does not include LTIFR for contracted staff.

³ High-consequence work-related injuries include any work-related injuries that result in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.



Common hazards and injuries

Qatar Airways analyses data from all reported occurrences to help prioritise areas for improvement. Commonly reported hazards and types of injury are presented below.

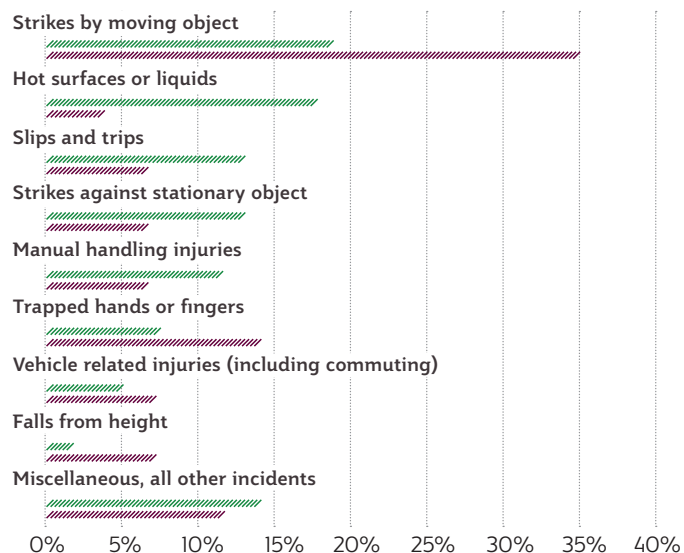


Figure 3: Commonly reported safety hazards, 2018-19

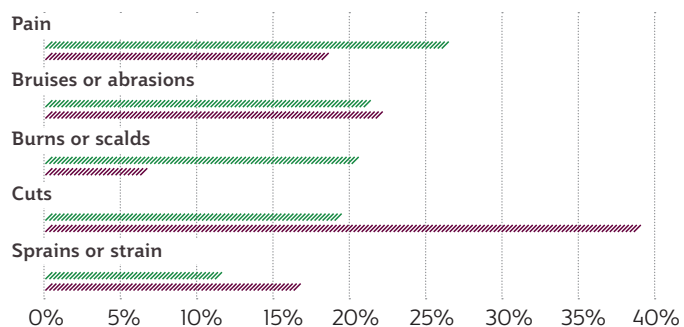


Figure 4: Commonly reported injuries, 2018-19

Qatar Airways Group Staff Contracted Staff

Actions to address work related hazards

To reduce the frequency and severity of occurrences, Qatar Airways has focused on the following areas:

Struck by moving or stationary object

The majority of incidents in these categories relate to working in limited spaces and the severity is typically minor. Actions taken include risk assessments and raising staff awareness.

Contact hot surfaces or liquids

These incidents typically involve individuals working in the aircraft galleys, catering facilities and maintenance workshops. Actions taken included investment in new equipment and training.

Slips and trips

Slip/trip prevention measures are continuously being reviewed and applied across our properties. Actions include an education programme, and the installation of handrails and, slip resistant surfaces.

Manual handling

Qatar Airways is collaborating with Highfield, a global leader in workplace safety training, to enhance its capability to manage manual handling risks.

Vehicle safety

A new driving for work policy requires designated drivers to complete an in-house defensive driving course and a driver-specific medical assessment.

In 2018, the incident recording system was expanded to identify various types of work-related ill health. Ongoing monitoring of records will be reported in future reports.

Employee consultation on health and safety

Employee consultation is embedded in the safety management system and is delivered through multiple initiatives:

1. Proactive workplace safety inspections
2. Workplace health and safety committees
3. 'Town hall' meetings and toolbox talks
4. Voluntary hazard reports
5. Employee surveys



Fire, safety & security

Qatar Airways occupies a number of commercial and residential buildings, as well as accommodating crew in hotels at over 160 destinations.

Residential accommodation

Qatar Airways provides accommodation for over 22,000 staff members and their families. To ensure that all residential accommodations meet Qatar Airways' stringent fire safety standards, all premises are inspected prior to taking possession or renewing a lease, as well as at set intervals. This involves the assessment of over 500 properties per year.



Personal Emergency Evacuation Plans

To provide employees with the resources and support during an emergency, Qatar Airways' Personal Emergency Evacuation Plan (PEEP) programme helps any individual that feels they need additional assistance during an emergency to develop a bespoke evacuation plan.

Fire Safety Awareness

In addition to the fire safety prevention measures described above, fire safety awareness has been key in reducing fire incidents over the last three years, with zero injuries from fire over the last two years.

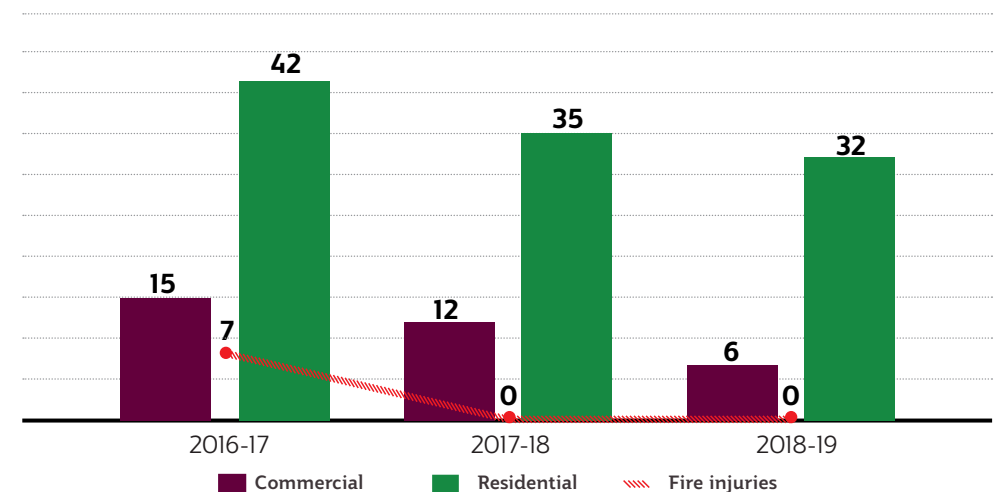


Figure 5: Fire alarm activations in commercial and residential buildings, and fire related injuries

During 2018-19, formal fire safety awareness training was delivered to employees via three key formats:

- 25,000+ — staff completed e-learning
- 15,000+ — staff viewed fire safety video
- 400+ — staff attended classroom training



Training & awareness

Qatar Airways has developed a programme of continuous learning to ensure that all employees understand their fire safety responsibilities. All new joiners complete an induction course on the Safety Management System, alongside information and training on identifying hazards, safety leadership and home fire safety.

Classroom

- Hazard Awareness
- Leading Safety in the Workplace
- Occupational Health & Safety Toolbox Talks
- Food Safety Levels 1 to 4
- Physical and Mental Health Awareness for Leaders
- First Aid, Cardio Pulmonary Resuscitation & Automated External Defibrillator
- Fire Safety in Accommodation for Cabin Crew
- Fire Warden

E-Learning

- Safety Management System
- Fire Safety in Accommodation
- Cabin Occupational Health & Safety

Hands-on Training

- Fire Extinguisher Training
- Defensive Driving
- Airside Driving
- Aircraft Pushback
- Manual Handling

Almost 22,000 employees completed the safety management system e-learning course in 2018-19.

Safety Week 2019

Qatar Airways' **Safety Week 2019** was hosted by Hamad International Airport and attended by approximately 10,000 employees from across the Qatar Airways Group.

Employees engaged in interactive activities designed to refresh and enhance understanding and knowledge, including:

—● Meet the Leaders

Active engagement of managers and staff.

—● Safety Champion Awards

Recognition of individual contribution to proactive safety culture.

—● Aircraft Turnaround Checks

Demonstration illustrating the benefits of performing checks before every flight.

—● Human Factors

Activities demonstrating the benefits of taking time.

—● Spot the Hazards

An interactive room with tips on how to manage the hazards identified.

—● Forklift Driver Challenge

A driving course designed to raise awareness of hazards and human behaviour.

—● Personal Hygiene

Learning about bacteria's and how to avoid spread of disease.

—● Personal Protective Equipment (PPE) workshops

Practical examples of various safety equipment highlighting benefits and limitations.

—● Safety Quiz

A friendly competition focussing on workplace health and safety facts and procedures.

—● Slip/ Trip/ Fall

Practical tips on how slips and trips can be avoided with personal testimonies from employees.



Medical support

Qatar Airways employees are supported in their roles by a dedicated medical centre providing:

- Primary health care for all staff
- Specialist medical assessments for flight crew, cabin crew and other operational staff
- Medical tests and assessments required for residency in the State of Qatar
- Occupational health assessments
- Psychological services

Safety Critical Medical Assessments



Safety Critical Medical Assessments aim to ensure that employees who perform safety critical duties are fit for duty, that the activity does not negatively affect their health, and that their health does not place the operation or the safety of others at risk.

The comprehensive medical assessments include:

- Vision and hearing
- Body mass
- Blood pressure
- Blood sugar
- Respiratory and computerised lung function tests*

As well as reducing safety risk, medical assessments help to identify previously undiagnosed health issues, allowing early intervention and management.

* For specialised roles

Safety critical medical assessments undertaken in 2018-19 included:

- 400** — vehicle operator assessments
- 112** — fuel tank entry specialist assessments
- 16** — hazardous chemical handler assessments
- 14** — welder assessments

Return to Work

Qatar Airways' Return to Work programme supports individuals that have suffered injury, ill health, or extended absence. The programme aims to determine the best means of reintegrating the employee back into the workforce.

Cabin Crew Well-being Programme

Qatar Airways attracts employees from around the globe, with some of the youngest new joiners starting their careers with Qatar Airways as cabin crew. Many are leaving home to live and work overseas for the first time, which can be exciting but can also take adjustment. To help new cabin crew transition into their new environment, Qatar Airways runs the Cabin Crew Well-being Programme for advice and resources relating to mental well-being. Although in its infancy, approximately 2,000 new joiners have completed the programme since its launch in 2018-19.



Promoting Health and Well-being

Qatar Airways promotes employee health and well-being via a number of voluntary participation initiatives. Regular initiatives include:

1. Physical health checks
2. Annual influenza vaccination clinics
3. Breast cancer screening
4. Blood donation drives

Two major campaigns during 2018-19 included World Mental Health Day and the Step into Health programme.

World Mental Health Day

In celebration of World Mental Health Day, in October 2018, Qatar Airways, in partnership with Hamad Medical Corporation, hosted a series of activities aimed at raising awareness of mental health issues and promoting greater emotional well-being in the workplace. The month-long campaign featured presentations, social media discussions and special health and wellness event. Employees and their children were encouraged to participate in photo and drawing competitions based on the themes; *Mental Health through my Lens* for the photo competition and *Happiness in my World* for the childrens' drawing competition.

Step into Health



2018-19 was the third year of promoting physical activity to Qatar Airways employees through the Step into Health programme. Qatar Airways collaborates with Aspetar, Qatar's specialised orthopaedic and sports medicine hospital, to encourage participants to walk 10,000 steps or more every day. Qatar Airways employee participation in this voluntary scheme has steadily increased each year, with a significant increase in the average number of daily steps during the last campaign.

step into
health
by ASPIRE

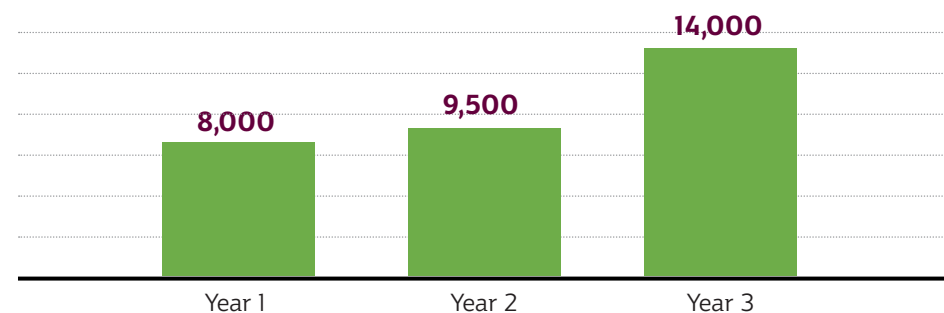


Figure 6: Step into Health – average steps per participant per day



Gender, Diversity & Inclusion

The Qatar Airways brand is known and admired across the globe for its five-star standards. 'Excellence in everything we do' is a philosophy that we strive to uphold. This is aligned to the Qatar National Vision 2030 and is reflected in our pride and investment in our employees.

By measuring, reviewing and reporting workforce demographics, we drive ongoing diversity and inclusivity, to make a positive contribution to the following Sustainable Development Goals:



Achieve gender equality and empower all women and girls



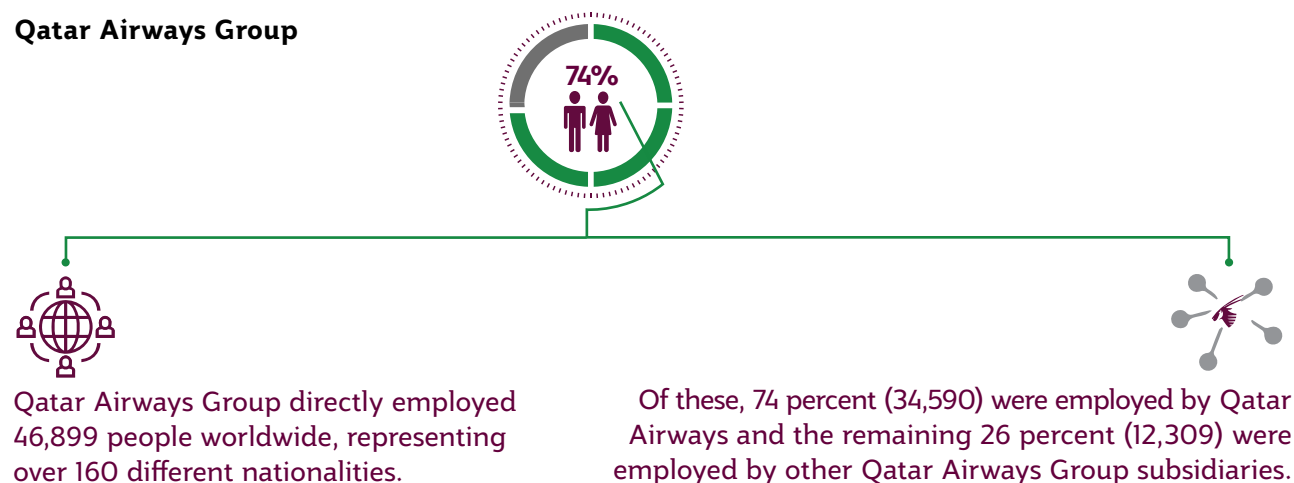
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



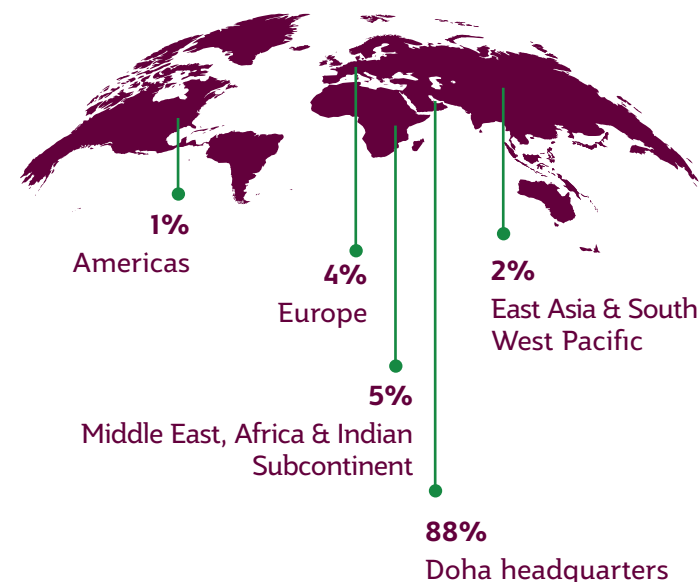
Summary of employee demographics

The following summary of Qatar Airways' employee demographics is a snapshot from 31 March 2019. Data is collated from internal human resources and financial systems and includes direct and permanent employees. There is no significant variation in workforce demographics within the reporting period.

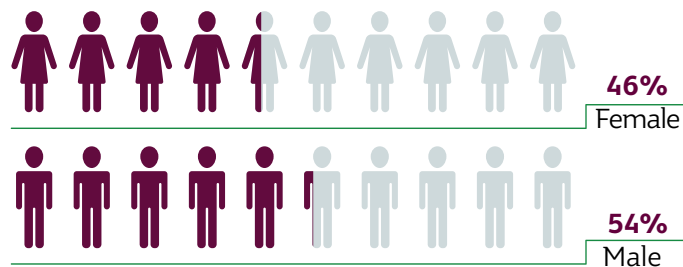
Qatar Airways Group



Qatar Airways employees by region



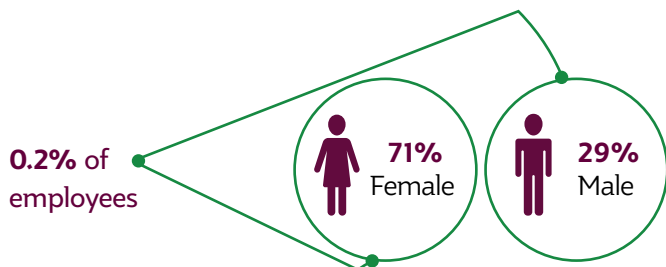
Qatar Airways employees by gender



Qatar Airways employees by age



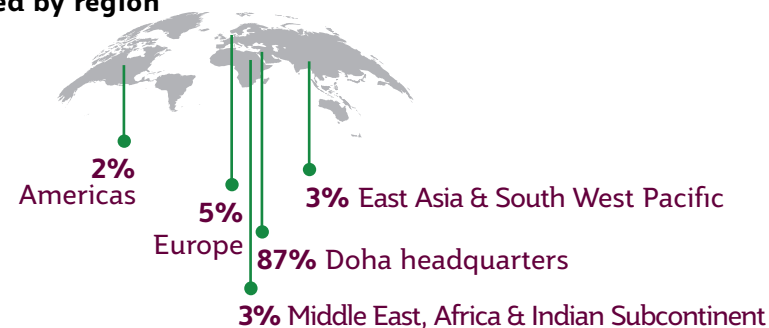
Qatar Airways part-time employees by gender



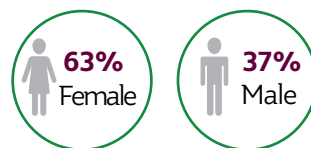
Recruitment

Qatar Airways new employees recruited by region

During the reporting period a total of 5,163 new employees joined Qatar Airways, with 87 percent joining our headquarters in Doha.



Qatar Airways new employees recruited by gender



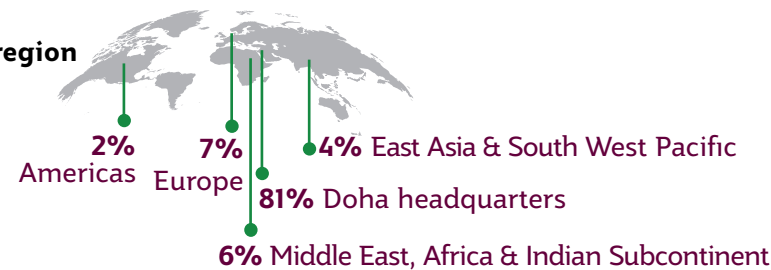
Qatar Airways new employees recruited by age



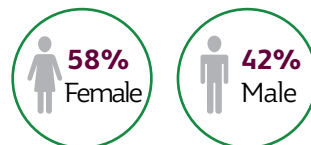
Employee turnover

Qatar Airways employee turnover by region

During the same period, a total of 4,757 employees left the company, 81 percent from our headquarters and 19 percent from our global destinations.



Qatar Airways employee turnover by gender



Qatar Airways employee turnover by age



IATA Diversity & Inclusion Awards

Qatar Airways recognises the need for wider diversity in the workplace, both within its own airline and also across the aviation industry as a whole.

In February 2019, Qatar Airways announced a ten year partnership with the International Air Transport Association (IATA) for the 'IATA Diversity & Inclusion Awards', which promote greater gender diversification in the aviation industry.

Qatar Airways announced a ten-year partnership with the IATA for the launch of the IATA Diversity & Inclusion Awards.



IATA has created three categories of awards:

- **Inspirational Role Model** – awarded to a female over 30 years of age, in a senior role, who has demonstrated significant impact in the aviation agenda and in promoting diversity.
- **High Flyer** – awarded to a female under 30 years of age who demonstrates industry thought leadership.
- **Diversity & Inclusion Team** – awarded to an IATA member airline that has seen a tangible change through promoting diversity and inclusion.

The first of these annual awards was presented at IATA's 75th Annual General Meeting and World Air Transport Summit in Seoul, South Korea, in June 2019.



In celebration of diversity, Qatar Airways operated a landmark flight on 10 March 2019 from Brussels to Doha with entirely female crew.



Learning & Development

Qatar Airways is dedicated to delivering world-class learning and development for its employees. By integrating the latest learning trends, methodologies and technology into Qatar Airways' learning culture, it aims to:

- Embed training effectively and efficiently
- Provide flexibility through anytime-anywhere mobile based learning applications
- Facilitate change management, employee engagement and development through innovation

Through structured training and development of our workforce, Qatar Airways makes a positive contribution to the following Sustainable Development Goals:



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Qatar Airways' Performance and Development Review facilitates personal and professional growth by encouraging an objective assessment of performance and discussion between employees and management. Individual Performance Development Plans are a key part of the review process, in which individual goals are aligned with departmental objectives to create employee connectivity with the company's vision.

Figure 7 shows the percentage of employees by category and gender for which regular performance and development reviews are recorded.

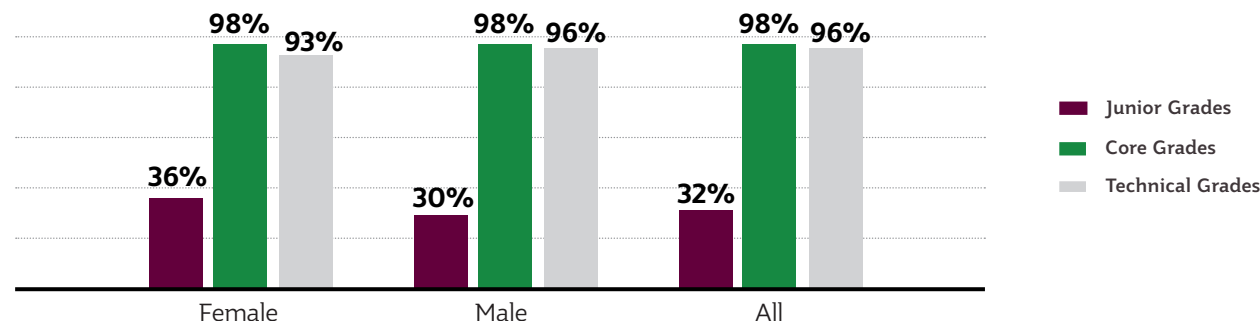
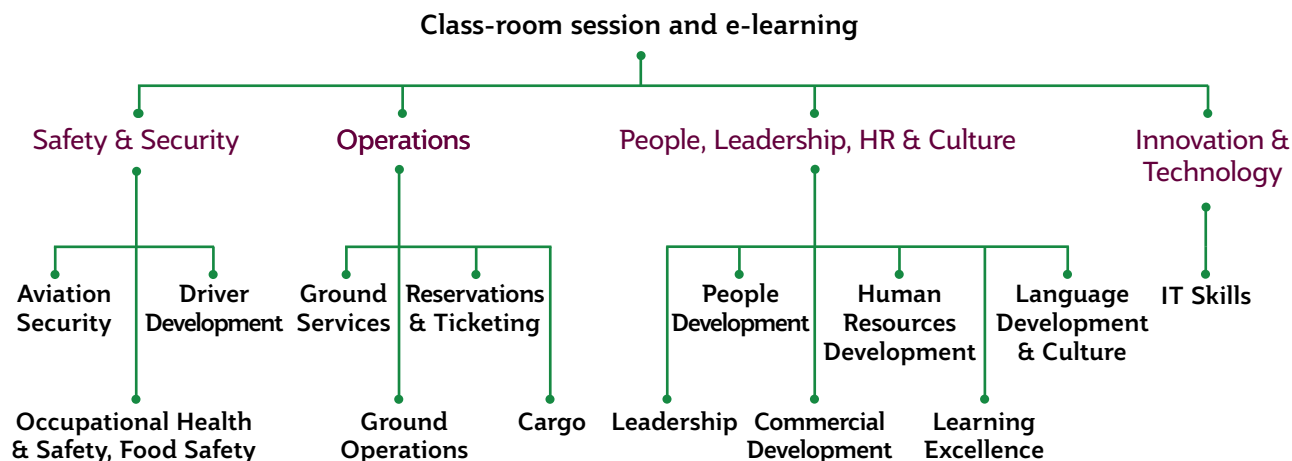


Figure 7: Percentage of employees by category and gender receiving regular performance and career development reviews ⁵

In addition to specialised training for particular roles, such as flight crew, all employees are able to access training through a centralised talent development function. This includes regulatory and compliance based training as well as soft skills, including leadership, commercial and people development, provided via a combination of classroom session and e-learning.



⁵ Excludes cabin crew and deck crew training



Cadet Pilot Programme

Qatar Airways' Cadet Pilot Programme supports high-calibre individuals in their training as the next generation of professional airline pilots. By catering for Qatari Nationals, as well as other nationalities, the programme is closely aligned with Qatar Airways' projected growth and with Qatar's National Vision 2030.



Linking with Qatar Airways' Qatarisation Programme (see page 42), the programme takes a strategic approach to attracting talent. As well as participating in career fairs, the programme visits schools in Qatar, where pilots talk to boys and girls through Grades 4 to 12 about the profession. Schools visit Qatar Airways' Training Centre to experience

what being a Qatar Airways Cadet offers. Pop-up stands in shopping malls offer the opportunity for Qatar Airways' employees to speak directly with families interested in the programme.

The programme welcomed 200 applicants during 2018, with plans to expand aligned to forecast demand.





Aircraft Mechanics Apprenticeship Programme

Qatar Airways' Aircraft Mechanics Apprenticeship Programme is a three-year academic and practical programme designed to ensure the quality and workmanship of Qatar Airways' mechanics, while also assisting the airline in its future growth plans.

In February 2019, Qatar Airways announced that eleven graduates of the programme had been presented with an Aircraft Mechanic Category A certificate. All are now enrolled in a two-year contract with Qatar Airways' Light Base Maintenance Department.

Qatar Airways' Technical Training department offers a comprehensive range of training programmes suited to all technical personnel. Qatar Airways' Maintenance Training is internationally recognised for its exceptional training standards, and has

been awarded the Maintenance Training Organisation approval from the European Aviation Safety Agency and Qatar Civil Aviation Authority. Training facilities include ten classrooms equipped with newly-installed Airbus Competence Training and Boeing Desk Top

Simulation training media, which provide students with experience utilising virtual aircraft.



The Oryx School



“Oryx campus meets the very highest architectural, environmental and design criteria and is a statement to the world that Qatar Airways values its employees and their children.”



1250+
Students

90+
Nationalities

Qatar Airways is passionate about education and has made identifying the right school much easier for its employees by providing a dedicated school available for employees' children. In September 2018, the Oryx International School opened its doors at its new purpose built campus in Qatar. The campus meets the highest architectural, environmental and design criteria, with facilities including cutting-edge science and technology laboratories, inspiring performing arts facilities, a 25m indoor swimming pool, five-star sporting facilities and an ultramodern auditorium. There are more than 90 different nationalities educated at the school and it has the capacity to accept up to 2,000 students aged from four to 18.

Offering the children of Qatar Airways' employees a first-rate education in world class facilities helps Qatar Airways attract talent from around the world.



Society

Social & Economic Development

Commonly referred to as “the business of freedom”, the aviation industry supports 65.5 million jobs worldwide and is a major contributor to global economic prosperity.⁶ The connectivity provided by air transport enables trade and tourism unrivalled by any other transportation network.

As the national flag carrier of the State of Qatar, Qatar Airways brings economic and social development opportunities to Qatar, as well as to the destinations to which it flies. The increased connectivity provided by air transport agreements stimulates economies, creates new jobs, promotes investment, and allows business access to new markets.

Qatar Airways' hub, Hamad International Airport, is geographically well positioned for tourism flows between the east and west, creating more efficient travel options for consumers, while promoting fair competition. Qatar Airways' network expansion will increase its presence around the world, providing customers with an even greater choice of destinations.

Qatar Airways makes a positive contribution to the following sustainable development goal:



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

⁶ Aviation: Benefits Beyond Borders Air Transport Action Group, October 2018



The Doha Declaration is a manifesto that calls for a review of the existing aviation regulatory framework. The Declaration, which was announced at the conclusion of the CAPA Qatar Aviation, Aeropolitical and Regulatory Summit held in Doha, February 2019, comes 75 years after the historic Chicago Convention, which established the International Civil Aviation Organization (ICAO) as well as a set of global rules for airspace, air safety and air travel.

The recommendations made by the Doha Declaration are that governments should:

- Relax restrictive airline ownership and control rules, which underpin the bilateral air services system, constraining rationalisation of market access
- Increase efforts to encourage plurilateral liberalisation, for example, as promoted by the European Union
- Enhance sustainability – in its broadest meaning – in the aviation sector
- Actively encourage aeropolitical discussion and further engagement at the highest levels



Tourism



Discover Qatar was established by Qatar Airways to advance the development of Qatar as a premium tourist destination, helping to diversify the economy of the state in line with Qatar's National Vision 2030.

Working in close collaboration with the National Tourism Council, Discover Qatar's mission is to:

- Create and deliver unique experiences of Qatar, through exclusive offerings, focussing on quality and a customer-first approach.
- Operate with attention to sustainability, ensuring full respect to the heritage and culture of the country as well as to stakeholders and community.

Through partnerships with other organisations, Discover Qatar provides visitors access to comprehensive selection of hotels, excursions and activities.

Discover Qatar's access to Qatar Airways' communication and distribution channels uniquely positions it to engage global audiences about the tourist experiences Qatar has to offer, enabling over 2,000 tour operators and travel agents to book unforgettable experiences in Qatar.

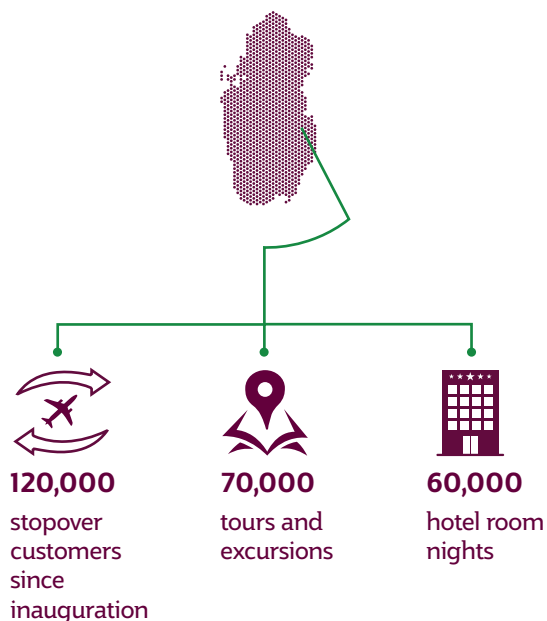
Fundamental to promoting tourism in Qatar is the unique stopover programme. This programme encourages passengers transiting through Doha to make use of visa-free entry offered to more than 80 nationalities, to spend up to four nights in Qatar.





For passengers transiting for more than six hours, Discover Qatar offers a chance to explore Qatar through its transit tour programme ranging from desert to city experiences.

Discover Qatar will evolve and continue to offer a destination experience that comes with all the governance and safety standards expected of an organisation owned by one of the world's premium airlines, supported by a growing team, showcasing the very best of Qatar to the world.



Local business

In alignment with the Qatar National Vision 2030, Qatar Airways aims to support local enterprise wherever possible. In the last year, approximately 26 percent of the value awarded through Qatar Airways Group procurement function went to local suppliers.^{7 8}

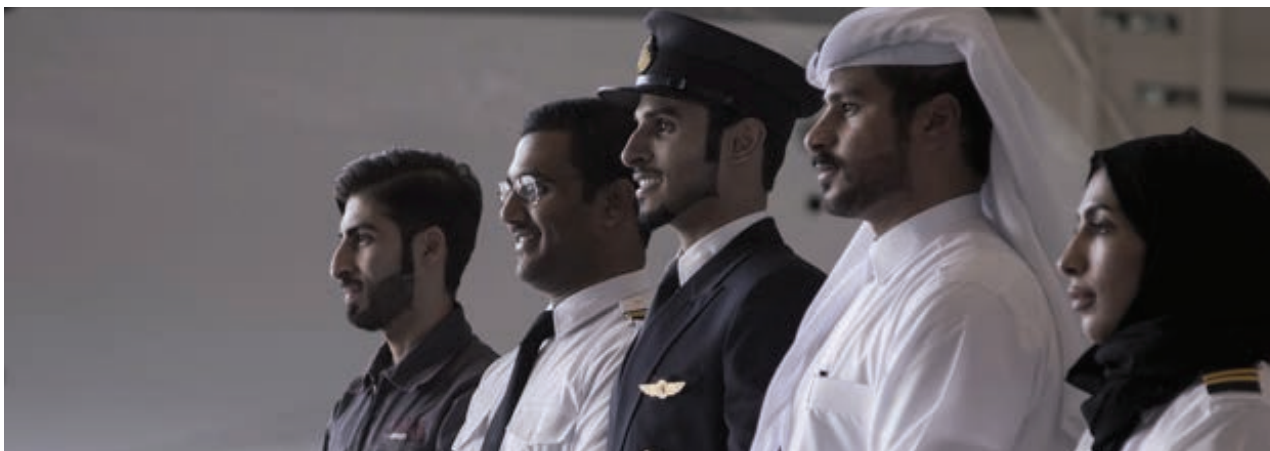
Qatar Airways is also working with Qatar Development Bank to develop the local supply chain. The partnership is working to specify the needs of Qatar Airways that have the potential to be met locally. In understanding these needs over the short to medium term, Qatar Development Bank fosters entrepreneurship and the development of micro, small and medium enterprises to help local business to fill these needs.

⁷ Local suppliers are defined as a supplier based in the State of Qatar

⁸ Excludes technical supply chain (aircraft, aircraft parts, and aircraft maintenance), fuel procurement and General Tender Committee transactions.



Qatarisation programme



As at 31 March 2019, approximately six percent of the total senior management positions within Qatar Airways are held by Qatari Nationals. The Al Darb Programme aims to increase this number. There are over 300 Qatari Nationals in the Al Darb Programme and the number is constantly growing.

Qatar Airways' Qatarisation Programme, Al Darb, is supporting Qatar's National Vision 2030 by providing structured development opportunities for young and experienced Qatari Nationals within its business. A variety of development routes are offered under the programme to appeal to a wide range of ambitions. Al Darb helps Qataris to work in a diverse environment and experience a culture of innovation in different disciplines.

Outstation Manager Development Programme

This new programme is a collaboration between Qatar Airways, University of Geneva, and IATA, to develop Qatari Nationals for two years in order to gain an advanced Diploma in Aviation Studies coupled with on the job experience, general familiarisation and assignments.

Upon successful completion of the Diploma and training, graduates will be assigned to a Qatar Airways outstation in one of the targeted roles:



Airport
Service
Manager



Cargo
Manager



Finance
Manager



Sales
Manager



● National Scholarships Programme

Provides financial and academic support to Qatari students studying in Qatar and overseas in order to achieve the qualifications and skills required to successfully contribute at Qatar Airways. Students are provided assistance during their studies, and upon completion of those studies, they join Qatar Airways as Graduate Develepees. Sponsored students are required to conduct two internships organised by the company during their academic break.

● Summer Internship Programme

Provides Qatari Nationals the opportunity to receive supervised professional training and experience in the airline industry. It also helps them acquire general workplace skills and behaviours.

● Graduate Develepee Programme

A one-year programme that provides development opportunities for Qataris that have recently completed a bachelor's degree. It offers general aviation and role-specific development to help the graduates gain the skills, competencies and behaviours required to perform effectively in their chosen function.

● Aircraft Maintenance Engineering Programme

Aims to develop skilled Qatari engineers who will play a pivotal role in maintaining the safety and efficiency of Qatar Airways' fleet. The programme includes foundation study and major study at Qatar Aeronautical College, and an additional two years of on-the-job training in Qatar Airways to enable trainees to become Licensed Aircraft Maintenance Engineers.

● Airport Operations Programme

Provides development opportunities for Airport Operations Management diploma graduates to pursue various roles at Hamad International Airport. This programme provides a well-rounded understanding of the activities required to successfully manage the operational functions and customer experience within the airport.

● Cadet Pilot Programme

The Cadet Pilot Programme is open to Qatari Nationals as well as other nationalities. Qatari Nationals are provided with support for tuition fees and other tuition costs throughout their training (see also page 36).

● Aviation Management Programme

A one-year programme that provides an opportunity for experienced professionals in non-aviation industries to enter management roles within Qatar Airways. It offers commercial and corporate career paths for ambitious Qataris who want to build a long-term career in aviation.

● Jossor Programme

Jossor is the Arabic word for bridges and so it is through this programme that Qatar Airways further integrates new joiners into the world of aviation. The programme supports the wider Qatar Airways Group on-boarding programme in order for employees and develepees to navigate their way easily and efficiently through the organisation.



Global Sponsorships

Qatar Airways is proud of its wide-ranging sponsorship portfolio. By continuing to enhance sponsorships on a local and global level, partnerships are leveraged to align commercial interests and brand with Qatar's National Vision 2030.

Bringing People Together Through Sport

Qatar Airways is a proud sponsor of sports, from grass-roots to the international stage. By aligning with Qatar's National Vision 2030, establishing Qatar as a global centre for sport is consistent with the airline's ethos of bringing people together.

Qatar Airways is the official airline partner of FIFA, with highlights in the last year, including the FIFA World Cup in Russia and the FIFA Women's World Cup in France. As we look forward to the 2022 FIFA World Cup Qatar, Qatar Airways' is preparing to welcome millions of visitors to Doha through its hub, Hamad International Airport.



**Official Airline
Partner of FIFA**





2018
FIFA World CUP
Russia™



2019
FIFA Women's World
Cup France™

Qatar Airways sponsors some of the world's greatest sports clubs, organisations and tournaments



Official Jersey
Sponsor of the Boca
Juniors through the
2022-23 season



Official Airline Partner
of the CONMEBOL and
sponsor of CONMEBOL's
professional football club
competitions until 2022



Official Airline of
the Qatar National
Football Team



Official Airline
Partner of Al Sadd
SC since 2017



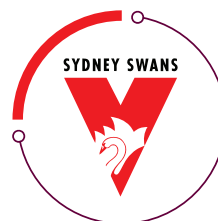
Official Airline Partner and Retail Sponsor of
the Women's Qatar Total Open 2019 tennis
tournament



Platinum Partner of
Bayern Munchen
AG until June 2023



Official Jersey Sponsor
of AS Roma through the
2020-21 season



Official Airline of
Sydney Swans
Australian football team



Official Global Airline
Partner of the Brooklyn
Nets and their home,
the Barclays Centre



Official Airline Partner and
Retail Sponsor of the Men's Qatar ExxonMobil
Open 2019 tennis tournament



Corporate Citizenship

Qatar Airways continues to support local and global charitable initiatives which are aligned with its own values as well as those of the Qatar's National Vision 2030.



“Our approach to corporate responsibility aligns with national and international standards and goes beyond compliance to foster the greatest potential for positive influence.”



● Shafallah

Shafallah provides educational and rehabilitative services to young people with learning difficulties and autism.

Qatar Airways supports Shafallah's vocational training programme by providing work opportunities for individuals in a supportive environment.

● Qatar Assistive Technology Center, MADA

Qatar Airways works with MADA in developing the structure and content of its online platforms to optimise accessibility for persons with disabilities.

● Orbis

An international NGO that transforms lives by working to eliminate avoidable blindness and visual impairment. Orbis trains eye teams and strengthens eye care services to provide lasting solutions to communities in need.

As the Official Airline of Orbis since 2015, Qatar Airways flies medical volunteers to the airline's worldwide destinations.

● Qatar Society for Rehabilitation of Special Needs

Social and cultural rehabilitation services are provided to people with disabilities.

Qatar Airways holds various Ramadan initiatives led by the society.

● Save the Dream

The campaign focuses on critical issues in sport, such as corruption, betting fraud and transparency, as well as making a commitment to help underprivileged children through participation in sports.

Qatar Airways is the official airline partner of Save the Dream, and has supported a number of international events.

● Qatar Charity

Focused on fighting global poverty in vulnerable communities through its humanitarian and development programmes.

Qatar Airways has supported Qatar Charity on a number of humanitarian projects by distributing clothing and food supplies.

● Qatar Orphans Foundation, Dreema

Provides support to children through its residential care homes and support services for children and adoptive families.

Qatar Airways provides general and project-specific support for such things as equipment, recreational outings, and Gharangao celebrations.

● Qatar Red Crescent Society

Qatar Airways has supported Qatar Red Crescent Society on a number of humanitarian projects by distributing clothing and food supplies to families in need.

● Educate A Child

The airline provides support through its comprehensive suite of communication platforms to reach and inform a global audience to showcase the initiative, including in-flight entertainment systems, in-flight magazines, web site and social media channels. Financial donations are collected on board and online, alongside Qatar Airways' own financial contributions.

● Children's Brain Tumor Foundation

The US-based Children's Brain Tumor Foundation aims to improve the treatment, quality of life and long term outlook for children with brain and spinal cord tumours through research, support, education, and advocacy to families and survivors.

Qatar Airways supports the Foundation by contributing to its annual fundraising event.



Environment

At Qatar Airways Group, we believe in our responsibility to care for the environment. Our ambition is to demonstrate environmental leadership through our global airline and airport operations, aviation and catering services, retail outlets and hotels.

Qatar Airways' Environmental Management System (EMS) became accredited to IATA's Environmental Assessment Programme (IEnvA) Stage 2 in December 2017. Since then, the certification has expanded to include passenger and cargo airline operations, catering and cabin services, aircraft maintenance and repair, cargo ground services, and all corporate functions.



We aim to:

- Manage greenhouse gas emissions to help tackle climate change
- Reduce, reuse and recycle waste, manage noise and control emissions to air and water to reduce our impact on the local environment wherever we operate
- Support conservation and consume energy, water and materials efficiently to help protect natural resources

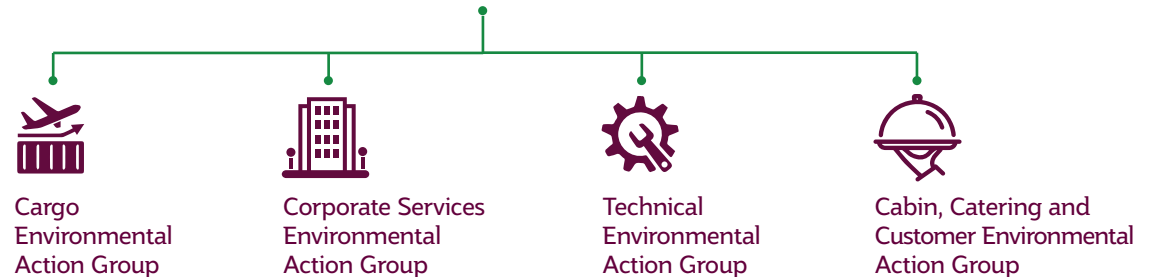
In implementing systematic environmental management across its operations, Qatar Airways' business leaders are committed to:

- considering environmental issues during business planning
- embedding environmental management within operational procedures
- incorporating environmental expectations within personal responsibilities and training



A framework of environmental management meetings enables our business leaders to review performance and drive progress towards Qatar Airways' environmental objectives. Each meeting has the authority to implement change in the areas of operation that they are accountable for in order to drive continual improvement in environmental performance.

Aeropolitical & Corporate Affairs Environmental Management Review Meeting



Energy & Climate Change



Qatar Airways is tackling climate change by measuring and reducing energy consumption and greenhouse gas emissions across all operations. In doing so, Qatar Airways contributes to the following Sustainable Development Goals:



Ensure sustainable consumption and production patterns



Take urgent action to combat climate change and its impacts

Aviation & climate change

Responding to climate change is one of aviation's greatest challenges. International aviation produces approximately two percent of global man-made carbon emissions.⁹

The international aviation industry has adopted ambitious targets to reduce carbon emissions from aviation:

- improve aviation fuel efficiency by 1.5 percent each year from 2009 to 2020
- achieve carbon neutral growth in international aviation from 2020
- reduce net CO₂ emissions by 50 percent by 2050 relative to 2005 levels

The industry is pursuing a four-pillar strategy for addressing international aviation's climate impacts:

- new technology, including the deployment of sustainable alternative fuels
- more efficient aircraft operations
- infrastructure improvements, including modernised air traffic management systems
- a single global market-based measure to fill the remaining emissions gap

⁹ IATA Fact Sheet: Climate Change & CORSIA

www.iata.org/pressroom/facts_figures/fact_sheets/Documents/fact-sheet-climate-change.pdf



CORSIA

On 27 June 2018, the Council of the International Civil Aviation Organization (ICAO) adopted the international Standards and Recommended Practices (SARPs) for Monitoring, Reporting and Verification under the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) as the First Edition of Annex 16, Volume IV.¹⁰ The CORSIA SARPs became effective on 22 October 2018.

In 2018, ICAO published the First Edition of Volume IV of the Environmental Technical Manual (Doc 9501), which contains the procedures for demonstrating compliance with CORSIA. The aim of the Manual is to promote uniformity of implementation of the technical procedures of Annex 16, Volume IV.

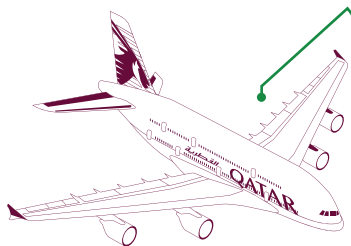
CORSIA

The State of Qatar is one of more than 80 ICAO Member States that volunteered to participate in the Pilot phase of CORSIA, which runs from 1 January 2021 to 31 December 2023.

In December 2018, Qatar Airways and Qatar Executive submitted their respective Emissions Monitoring Plans (EMPs) for CORSIA to Qatar Civil Aviation Authority and received approval from the Authority.

As per the approved EMPs of CORSIA, since 01 January 2019, Qatar Airways and Qatar Executive commenced monitoring of carbon dioxide (CO₂) emissions from international flights performed by the two airlines for the baseline period. The baseline period runs from 01 January 2019 to 31 December 2020, and the average annual CO₂ emissions during this period will be baseline under CORSIA.

Qatar Airways Group appreciates the urgency of tackling climate change globally and recognises the important role of CORSIA in addressing aviation's climate change impact. Qatar Airways Group supports the implementation of CORSIA based on the understanding that:



- CORSIA should be the only global market-based measure applying to CO₂ emissions from international aviation; and
- All existing or planned national and regional market-based measures should be discontinued to avoid double counting of emissions and excessive cost to the industry.



¹⁰ Convention on International Civil Aviation, 7 December 1944, Annex 16, Vol IV.





Energy & Greenhouse Gas Emissions

The financial year 2018-19 was the first full year of the illegal blockade against the State of Qatar, which started on 5 June 2017. Since the first day of the blockade, Qatar Airways has added 24 new destinations, and is flying to more destinations than ever before. Qatar Airways Cargo consolidated its place as the second largest air freight carrier in the world. And through continued investment in the fleet, many older short-haul aircraft have been taken out of operation in favour of more efficient aircraft.

Despite longer flight times on some routes due to imposed airspace restrictions, our fuel optimisation programme continues to achieve efficiencies in all aspects of flight operations.

Project Category

Project example

Weight reduction

Optimisation of potable water upload to passenger aircraft to meet load requirements.

Route optimisation

Qatar Airways constantly reviews route planning to make the most efficient use of available airspace for all flights.

Aircraft ground operations

Maximising the use of electrical power and preconditioned air supplied directly at the stand, and minimising the use of auxiliary power units fuelled by Jet 1A.

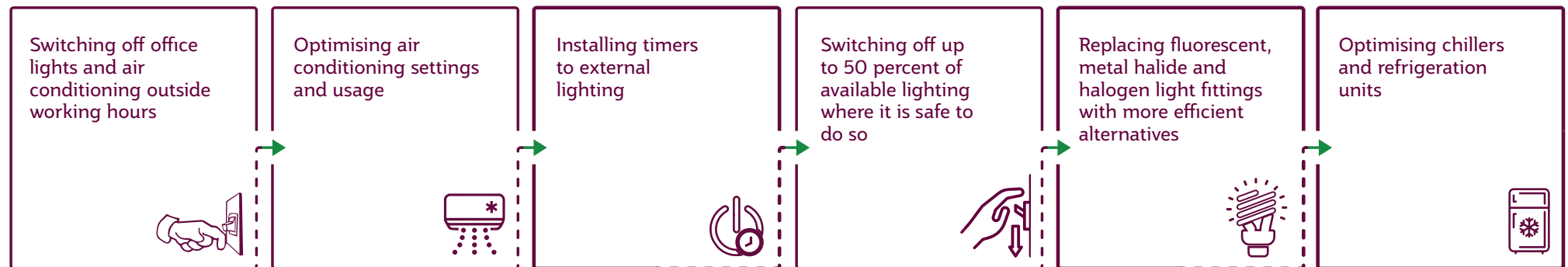
Aircraft performance

The Performance Improvement Package for the Boeing 777 fleet includes a suite of aircraft modifications that on completion are achieving fuel savings of between 0.5 and 0.8 percent.

Table 1: Qatar Airways fuel optimisation projects in 2018-19



A small proportion of Qatar Airways' carbon emissions are associated with electricity consumption from commercial properties, cargo facilities, technical hangar and residential buildings, with a small amount arising from the consumption of petrol and diesel in vehicles and generators. Although, this is a small proportion of the total, it is still important, and Qatar Airways is implementing energy efficiency projects across its commercial properties to further reduce greenhouse gas emissions.



Transport management systems are active for vehicles that are registered to operate airside and those that operate exclusively outside of the airport perimeter. These systems monitor vehicle use and fuel consumption. This is helping the business to work towards safer and more efficient vehicle operations by informing decisions about preventative maintenance, vehicle use restrictions and the replacement of retired vehicles with fuel efficient alternatives.



Local Environment



Qatar Airways manages its environmental impact at the local level by considering waste generation, water consumption and the prevention of pollution, as well as the noise and emissions generated by our aircraft. In reducing the impact of our operations on the local environment, Qatar Airways contributes to the following Sustainable Development Goals:



Ensure healthy lives and promote well-being for all at all ages



Ensure sustainable consumption and production patterns



Take urgent action to combat climate change and its impacts

Waste

By considering the whole lifecycle of a product, Qatar Airways minimises waste and identifies opportunities to reuse or recover materials for other purposes. As well as reducing waste, this approach decreases the consumption of raw materials and the energy associated with production and transport.

Qatar Airways' new economy class inflight-dining experience 'Quisine', launched in 2019, demonstrates this measured approach in relation to single-use plastics. In developing Quisine, Qatar Airways aimed to reduce single-use items, while considering the potential environmental impacts of the alternatives. For example, heavier items add weight to the aircraft, increasing fuel consumption and associated emissions.

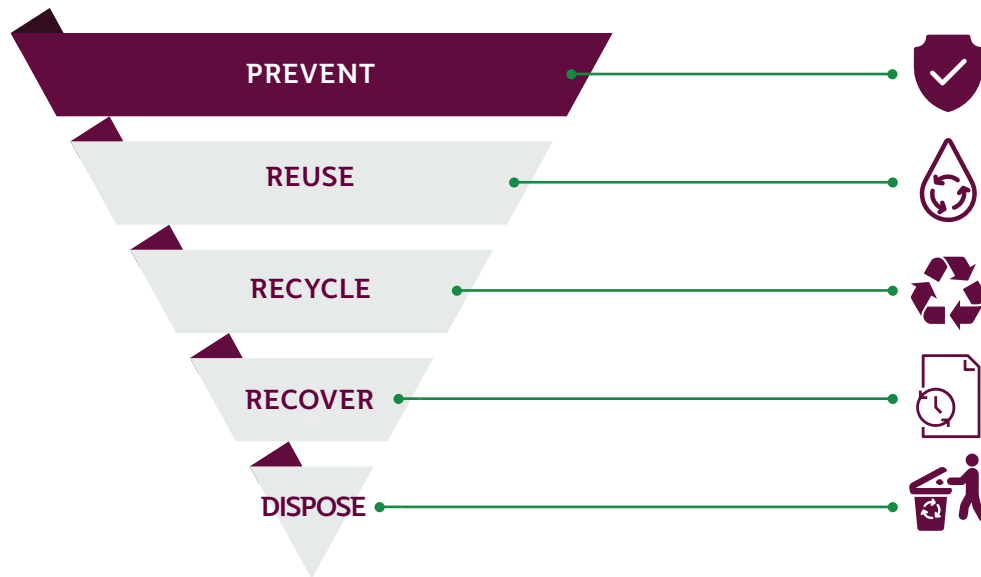
In balancing these considerations while maintaining customer experience, Qatar Airways has removed a number of single-use items. Where it was not feasible to eliminate single-use plastics due to weight, hygiene or logistical reasons, recyclable and biodegradable products were introduced, and by working with suppliers, equipment, procedures, and training were put in place to enable segregation, reuse and recycling.



Waste from Qatar Airways' activities at Hamad International Airport is managed through the airport's centralised waste management facility. Offloaded catering waste from Qatar Airways' aircraft is initially handled by Qatar Aircraft Catering Company, and cabin waste by Qatar Aviation Services, prior to being passed to the waste management facility for processing. By working with these partners, Qatar Airways is improving waste management to promote re-use, recycling and recovery.

Qatar Airways applies the waste management hierarchy to numerous waste reduction initiatives involving input at various stages of the product lifecycle.

Waste management hierarchy



Qatar Airways has arranged a new recycling contract for its corporate offices in Doha which will go live in 2019-20. Paper, plastic, metal and glass will be segregated for recycling. A new managed print service will allow the recycling of printer cartridges and better monitoring of usage to improve printing behaviour and identify activities where paper usage could be reduced.



Water consumption

The State of Qatar is situated in a region where rainfall is infrequent and unpredictable, and where water resources are considered scarce. Rapid economic development combined with population growth is putting greater pressure on underground reserves, leading to greater reliance on energy-intensive desalination of seawater as a source of fresh water.

Currently, desalinated water is the predominant source of water in Qatar. With the exception of bottled drinking water, all water supplied to Qatar Airways' offices are from municipal supplies with no direct abstractions from natural sources.

To reduce its dependence on desalinated water, the State of Qatar is implementing an ongoing strategy to increase the availability of high quality recycled water for non-potable uses, such as irrigation and industrial processes.

Qatar Airways monitors consumption of municipal water supplies at its corporate offices, cargo facility and maintenance hangar in Doha using monthly water meter readings.

Water consumption in 2018-19 totalled 534,113 cubic metres, compared to 437,088 cubic metres in the previous year.

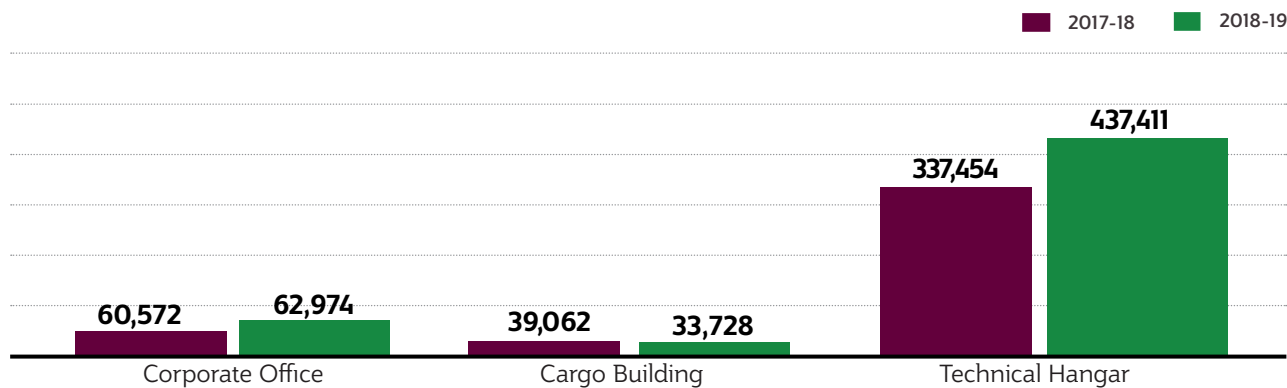
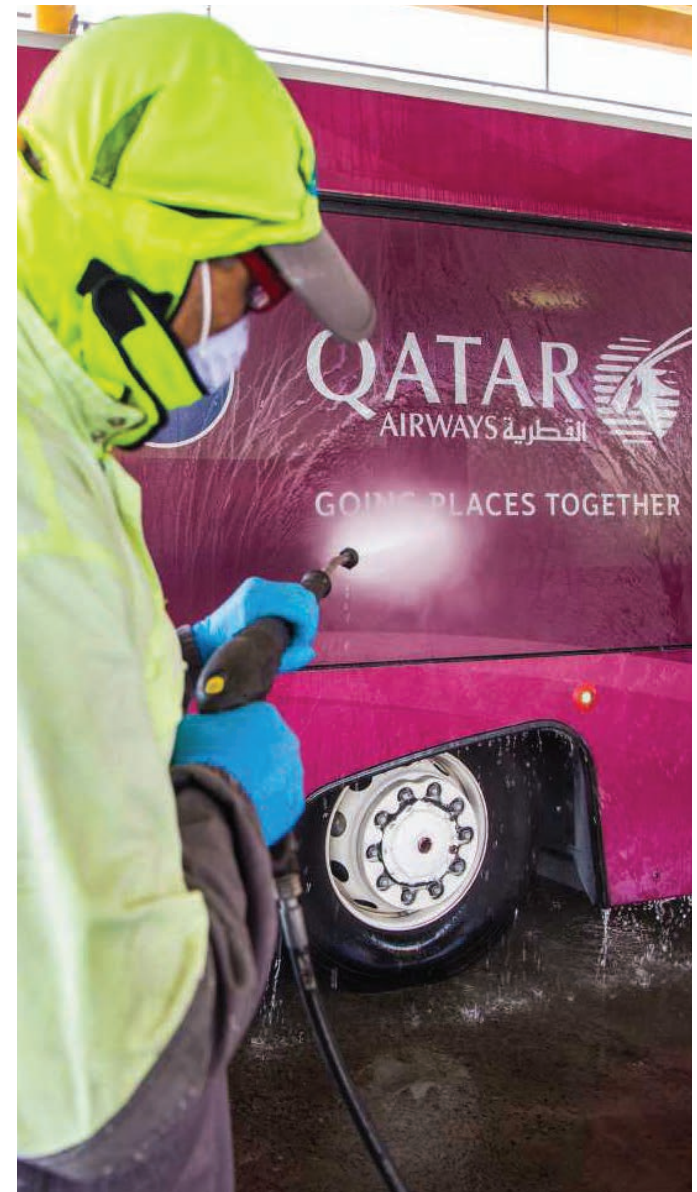


Figure 10: Qatar Airways annual water consumption (m³) at corporate buildings since 2017-18



Qatar Airways' cargo building and maintenance hangar are located at Hamad International Airport. As such, all of the waste water from these buildings is collected for treatment at the airport's dedicated waste water treatment plant. During the year, the plant recycled 93 percent of the water received for use in landscape irrigation across the airport.

The aircraft maintenance hangar is Qatar Airways' biggest user of water, with consumption closely correlated with maintenance activity. Water consumption at Qatar Airways' cargo building reduced by 14 percent from the previous year.

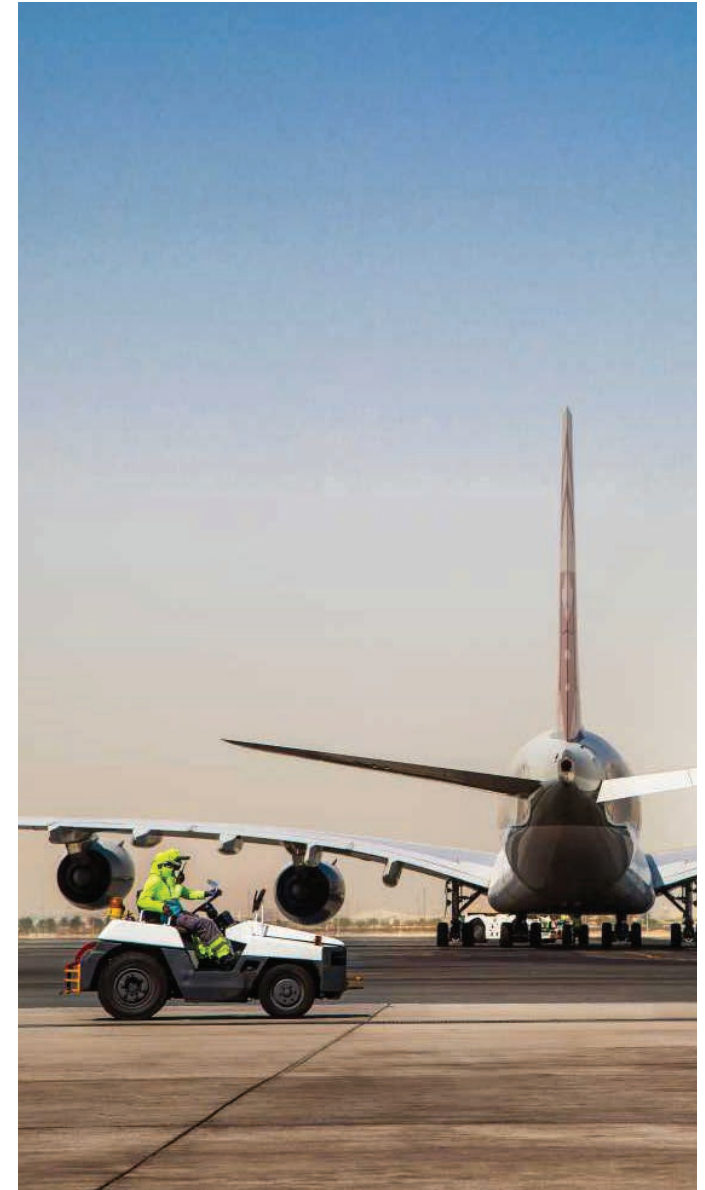
Qatar Airways collects condensation water from air conditioning systems, which would otherwise be lost to the environment, at three of its commercial buildings. This is used as an alternative to potable water for cleaning external and basement areas. Around 240 cubic metres of water is collected each year across three office buildings, approximately one percent of the total water consumption recorded in these building. A similar scheme is being trialled at our technical building, where initial tests have achieved yields of approximately one cubic meter of water per day.

Flow restricting aerators have been fitted to water faucets in washrooms and kitchens throughout Qatar Airways' commercial buildings. These are saving up to 7,000 cubic metres of water every year.

Pollution prevention

Qatar Airways takes a duty of care with respect to the use, transportation, storage and disposal of potentially hazardous substances. All environmental spills and leaks are reported to a centralised occurrence reporting system for further assessment, and investigations are carried out for significant pollution occurrences. Corrective actions are applied with the aim of preventing reoccurrence.

Zero significant pollution occurrences were recorded across Qatar Airways operations during 2018-19. Qatar Airways has not identified any non-compliance with environmental laws or regulations during 2018-19.



Noise & air quality

Aircraft operations can have adverse impacts on the local environment and communities in the vicinity of airports. While advances in aircraft technology and increasingly rigorous industry standards have led to significant improvements, minimising the impact of aircraft noise and engine emissions remains an important sustainability challenge for the industry.

Qatar Airways' invests in a modern fleet, featuring advanced technology to reduce noise and emissions. During operations, we adhere to airport noise abatement procedures and emissions regulations at our destinations. Compliance is monitored and corrective actions applied where deviations are recorded.

The International Civil Aviation Organization (ICAO) sets increasingly stringent certification standards for aircraft noise and engine emissions.

ICAO's Chapter 4 standard for aircraft noise applies to aircraft certified from 31 December 2005, and Chapter 14 applies to aircraft certified from 31 December 2017. Chapter 14 requires aircraft to be at least 7 EPNdB (Effective Perceived Noise in Decibels) quieter than Chapter 4.

On 31 March 2019, 82 percent of Qatar Airways' aircraft were certified to Chapter 4, with a further 18 percent certified to the more stringent Chapter 14.

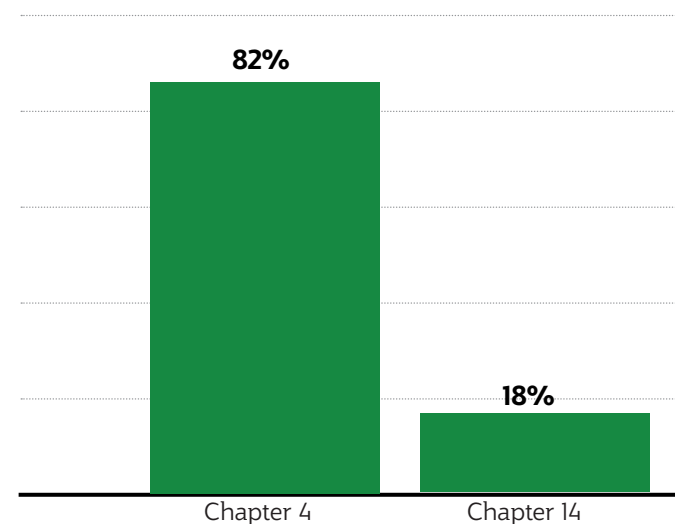


Figure 11: Percentage of Qatar Airways aircraft certified to each ICAO noise standard on 31 March 2019

CAEP is a series of ICAO standards for emissions from aircraft engines, with engines certified to the latest standard, CAEP 8, emitting less than half the nitrous oxides required by the first standard, CAEP 4. On 31 March 2019, 40 percent of Qatar Airways' aircraft fleet was certified to CAEP 8.

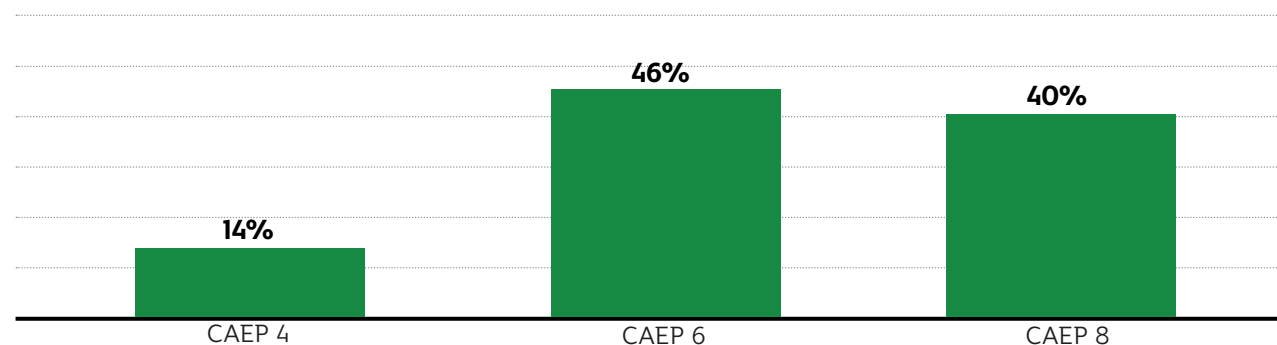


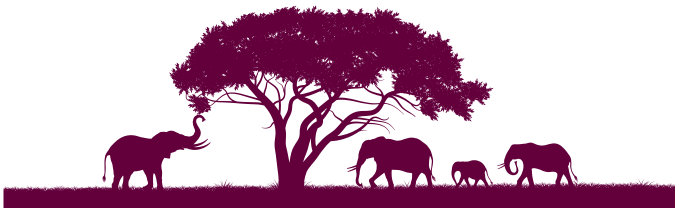
Figure 12: Percentage of Qatar Airways aircraft certified to each ICAO engine emission standard on 31 March 2019



Wildlife & Natural Resources

The illegal trade in wild animals, plants and associated products is worth an estimated US\$ 23 billion per year, and it is one of the biggest threats to the survival of some of the world's most endangered species. Wildlife and wildlife products are transported around the world for trade, relying on commercial transport services, including aviation, to smuggle illicit goods.

Qatar Airways has a zero tolerance policy towards the illegal trade of endangered wildlife and is actively engaged in stopping illegal wildlife transportation.



UNITED FOR WILDLIFE



Since signing the United for Wildlife Transport Industry Declaration at Buckingham Palace in March 2016, Qatar Airways has risen to the challenge of tackling global wildlife crime by implementing multiple initiatives to:

- raise employee and passenger awareness
- improve detection
- share intelligence

ROUTES



To strengthen its position through collaboration and access to shared resources, Qatar Airways joined USAID's ROUTES Partnership in October 2017. The ROUTES Partnership is comprised of a select group of private sector, non-government organisations and government agencies working together to combat wildlife crime across transportation networks.

In February 2019, Qatar Airways launched an industry-leading training programme focused on preventing illegal wildlife trafficking. The bespoke e-learning package, developed to enhance employee awareness regarding the illegal trafficking of wildlife, is targeted at those roles within the airline which are most likely to encounter illegal activity.

The training programme aims to familiarise employees with the effects of wildlife crime, the common routes and methods used to smuggle wildlife, and how to report and respond to illegal activity.

Our efforts also extend to raising awareness amongst passengers through a strategic awareness campaign, comprising:



Monthly articles on animals at risk of being trafficked featured in our inflight magazine, The Oryx



A United for Wildlife video available on our inflight entertainment system, Oryx One



Customer and staff awareness posters for display at Hamad International Airport and selected destinations

Qatar Airways works proactively with government stakeholders responsible for security and customs at Hamad International Airport and at hotspot destinations to raise awareness and develop enhanced procedures for screening and reporting. Further measures have been implemented at particular stations, including additional dedicated cargo screening, as well as employing canine detection. This has led to numerous successful interceptions of illicit goods, preventing them from reaching the intended destination for trade. Testament to how Qatar Airways applies its zero tolerance policy, cargo uplift has been ceased at one station where screening has failed to satisfy Qatar Airways' high standards.



5 MATAR

Operated and managed by Qatar Company for Airports Operation and Management (MATAR), Hamad International Airport (HIA) is Qatar Airways' home and its hub. HIA, one of the world's most important hubs, welcomed more than 34.9 million passengers and recorded 225,000 aircraft movements in 2018-19, serving 165 destinations.

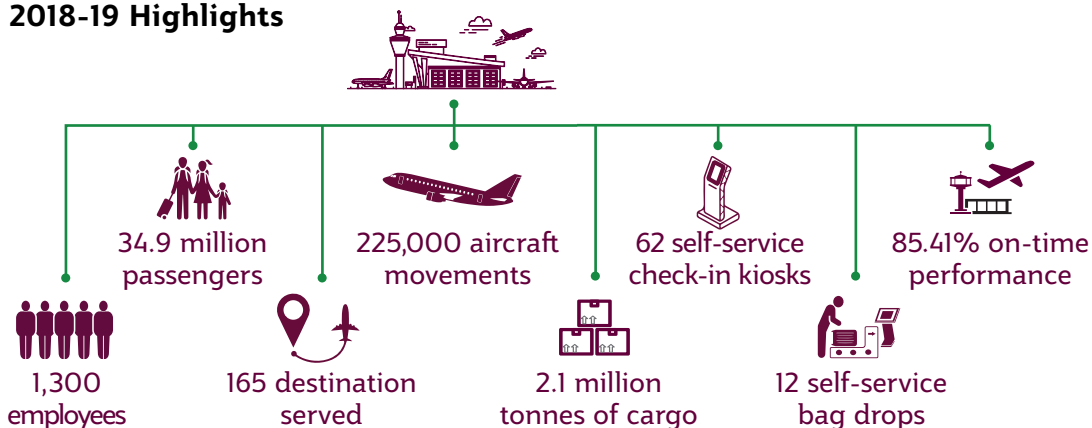


Expansion plans for HIA will increase its initial capacity of 30 million passengers to 53 million passengers per year. MATAR is committed to improving the airport experience for its customers in 2019, HIA moved up in its ranking to 'Fourth Best Airport in the World' while maintaining its status as the world's only five-star airport. Other titles included 'Best Airport in the Middle East' for the fifth consecutive year and 'Best Staff Service in the Middle East' for the fourth consecutive year by Skytrax World Airport Awards 2019.

HIA is ranked 2nd best airport in the world in its category for on-time performance¹², achieving 85.41% of its flights operating on time.

On 31 March 2019, MATAR's workforce included more than 1,300 employees.

2018-19 Highlights



¹² OAG Punctuality League 2018 – category for airports with 20 to 30 million departing seats per annum.



Customer Experience

MATAR continues to invest in innovative technology to provide a fast, seamless and enjoyable travel experience for its customers. Since October 2018, Qatar Airways' passengers have been able to fast-track check-in at one of 62 dedicated self-service kiosks. Part of the airports' Smart Airport programme, this investment is estimated to improve passenger flow by up to 40 percent. MATAR has also made improvements for transiting passengers, resulting in shorter queues at security screening desks in the transfer area.

MATAR is committed to inclusivity, making HIA a special-needs friendly airport. This includes a purpose-built lounge for passengers with special-needs with input from local charity, the Shafallah Centre on its design. The lounge will include sensory features for children with limited communication skills, such as an electronic carpet that allows children to play games and other activities. Shafallah Center is also providing specialised training for ground handling staff at HIA on how to provide care and assistance to passengers with special needs.



Social & Economic Development

Planned expansion will enable HIA to accommodate over 53 million passengers annually by 2022, marking a key development in the capacity of the local economy. In addition, a new cargo terminal will be constructed, increasing handling capacity to three million tonnes per year. These plans play a key role in Qatar's preparations to host the 2022 FIFA World Cup, where the country will witness a spike in tourists visiting to experience this global sporting event.

The airport is working towards a capacity to handle 96,000 passengers arriving per day during the World Cup period. Beyond 2022, the adjacent Airport City development will provide significant future investment opportunities including a free trade zone, an office and business complex and hotels.



Sponsorship & Corporate Citizenship

With a capacity to handle 8,700 passengers per hour, HIA is well positioned to engage with the public to promote community, culture and sport.

In November 2018, MATAR supported Orbis, the global eye health charity, by hosting a booth to raise awareness about the importance of providing care to those with avoidable eye conditions. Visitors were able to take a virtual tour of the Orbis Flying Eye Hospital, a one of a kind teaching facility on board an MD-10 aircraft featuring an operating theatre, lecture theatre and recovery room.



The HIA passenger terminal showcases a fascinating selection of art, curated in partnership with Qatar Museums, with the joint objectives to extend art as a central and enriching element of public space. HIA houses more than 20 artworks by local and international artists, including large scale sculptures and murals.

Throughout the year HIA hosts special tours for different groups to explore the artwork first hand. During the year, tours included groups from the Oryx International School and local artists. HIA also offers the public a chance to tour its artwork through Qatar Museum's Culture Pass programme.



Marking just over four years before the FIFA World Cup comes to Qatar, HIA, in partnership with the Supreme Committee for Delivery & Legacy, hosted a month of activities at the airport's football Fan Zone throughout the 2018 FIFA World Cup, Russia.

The Fan Zone was a huge success with 50,000 active participants enjoying matches at three beautifully-themed areas, set up as a living room, a stadium and a traditional Arabic seating area known as a 'Majilis'. A

digital portal allowed football fans travelling through the airport to view live streams of different landmarks in Russia.



Energy & Climate Change

Carbon emission have been measured at HIA since 2014. Following a planned increase in total carbon emissions relating to growth of the airports operations, there has been a downward trend in overall CO₂ emissions since 2016-17.



HIA is certified to Level 3 of the Airports Council International's Airport Carbon Accreditation.

The airports' carbon management strategy sets a target to improve carbon efficiency per traffic unit by 30 percent by 2030.

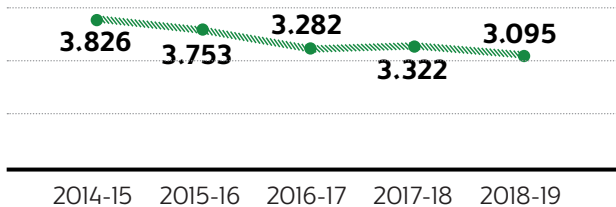


Figure 14: Carbon efficiency CO₂ emissions (tonnes) per traffic unit (TU)¹³

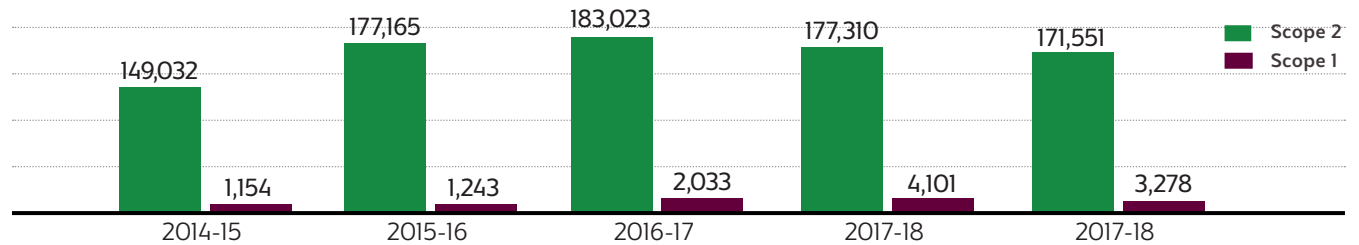


Figure 13: Annual CO₂ emissions since 2016-17

To meet this target, MATAR's Energy Working Group identifies and promotes energy and fuel saving initiatives across the whole airport, involving Qatar Airways Group businesses and other tenants.

During 2018-19, the Energy Working Group identified 278 individual initiatives to reduce energy consumption and carbon emissions across the airport campus:

Optimisation type	Number of initiatives	Estimated savings in 2018-19	
		Electricity (kWh)	CO ₂ (tonnes)
Lighting	246	2,311,505	1,126
Heating, ventilation and cooling	29	11,413,344	5,557
Transformers	3	103,543	50
Total	278	13,828,392	6,773

Table 2: Estimated electricity and CO₂ savings in 2018-19

Of particular note was the One Degree Makes a Difference campaign, which was delivered by in partnership with Qatar's National Programme for Conservation & Energy Efficiency, "Tarsheed" during Qatar's Annual Sustainability Week. During the campaign, the airport increased air conditioning temperature settings by one degree, saving more than 2,000MWH, equivalent to approximately 1,000 tonnes of CO₂.



Local Environment

Waste

To improve categorisation and measurement of waste, three new weigh bridges have been installed at the airport. Through this facility, Qatar Airways Group is able to monitor the quantity and type of waste generated from different airport activities.

Meanwhile, MATAR is leading cross-airport working groups with airport stakeholders to better understand the composition of general, unsegregated waste and identify further opportunities to recover recyclable or reusable waste types. A financial incentive has been provided through a new airport-wide charge-back scheme where tenants are charged a handling fee for waste sent to the airport incinerator for disposal.

Data collection began in September 2018, which will provide a new baseline against which improvements in waste reduction and recycling will be measured.

Water

Most water consumed at HIA ends up at the airport's dedicated waste water treatment plant. With a capacity to treat 28,000 cubic metres of waste water per day, all treated water is returned for irrigating the airport's landscaping features. The treatment plant received over 2 million cubic metres of waste water from across the campus in 2018-19, of which 93 percent was recovered for reuse, see Figure 15.

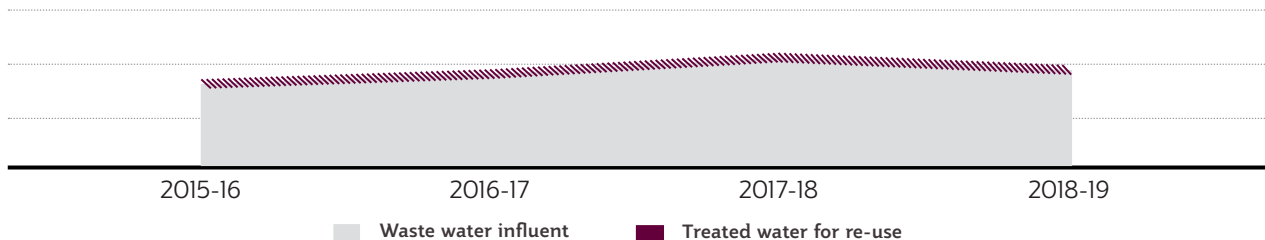


Figure 15: Waste water influent and treated water (m³) for re-use since 2015-16

MATAR is continuing to review the airport's landscape irrigation systems to improve efficiency. The extent and type of plants used are also under review to further reduce water demand without adversely affecting the visual quality of the landscape.



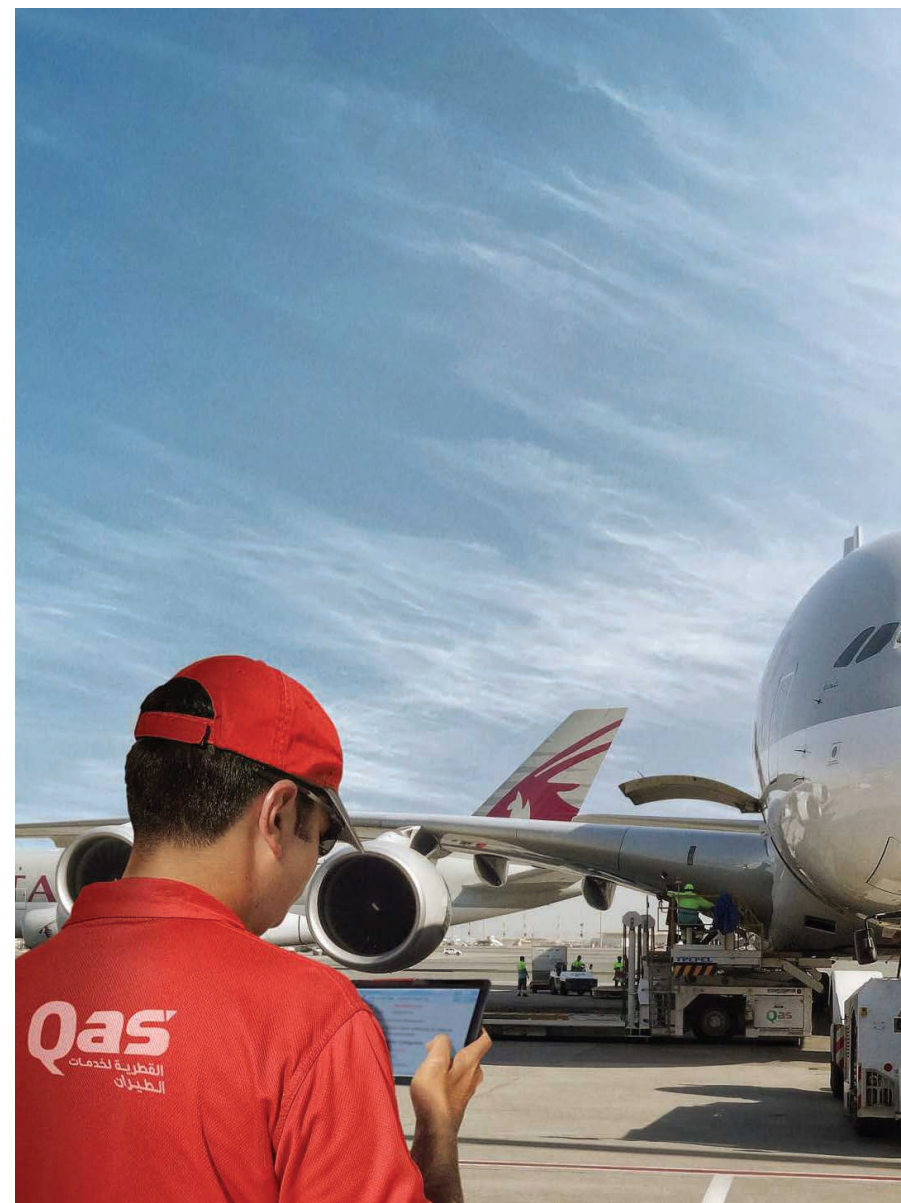
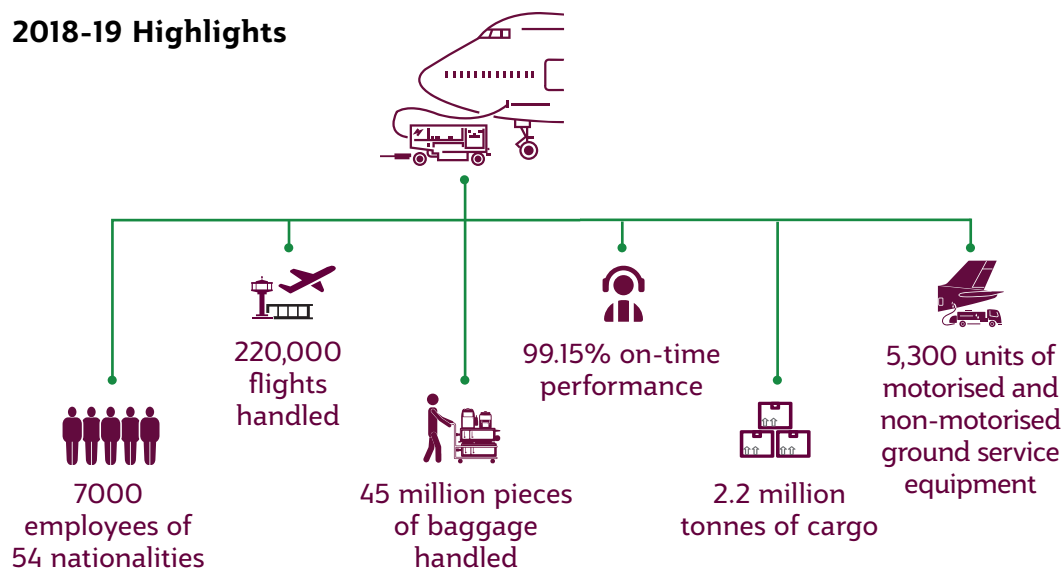
6 Qatar Aviation Services

Qatar Aviation Services (QAS) is the sole ground handling agent at Hamad International Airport, specialising in expert ground handling services for all airline operators, and in providing customer services for travellers through the airport.

During 2018-19, QAS serviced more than 220,000 flights, serving the needs of more than 34 million passengers and providing special assistance to over 750,000 passengers. More than 45 million items of baggage were handled with one of the lowest mishandling rates in the industry of 0.62 percent per 1,000 passengers. During this period, on-time-performance was maintained at 99.15 percent.

QAS handled over 2.2 million tonnes of cargo with an annual growth rate of 15 percent. QAS operates and maintains more than 1,800 motorised and 3,500 non-motorised items of ground service equipment.

2018-19 Highlights



Customer Experience



QAS's special handling team assists passengers with restricted mobility and other special needs to move through the airport. QAS is working with external organisations to enhance its services in this area and continue to meet the needs of all passengers at Hamad International Airport.

Assisting Persons with Autism - Shafallah Centre

A three day classroom course teaching familiarity and sensitivity.

Assisting Persons with Disability – Qatar Rehabilitation Institute, Hamad Medical Corporation.

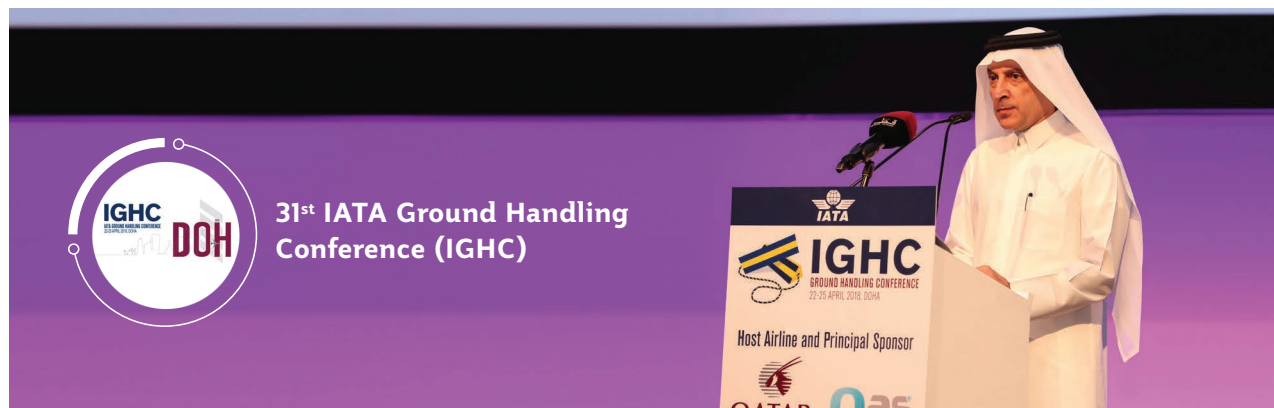
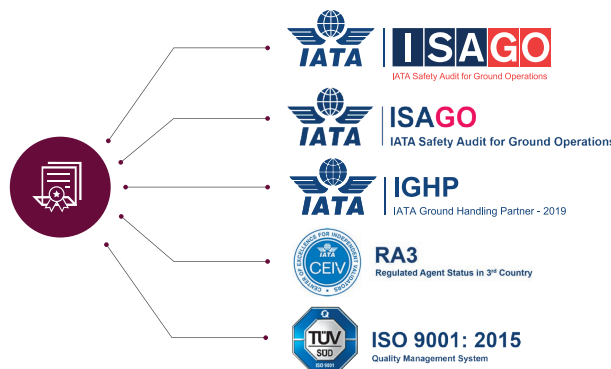
A two day course led by individuals with special needs discussing their own personal experiences and recommendations for QAS employees to better assist passengers with restricted mobility.

QAS is developing automation in its approach to assisting passengers with restricted mobility. The QAS Care project will capture passenger details and needs by scanning their boarding pass with a hand-held device. Trained staff will automatically be allocated to assist the passenger based on their needs.



Customer & Employee Safety

QAS is an RA3 Regulated Agent, ¹⁴ certified to IATA's Safety Audit for Ground Operations, and has ISO 9001:2015 certification for its Quality Management System. As a member of the IATA Ground Handling QAS proactively participates in various IATA technical groups such as IATA Ground Operations Manual, Load Control & Messaging, Ground Service Equipment and Environment, and Airside Safety Group. QAS is proactive in contributing to enhancing safety standards in the aviation industry.



In April 2018, and in collaboration with Qatar Airways, QAS hosted the 31st IATA Ground Handling Conference (IGHC) in Doha. IGHC brings together the industry's key players to exchange ideas, discuss emerging issues, and showcase innovative products and services.

A voluntary hazard reporting process, recognises the hazard reporting efforts of employees who also have the option to report hazards anonymously. The Speak Up for Safety campaign provides employees with a less formal way to raise safety concerns.

¹⁴ Regulated Agent Status in accordance with EU 654/2013

Other bespoke safety initiatives conducted during the year included:

Manual Handling Training

QAS safety trainers completed a certified manual handling training course to reduce manual handling related injuries.

Basic Medical Checks

Qatar Airways' medical team conducted basic health checks to QAS employees on a voluntary basis and provide advice on healthy living.

Vaccination Programme

QAS engaged Qatar Airways' medical team to launch a vaccination programme for employees involved in activities with a risk of communicable disease.

Mental Health Awareness

Qatar Airways' medical team led awareness sessions to encourage QAS employees to learn about and manage personal and work related stress.





Driver Health Checks

All QAS drivers undergo medical checks to ensure their fitness to drive safely in the workplace.



Summer Hydration

QAS runs a summer campaign to raise awareness and remind employees to manage their hydration. Water is delivered directly to employees routinely and upon request.

QAS Excellence Awards

QAS Excellence Awards are announced monthly to recognise employees positive contributions:

- Taking proactive health and safety steps
- Receiving positive appreciation from a customer
- Taking initiative to make a difference
- Presenting innovative ideas to solve complex problems

Environment



QAS is proactively integrating the Qatar Airways Group's Environmental Management System into its business. Operational procedures and work instructions consider environmental requirements in all QAS activities, with training on their application at all levels.

To manage the environmental impact of operating ground service equipment, driver training includes procedures to reduce fuel consumption, such as restricting unnecessary idling and using the most appropriate equipment for the task.

QAS is continuing its investment in electric vehicles as it replaces and expands its fleet. As well as reducing direct greenhouse gas emissions, electric vehicles eliminate the emission of pollutants such as carbon monoxide, nitrogen oxides, which benefits local air quality and improves the working environment.

187



Electric
Baggage tractors

80



Electric
forklift trucks

QAS's electric vehicle fleet has grown to a total of 267 vehicles compared to 180 in the previous year. In contributing to Qatar Airways' Aircraft Fuel Optimisation Programme, QAS is working in close collaboration with the airline to reduce weight from water carried by into aircraft.

Using an integrated system, QAS calculates the percentage of potable water required for each flight based on flight requirements and historical load data, reducing fuel consumption and CO₂ emissions.



7 Qatar Aircraft Catering Company

Qatar Aircraft Catering Company (QACC) provides the catering for all airlines operating from Hamad International Airport.

Employing over 2,100 staff and producing approximately 150,000 meals per day, the catering facility undertakes food preparation, storage, dish washing and laundry.

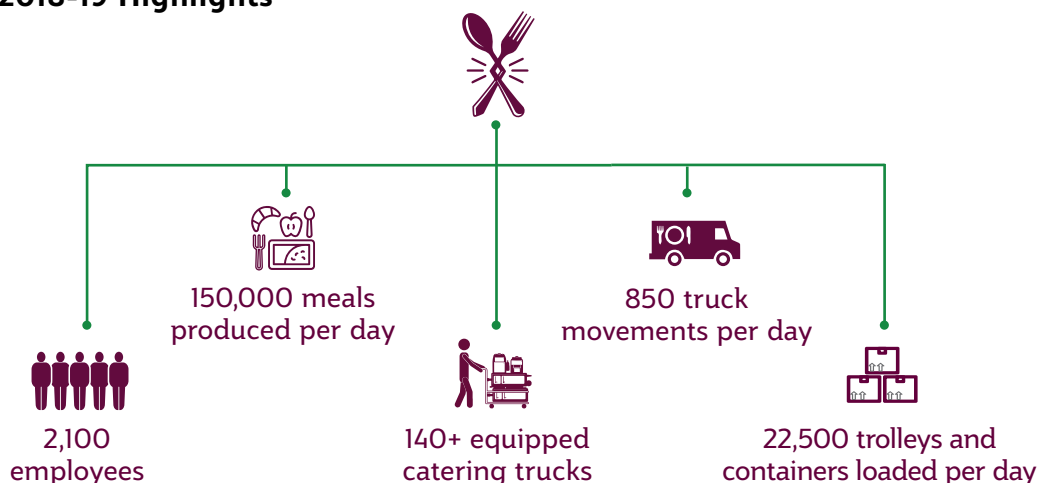
QACC's Quality Management Systems is certified to ISO 9001:2015, and its Food Safety System is certified to ISO 22000:2005.

ISO 9001:2015 Quality Management System Accreditation

ISO 22000:2005 Food Safety Management Accreditation

QACC is also working towards certification of its Environmental Management System to ISO 14001:2015 and accreditation of its in-house laboratory to ISO 17025:2017.

2018-19 Highlights



Supply chain sustainability

QACC promotes the sourcing of fresh local produce and is helping local suppliers to maintain the required standards of food safety and quality. As a result, QACC has increased the number of suppliers and the quantity of produce supplied from the local market. This is boosting the development of local food production in Qatar, contributing to Qatar's National Vision 2030 for a diversified and sustainable economy, greater self-sufficiency and a reduced reliance on food imports.

QACC works with suppliers worldwide to avoid products that impact endangered species or habitats. Over the last year, for example, QACC replaced its selection of fish for more sustainable species and removed palm oil as a raw ingredient in its own products. Further efforts are ongoing to exclude palm oil from the catering supply chain.

QACC continues to review its product list to meet the highest sustainability and animal welfare standards.



Employee Health, Safety & Well-being

QACC takes a proactive approach to meeting the occupational health and safety needs of its employees. QACC applies Qatar Airways Group's occupational health and safety values and practices to its own safety policies and objectives.

QACC delivers the highest quality service to tight deadlines. With such intensity, taking a break to engage with colleagues is important for the wellness and morale of the team and its continued success.

For example, to promote high levels of productivity and job satisfaction, QACC hosted two sports days during the year for employees and their families.



Energy & Climate Change



QACC is an active participant in the airport's environmental programmes for energy, vehicles, waste, and water. By looking at different aspects of its operations, QACC realised notable savings while expanding operations.

One example is a new procedure to switch off the engines of high loader catering trucks during loading to reduce fuel consumption. This has been enabled by a split battery modification to allow the lift to operate with the engine switched off.

QACC contributes to the weight reduction element of Qatar Airways' aircraft fuel optimisation programme. By monitoring passenger loads, QACC adjusts the number of meals, linens and other catering items loaded to each flight. Reducing the upload of linen alone has reduced more than five tonnes of daily weight for Qatar Airways' fleet, with associated savings in fuel and carbon emissions.



Local Environment



QACC plays a key role in the re-use and recycling of items from Qatar Airways' catering. The industrial-scale dishwashing area at QACC includes a sorting conveyor which enables reusable and recyclable items to be hand separated from food waste. Along with reusable crockery and cutlery; plastic, metal and glass items are sorted for recycling.

Used cooking oil is collected from QACC and recycled locally to create biodiesel. Unused food products are donated to a local charity that distributes meals to those in need, and non-food products are donated to local charities, including uniforms, duvets and mattresses.

QACC's Go Paperless initiative identifies where technology can be applied to reduce paper use, with a target to eliminate paper across operations. Examples include using electronic devices for digital transfer and sign-off of order forms and billing documents.

Approximately 4.5 tonnes of organic waste is produced every day from the preparation of fruit and vegetables. QACC is working closely with the waste management function at Hamad International Airport and the State of Qatar's Ministry of Municipality and Environment to compost this waste locally, while also exploring operations for on-site composting, which could provide the airport with a local source of compost for landscaping.



20,000 litres
used cooking oil collected
for recycling to biodiesel



1,435 tonnes
packaging waste
recycled



40,000 tonnes
magazines
recycled



700
uniforms donated
to charity



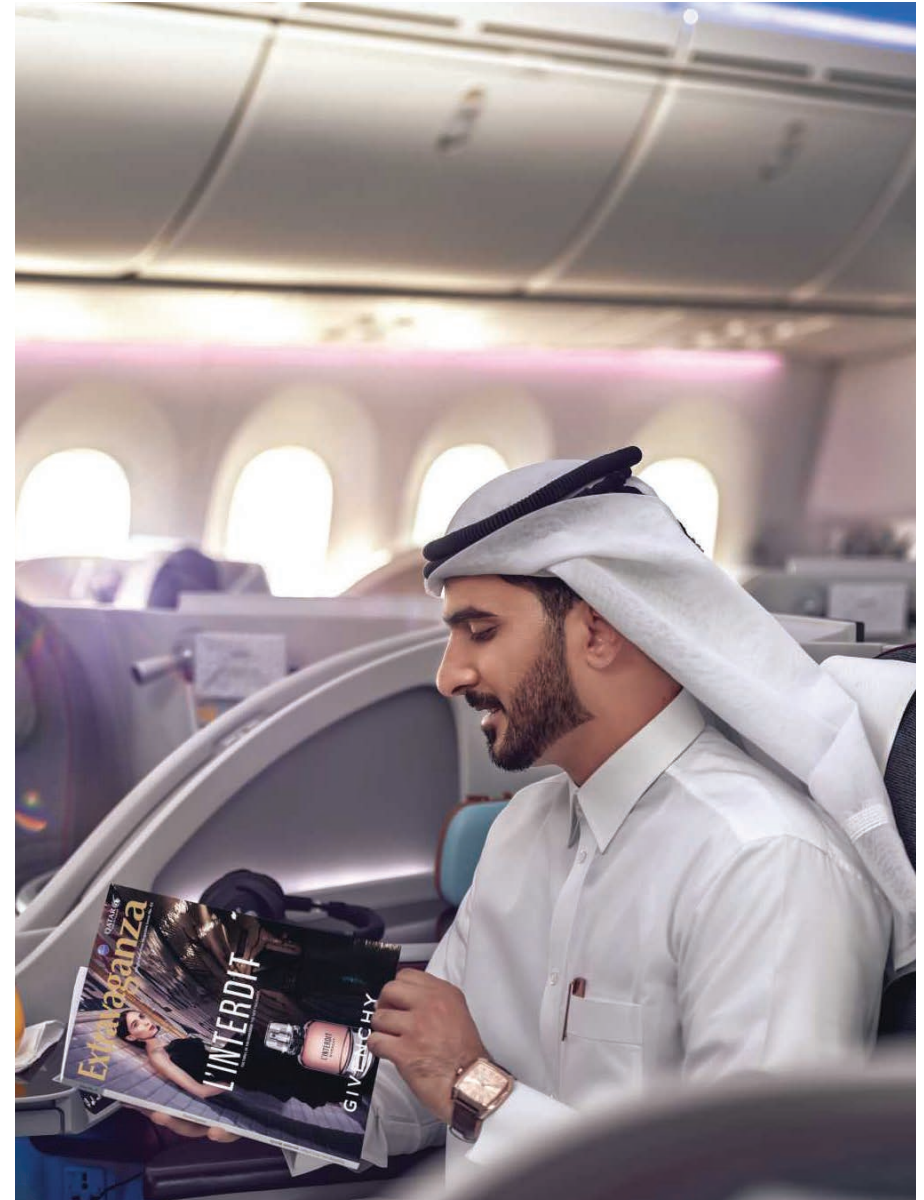
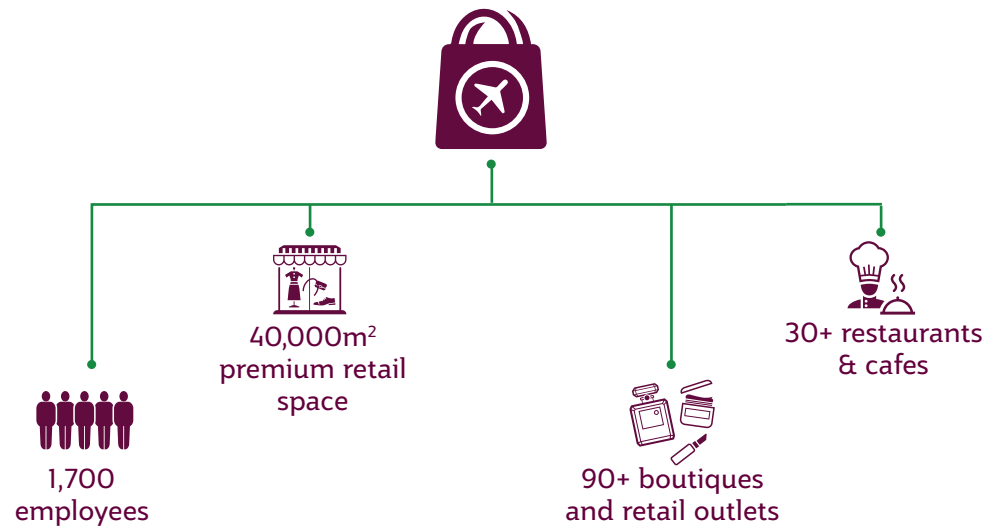
8 Qatar Duty Free

Qatar Duty Free (QDF) operates the retail and dining experience at Hamad International Airport and in hotels in Doha.

A visionary retail and dining experience, QDF offers an unprecedented selection of tailored shopping and food & beverage concepts that appeal to every passenger and all budgets.

One of the largest duty free offers in the world, QDF boasts more than 90 boutiques and retail outlets, as well as more than 30 restaurants and cafés covering an area of 40,000 square metres at Hamad International Airport.

2018-19 Highlights



Customer Experience



DFNI-Frontier EMEA Awards 2019
Airport Retail Operation of the Year

PAX International Readership Awards 2019
Best In-Flight Duty Free Program – Middle East



The World's Fifth Best Airport for Shopping
Sixth Best Airport for Dining

In April 2019, QDF was named 'Airport Retail Operation of the Year' at the DFNI-Frontier EMEA Awards 2019. The leading travel retailer was also recognised at the PAX International Readership Awards, when Qatar Airways was awarded the 'Best In-Flight Duty Free Program' award for the Middle East for the third time in four years, as well as being acknowledged for QDF's in-flight duty free service.

The customer experience delivered by QDF contributed to Hamad International Airport winning 'The World's Fifth Best Airport for Shopping,' 2019 Skytrax award; 'Best Staff Service in the Middle East' and 'Best Airport in the Middle East', as well as being ranked 'Sixth Best Airport in the World' at the 2019 Skytrax World Airport Awards.



Employee Health, Safety & Well-being



Employee welfare is a vital pillar of QDF's success. Being a part of the Qatar Airways Group provides QDF employees with access to various wellness facilities, discounts, mental health services and compassionate leave.

QDF celebrates outstanding employees regularly through their 'Employee of the Month' and 'Employee of the Year' programmes, and long-service awards.

Learning and Development

Working at QDF provides growth and learning opportunities, not only for an enhanced career at QDF, but also developing professional skills that will serve employees well in any other organisation they join in the future.

The QDF Learning Academy offers all QDF employees the opportunity to take part in continuous development programmes to progress their careers through developing the skills the business needs.

Sponsorship

As airport tenants, QDF participates in many of the environmental initiatives at Hamad International Airport, including the programmes for energy, vehicles, waste, and water. QDF also supports Qatar Airways' aircraft fuel optimisation programme by exploring measures to reduce aircraft weight and the fuel consumption and carbon emissions associated with onboard duty free shopping. As an example, reducing the weight and quantity of duty free magazines available on each aircraft reduced CO₂ emissions by approximately 3,419 tonnes in 2018-19.



3,419 tonnes CO₂ in 2018-19

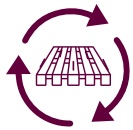
Weight and quantity of duty free magazines reduced on each aircraft

Further weight reductions are planned for implementation in 2019-20, including the discontinuation of onboard duty free magazines and duty free items.



Local Environment

QDF has recently introduced the collection of wooden pallets at its warehouse, and is establishing a new procedure for plastic recycling.



2.5 tonnes
of wooden pallets reused per month

In the food and beverage side of the business, QDF is collaborating with a local charity to donate surplus food products to local good causes. QDF has also replaced plastic bags and straws with paper alternatives and introduced biodegradable coffee cup at key outlets.

QDF is working to improve the environmental performance of catering items through the supply chain. Local suppliers are increasingly the first stop when considering ingredients. Many vegetables are sourced from Qatari farms, and all dairy products are sourced from Baladna dairy on the outskirts of Doha.



Appendix 1 - Data Tables

Employee Data



No. of Employees	2014-15	2015-16	2016-17	2017-18	2018-19
Qatar Airways Group	36,549	39,369	44,452	45,633	46,899
No. of Employees by Company					
Qatar Airways Group			46,899		
Qatar Airways			34,590		
Qatar Duty Free			1,722		
Qatar Aircraft Catering Company			2,130		
Qatar Aviation Services			7,012		
MATAR			1,349		
Qatar Distribution Company			96		
Internal Media Services			3		

Operational Data



No. of Flights	2014-15	2015-16	2016-17	2017-18	2018-19
Qatar Airways	146,561	165,228	188,140	167,738	176,888
Qatar Airways Cargo	-	15,339	20,414	21,646	22,624
Qatar Airways Cargo	-	-	1,793	1,681	1,891
No. of Destinations			2016-17	2017-18	2018-19
Qatar Airways	-	-	153	151	160
Qatar Airways Cargo	-	-	59	60	62
No. of Passengers	2014-15	2015-16	2016-17	2017-18	2018-19
Qatar Airways	22,352,000	26,654,000	32,007,211	29,162,478	29,483,744
MATAR	27,421,927	32,413,942	38,169,168	34,212,750	34,938,243
No. of Aircraft Movements	2014-15	2015-16	2016-17	2017-18	2018-19
MATAR	193,332	222,868	250,419	211,658	224,954
Cargo Handled in Tonnes	2014-15	2015-16	2016-17	2017-18	2018-19
Qatar Airways	764,324	954,191	1,153,825	1,359,203	1,452,674
MATAR	1,208,138	1,534,553	1,821,361	2,068,073	2,154,827

Fleet Data



No. of Aircraft in Service	2014-15	2015-16	2016-17	2017-18	2018-19
Qatar Airways	-	-	175	190	203
Qatar Airways Cargo	-	-	21	23	25
Qatar Executive	8	10	11	12	24

Qatar Airways Fleet	Qatar Airways Fleet Breakdown 31 March 2019		New aircraft delivered in 2018-19
Airbus			
319LR	2	-	
320-200	33	-	
321-200	6	-	
330-200	7	-	
330-300	13	-	
340-600	4	-	
350-900	34	11	
350-1000	7	6	
380-800	10	1	
330 Freighter	7	-	
Boeing			
777-200LR	9	-	
777-300ER	48	7	
787 Dreamliner	30	-	
777 Freighter	16	-	
747-8 Freighter	2	3	
Total Passenger Aircraft	203	25	
Total Cargo Aircraft	25	3	
Total	228	28	



Appendix 2 - Reporting Index

GRI 102: GENERAL DISCLOSURES 2016



General Disclosures

GRI STANDARD	DISCLOSURE TITLE	REFERENCE / EXPLANATION
ORGANISATIONAL PROFILE		
102-1	Name of the organization	Page 5.
102-2	Activities, brands, products, and services	Page 10-11.
102-3	Location of headquarters	Page 10.
102-4	Location of operations	Page 12.
102-5	Ownership and legal form	Page 10, Qatar Airways Group Q.C.S.C. is a Qatari Closed Shareholding Company registered in the State of Qatar.
102-6	Markets served	Page 12.
102-7	Scale of the organisation	Page 12.
102-8	Information on employees and other workers	Page 32-33.
102-9	Supply chain	Page 13.
102-10	Significant changes to the organization and its supply chain	Page 11.
102-11	Precautionary Approach or Principle	The Precautionary Approach or Principle is not applied by Qatar Airways.





General Disclosures

GRI STANDARD	DISCLOSURE TITLE	REFERENCE / EXPLANATION
ORGANISATIONAL PROFILE		
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102-10	Significant changes to the organization and its supply chain	Page 11.
102-11	Precautionary Approach or Principle	Qatar Airways' policies do not specifically reference the Precautionary Approach or Principle.
102-12	External initiatives	Page 14 - Human Trafficking Forum (Voluntary). Page 31 - Aspetar Step Into Health (Voluntary). Page 34 - IATA Diversity & Inclusion Awards (Voluntary). Page 46-47 - Various charitable initiatives (Voluntary). Page 50 – ICAO Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)





General Disclosures

GRI STANDARD	DISCLOSURE TITLE	REFERENCE / EXPLANATION
102-13	Membership of associations	Page 19 - IATA Operational Safety Audit (IOSA). Page 48 - IATA Environmental Assessment (IEnvA). Page 59 – United For Wildlife (voluntary), ROUTES Partnership.
STRATEGY		
102-14	Statement from senior decision-maker	Page 4.
102-16	Values, principles, standards, and norms of behaviour	Page 6 - Qatar Airways Group's Code of Ethics sets out the guidelines and policy by which Qatar Airways Group and its employees will follow recognised corporate governance practices and internationally recognised business, ethical and legal standards.
GOVERNANCE		
102-18	Governance structure	Page 19 – Qatar Airways Group safety governance structure. Page 48 – Qatar Airways environmental management framework. Executive Board Members are listed in the Qatar Airways Group Annual Report Fiscal 2019, Page 6.
STAKEHOLDERS		
102-40	List of stakeholder groups	Page 6.
102-41	Collective bargaining agreements	Collective bargaining is not permitted under the national laws of the State of Qatar.
102-42	Identifying and selecting stakeholders	Page 6.
102-43	Approach to stakeholder engagement	Page 6.
102-44	Key topics and concerns raised	Page 6.





General Disclosures

GRI STANDARD	DISCLOSURE TITLE	REFERENCE / EXPLANATION
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	Page 5.
102-46	Defining report content and topic boundaries	Page 5-7.
102-47	List of material topics	Page 7.
102-48	Restatements of information	Page 5.
102-49	Changes in reporting	Page 5.
102-50	Reporting period	Page 5: 01 April 2018 to 31 March 2019.
102-51	Date of most recent report	Page 5: May 2019, covering period 01 April 2017 to 31 March 2018.
102-52	Reporting cycle	Page 5: Annual reporting.
102-53	Contact point for questions regarding the report	Contact point is through the company website.
102-55	GRI content index	Page 87-93.
102-56	External assurance	Page 84-86.





Material Disclosures - Economic

GRI STANDARD	DISCLOSURE TITLE	REFERENCE / EXPLANATION
GRI 201: ECONOMIC PERFORMANCE 2016		
103-1,2,3	Management approach	-
201-1	Direct economic value generated and distributed	Refer to Qatar Airways Group Annual Report, Fiscal 2019.
GRI 202: MARKET PRESENCE 2016		
103-1,2,3	Management approach	Page 32.
202-1	Proportion of senior management hired from the local community	Page 42.
GRI 203 INDIRECT ECONOMIC IMPACTS 2016		
103-1,2,3	Management approach	Page 39.
203-2	Significant indirect economic impacts	Page 40.
GRI 204 PROCUREMENT PRACTICES 2016		
103-1,2,3	Management approach	Page 39.
204-1	Proportion of spending on local suppliers	Page 41.
GRI 205: ANTI-CORRUPTION 2016		
103-1,2,3	Management approach	Page 13.
205-2	Communication and training about anti-corruption policies and procedures	Page 13.





Material Disclosures – Environmental

GRI STANDARD	DISCLOSURE TITLE	REFERENCE / EXPLANATION
GRI 302: ENERGY 2016		
103-1,2,3	Management approach	Page 49-51.
302-4	Reduction of energy consumption	Page 52-53.
302-5	Reductions in energy requirements of products and services	Page 52-53.
GRI 303: WATER AND EFFLUENTS 2018		
103-1,2,3	Management approach	Page 56.
303-1	Interactions with water as a shared resource	Page 56-57.
303-5	Water consumption	Page 56-57.
GRI 304: Biodiversity 2016		
103-1,2,3	Management approach	Page 59.
304-2	Significant impacts of activities, products, and services on biodiversity	Page 59.





Material Disclosures – Environmental

GRI STANDARD	DISCLOSURE TITLE	REFERENCE / EXPLANATION
GRI 306: EFFLUENTS AND WASTE 2016		
103-1,2,3	Management approach	Page 54-55.
306-2	Waste by type and disposal method	Page 54-55.
306-3	Significant spills	Page 54-55.
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016		
103-1,2,3	Management approach	Page 13.
308-1	New suppliers that were screened using environmental criteria	Page 13.





Material Disclosures – Social

GRI STANDARD	DISCLOSURE TITLE	REFERENCE / EXPLANATION
GRI 401: EMPLOYMENT 2016		
103	Management approach	Page 32.
410-1	New employee hires and employee turnover	Page 33.
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018		
103	Management approach	Pages 19, 24.
403-1	Occupational health and safety management system	Page 24.
403-2	Hazard identification, risk assessment, and incident investigation	Page 25.
403-3	Occupational health services	Page 30.
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 24, 28, 29.
403-5	Worker training on occupational health and safety	Pages 24, 28, 29.
403-6	Promotion of worker health	Page 31.
403-8	Workers covered by an occupational health and safety management system	Page 24.
403-9	Work-related injuries	Pages 26-27.





Material Disclosures – Social

GRI STANDARD	DISCLOSURE TITLE	REFERENCE / EXPLANATION
GRI 404: TRAINING AND EDUCATION 2016		
103	Management approach	Pages 35.
410-2	Programs for upgrading employee skills and transition assistance programs	Pages 35-37.
404-3	Percentage of employees receiving regular performance and career development reviews	Pages 35.
GRI 405: DIVERSITY AND SOCIAL OPPORTUNITY 2016		
103	Management approach	Pages 32.
405-1	Diversity of governance bodies and employees	Pages 32-33.
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016		
103	Management approach	Pages 13.
414-1	New suppliers that were screened using social criteria	Pages 13.



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