



Queensland
Airports LIMITED

2022
Annual Report



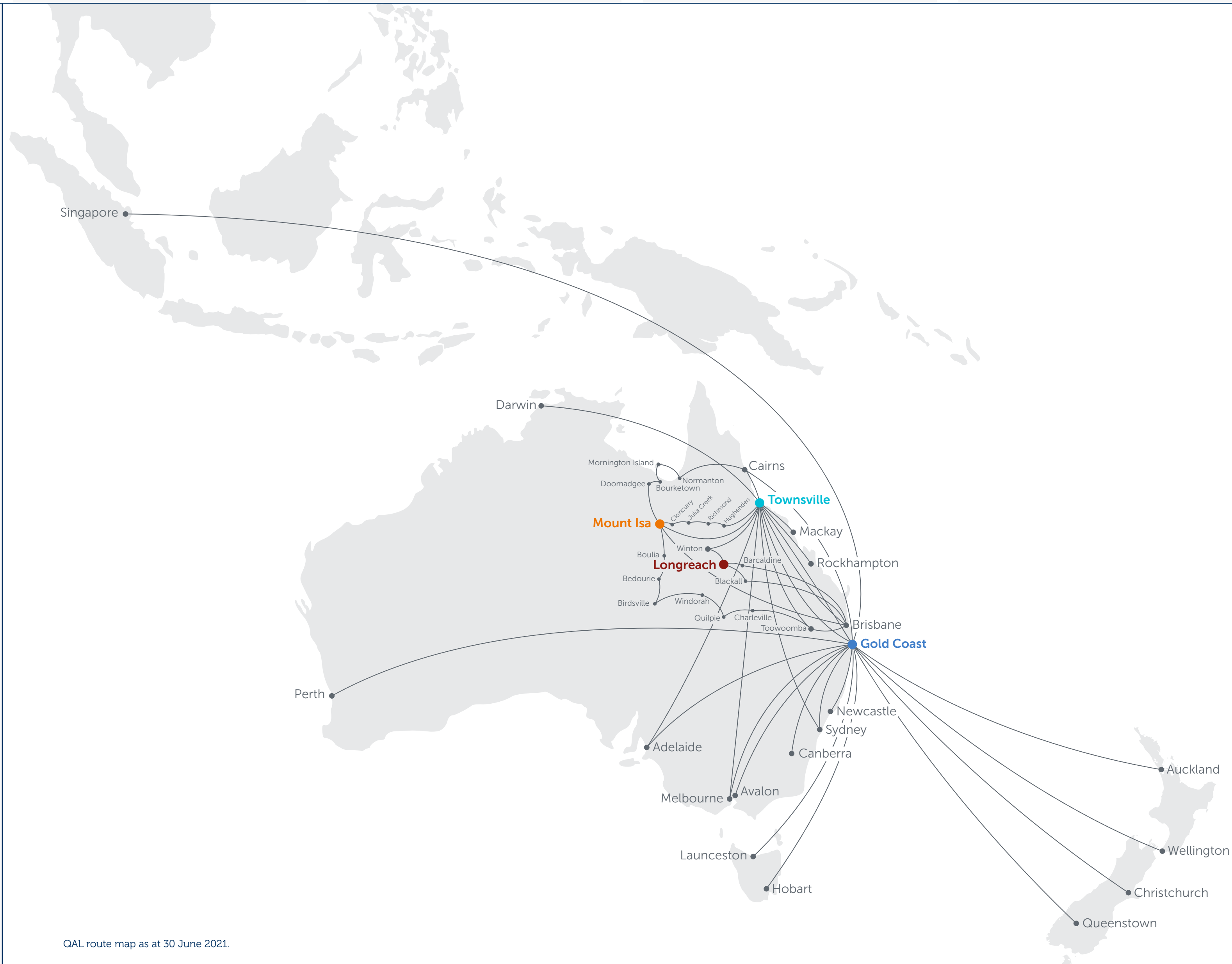
About us

Queensland Airports Limited is an accomplished airport operator that owns and operates Gold Coast, Townsville, Mount Isa and Longreach airports.

QAL is Australian-owned and committed to delivering for the communities where we operate.

QAL is a privately-owned company and its shareholders include superannuation and investment funds:

- Gardior as trustee for The Infrastructure Fund
- Perron Investments Pty Ltd
- STC Funds Nominee as trustee for the Project Cricket State Super Unit Trust
- State Street Australia Ltd as custodian for Australian Retirement Trust
- QAL Investments No. 2 Pty Ltd as trustee for QAL Investments Trust
- Allan Moss
- Lipno Holdings Pty Ltd





Strategic framework

QAL's strategic framework links the company's vision and values to our corporate pillars of shareholder value, customer experience, social responsibility, high-performing workforce and accomplished operators. Key initiatives throughout the year are summarised under the strategic pillars in this report.



We will fulfill our vision by

- Growing our airports through collaboration with our partners
- Providing seamless, high-quality experiences for our customers
- Connecting, and being connected to, the communities in which we operate
- Engaging with our customers throughout their journey
- Fostering growth within our communities
- Investing in our people and empowering them to help achieve our vision
- Elevating and setting the industry standard through innovation and creative thinking



From the Chair and CEO

This past year has been a mix of recovery and rebuilding for Queensland Airports Limited – in stark contrast to the two challenging years before.

From the time Queensland opened back up to domestic markets, and since stayed open from 13 December last year – passenger numbers continued to rebuild with strength for all airports on the Gold Coast, Townsville, Mount Isa and Longreach.

The nation was travel bound to visit friends and family, and demand returned for holidays to popular leisure destinations such as the Gold Coast. By April 2022, pre-COVID-19 passenger levels had almost been reached across all four QAL airports, with the second busiest day in the history of Gold Coast Airport recorded on Monday 18 April 2022. For June 2022, QAL outperformed historical records for the month with 650,000 passengers welcomed across all of our airports – 2.5 per cent more than 2019.

During this year of recovery, several key areas of focus remained a priority including:

- Safety
- People and wellbeing
- Financial stewardship
- Sustainability and social responsibility
- Projects

At Gold Coast Airport, works are nearing completion of a \$500 million investment across the precinct, including the \$260 million Gold Coast Airport terminal expansion project which is a critical enabler for future growth. Almost a decade in the making, construction officially started on the terminal expansion in early 2019 and approximately 2,000 local jobs were created during this milestone project. The expansion will provide improved circulation and dwell

space, new food, beverage and retail outlets and cater for additional domestic and international connection via a swing capability. The completion of the Gold Coast Airport terminal expansion is expected in September 2022, when it will officially welcome the first domestic passengers followed by international passengers later in the year.

At Townsville Airport, terminal works were initiated in stages with the check-in area and the expanded security screening point. These were funded out of a \$9.15 million Federal Government Regional Airports Screening Infrastructure (RASI) grant. Retail works were also undertaken and positively transformed the appearance and customer experience of the Townsville Airport terminal – with passengers welcomed into the new airside and landside cafes supported by a revamped news and bookstore. The \$6.4 million water and sewer works were also close to completion by the end of the year, helping to create a foundation for future growth and development.

At Mount Isa Airport, construction on certain terminal works commenced in May, also funded by the Federal Government RASI grant. New security screening equipment has been introduced, while a more spacious departures area enables improved passenger.

During the heightened pandemic, our people were severely impacted due to airports operating at minimal activity, with a mix of teams focused on business preservation and others to a lesser scale on business as usual. However, once borders reopened and domestic markets returned, the operational teams had to stand back up quickly to ensure the safe and efficient operation of our airports. Despite the uncertainty, it was pleasing to see an increased annual employee engagement survey result compared to 2019. QAL also continued to undertake initiatives targeting Great Place to Work certification.

In addition, steps were taken to develop QAL's Environment, Social and Governance strategy. A Net Zero target strategy was developed, a materiality assessment activity recommenced, and resourcing was boosted to support Airport Carbon Accreditation and other sustainability projects.

The year ahead will be an exciting one for QAL.

The Gold Coast Airport terminal expansion will open to domestic and international passengers, with work also initiating on the existing terminal refresh. The southern entryway project will enable a second Gold Coast Airport entry established on the precinct. Master planning will ramp up for the Gold Coast and Townsville airports – establishing a blueprint for the future of these precincts.

Additionally, there will be renewed focus on driving commercial outcomes, implementing net zero plans, enhancing customer experience and continuing our great place to work journey with our teams.

We thank the entire QAL team, who have all contributed an extraordinary amount in the past 12 months. We also thank the QAL Board, who have continued to provide guidance to the company throughout the year and acknowledge the contributions of John O'Neill and Chris Mills, the recently departed Chairman and CEO respectively.

Christine Williams
Interim Chair

Amelia Evans
Chief Executive Officer





QAL Board



Christine Williams

Interim Independent Chair effective 9 April 2022, Non-Executive Director appointed 15 June 2021

Christine has more than 30 years broad local and international experience as an M&A transactional lawyer and senior business executive in the infrastructure, property and financial services industries. She has worked in private practice and as part of the leadership teams for high-profile real estate and infrastructure funds management businesses advising both listed and unlisted boards, most recently as an Executive Director and Global General Counsel for the Macquarie Infrastructure and Real Asset division, for more than 21 years. At 30 June 2022, Christine was a director of Port of Newcastle Investments (Financing) Pty Limited, Port of Newcastle Investments (Property) Pty Limited and Port of Newcastle Investments (Property Holdings) Pty Limited.



John O'Neill AO

Independent Chair appointed 1 July 2019

John has created success running three major organisations in banking and in international sports. Previous senior management roles include State Bank of New South Wales, Australian Rugby Union (ARU) and Football Federation Australia (FFA). John was appointed to the position of inaugural Chairman of Events New South Wales in 2007, serving in that role until 2010.

John was appointed as Chair of Star Entertainment Group in 2012 and Bates Smart Advisory Board in 2018. He is a Director of Everview Investments and Destination Brisbane Consortium Integrated Resort Group. John is also an Advisory Council Member of China Matters.

John was a recipient of the Australian Sports Medal in 2000 for his ongoing contribution to the nation's sporting success and was appointed an Officer of the Order of Australia in 2004.



Ashley Kilroy

FAICD, Non-Executive Director appointed 26 October 2012

Ashley is a former airline executive with more than 40 years aviation management experience with TAA/ Australian Airlines and Qantas. Ashley's experience includes senior executive roles in commercial, airport management and regional airlines. At 30 June 2022, Ashley was chairman of Aviation Australia Pty Limited and a Non-Executive Director of Mildura Airport Pty Limited.



Alan Mulgrew

BA (Mgmt), Dip Corp Fin, GRAICD, JP, Non-Executive Director appointed 25 March 2013

Alan has more than 30 years experience as a senior executive heading up large capital intensive organisations, both in Australia and overseas including Perth and Sydney airports. He is former Chairman of Western Power, Western Carbon, Australian Renewable Fuels Pty Ltd and Tourism Western Australia and a former Director of Adelaide Airport Ltd and Tesla Corporation. At 30 June 2022, Alan was a Non-Executive Director of Akuna Bay Pty Ltd, CBH Group, Strategic Solutions (WA) Pty Ltd and Interflour Group Pte Ltd.



QAL Board



Amanda McMillan OBE

Bacc, CA, Non-Executive Director appointed 24 August 2018

An experienced airport executive and chartered accountant based in Sydney where she is an Executive Director in Macquarie's Asset Management Division. Amanda is the former Chief Executive Officer of AGS Airports Limited, one of the United Kingdom's leading airport groups and operator of Aberdeen, Glasgow and Southampton airports. She is also the former Chairman of Hobart Airport Group. At 30 June 2022, Amanda was a Director of Perth Airport Group, Macquarie Australian Infrastructure Management, Scissor Holdings Pty Ltd, CHIF Investments Pty LTD, North Queensland Airports Group, Recycle and Resource Group, One Rail Australia and Bingo Industries. Amanda was awarded an OBE by her Majesty the Queen for her services to business and tourism and holds honorary doctorates from the University of Glasgow and the Glasgow Caledonian University.



Elizabeth Albergoni

LL.B, LL.M (Hons 1) Non-Executive Director appointed 1 March 2019

Elizabeth is an Investment Director based in Sydney for Morrison & Co. Elizabeth has responsibility for the performance of a number of the investments Morrison & Co manages on behalf of its clients. She has extensive industry executive experience including nine years with Sydney Airport immediately prior to joining Morrison & Co. and several years working as a competition and regulatory lawyer, focused on infrastructure. At 30 June 2022, Elizabeth was a Director of Perth Airport Group, UTA Registry Investment Group, Australian Registry Services Group and an executive board member of the World Airport Lawyers' Association.



Steven Fitzgerald

BEcon, Non-Executive Director appointed 23 March 2018

Steven is a Partner and Global Head of Asset Management at Morrison & Co. Previously he was CEO of Wellington International Airport and ran Infratil's European airports. Steven also worked for Sydney Airport, where he held a number of senior roles which included Gveneral Manager Airport Operations, Head of Commercial Trading and Manager Economics. At 30 June 2022, Steven was a Director of Amplitel Pty Ltd, Perth Airport Group and Pastoral Partners Australia Group.



QAL Management Team

As pictured, left to right.

David Hedges
General Counsel and Company Secretary
Joined 2019

Amelia Evans
Chief Financial Officer
2016–June 2022

Chief Executive Officer
July 2022–

Adam Rowe
Chief Commercial Officer
Joined 2017

Marion Charlton
Chief Operating Officer
Joined 2008



Shareholder Value

Financial results

	2015	2016	2017	2018	2019	2020	2021	2022
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
Operating Revenue	129,830	127,018	130,428	136,109	138,759	111,608	69,955	93,685
Operating Expenditure	45,646	38,911	39,033	41,188	42,289	43,246	27,661	38,728
EBITDA	84,184	88,107	91,395	94,921	96,470	68,362	42,294	54,957
EBITDA %	65%	69%	70%	70%	70%	61%	60%	59%
Interest Revenue (External)	376	420	368	362	518	122	80	5
Interest Costs (External)	32,326	32,958	32,178	30,426	29,662	35,864	34,723	32,766
Depreciation, Impairment & Amortisation	28,595	29,364	23,788	33,741	30,963	31,785	25,894	23,801
Other Adjustments	8,331	13,838	(10,136)	1,541	2,968	7,418	7,427	29,108
Loan Note Interest	5,079	5,093	5,079	5,079	5,079	4,884	3,484	1,252
Income Tax Expense (Benefits)	6,429	9,805	6,039	8,129	10,365	654	(5,363)	4,608
Net Profit After Taxation	20,462	25,145	14,543	19,449	23,887	2,715	(8,937)	21,643
Dividends Declared	34,642	16,531	35,611	40,010	30,007	15,004	—	309





Gold Coast Airport terminal expansion takes shape

The final phase of work for the Gold Coast Airport terminal expansion progressed – with the building’s exterior in place by early 2022 and most of the interior finishes finalised by August.

Central to the ongoing development of the Gold Coast Airport precinct, the \$260 million terminal expansion doubled the terminal footprint, delivering 30,000sqm of space over three levels. It includes four glass aerobridges, additional retail space, new boarding facilities, a departure lounge, and baggage handling and border control facilities.

The vision for the building finally came to life, with the fresh, modern design delivering on the promise to reflect the local Gold Coast and northern NSW region through a thoughtful colour palette and finishes.

The relaxed local environment is echoed in the look and feel of the forecourt and plaza area – with timber decking and an open structure near the Rydges Gold Coast Airport hotel. This extended into the arrivals hall, with the open glazed facades providing a visual connection to the adjacent external forecourt.

Perhaps the most spectacular space in the terminal expansion, the transition hall’s dramatic 11-metre-high ceilings provide the perfect backdrop for family and friends saying goodbye to loved ones. The Spotted-gum style feature wall is a highlight of the space, reflecting the nearby hinterland mountain range.

The airport’s location was celebrated in the international departure lounge on level two – with spectacular views of the Gold Coast and northern NSW hinterland offered through floor to ceiling windows.

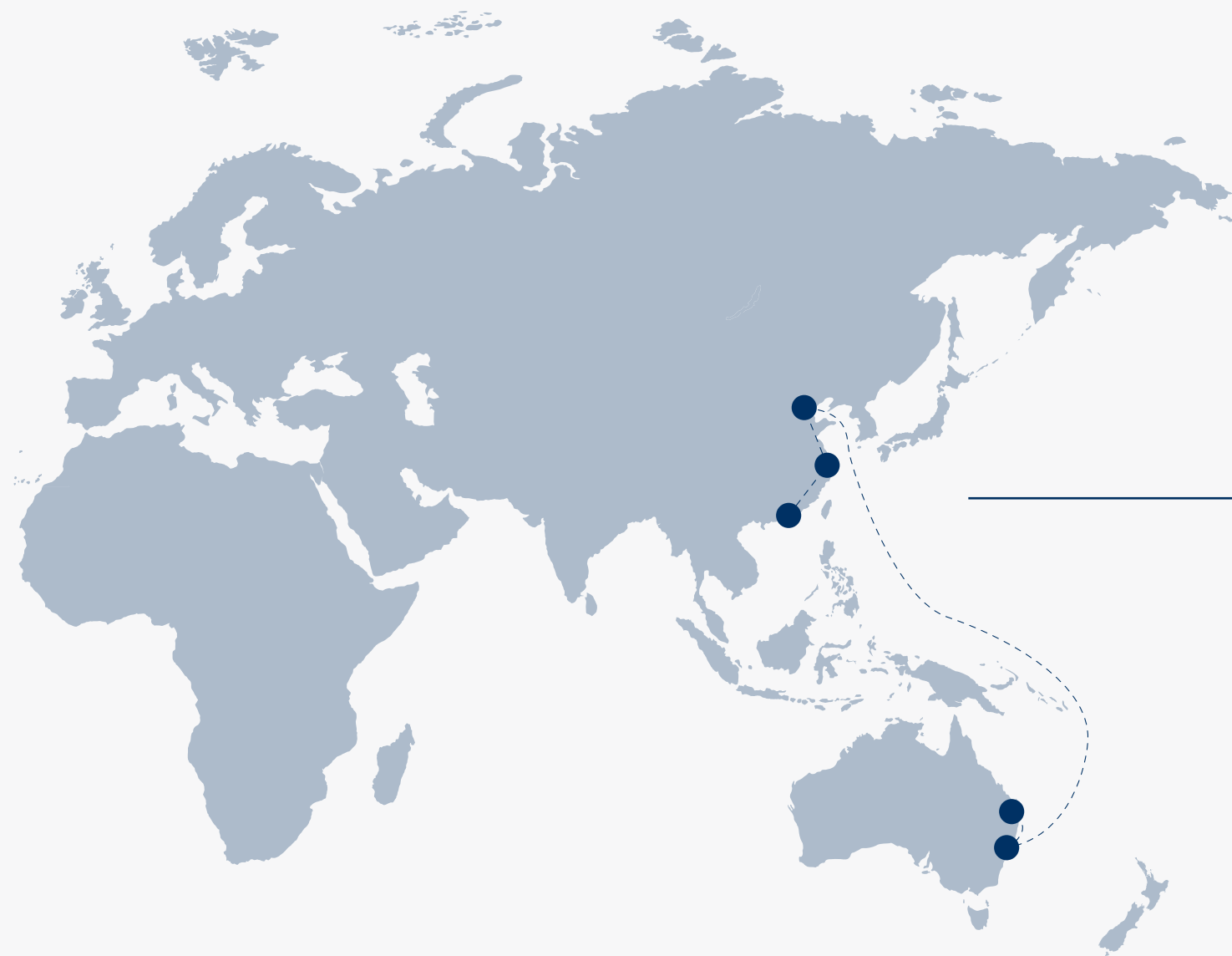
This important project will ensure Gold Coast Airport remains an ideal gateway to the spectacular destinations of the Gold Coast and northern NSW, as travel takes off and the industry recovers strongly.



Gold Coast Airport’s
\$260m
terminal expansion



Doubling the terminal footprint by delivering
30,000sqm
of space over three levels



Aerobridges travel over land and sea

The aerobridges that are connecting Gold Coast Airport passengers to new journeys had a voyage of their own – travelling about 13,500 kilometres across land and sea before being installed.

The aerobridges were manufactured in Shenzhen in China before the majority were transported to Shanghai and to avoid a typhoon, transferred to Tianjin, before travelling by sea to Port Kembla in NSW and on to Melbourne, up to Newcastle, and eventually, the Port of Brisbane.

The final leg of the trip that was the most complex – requiring careful coordination and planning. It involved each aerobridge being trucked down the M1 at night, under heavy vehicle escort.

The 31-tonne bridges were then installed by a dual 150 tonne crane lift – connecting to large hold down bolts, standing more than two metres tall and 1.4 metres wide.

The journey and installation represented a logistical success, thanks to careful planning by the airport team and partners. The fact that this occurred in the middle of the COVID-19 pandemic is testament to the planning and persistence of the teams involved.



Our aerobridges have travelled roughly
13,500km
across land and sea before being installed



Gold Coast Airport Airside Processing Zone completed

An Airside Processing Zone (APZ) was constructed at the Gold Coast Airport terminal, creating a dedicated queuing zone for passengers – relieving congestion from the busy departure lounge and improving the pre-boarding experience. The APZ connects to the existing and expanded terminal areas.

Installation occurred in an active airside environment using modular construction techniques to fast-track construction and minimise operational impacts.

Gold Coast Airport Security screening point upgrade completed

An upgrade to the Gold Coast Airport security screening point was completed in March 2022. It involved the installation of body scanners and CT X-ray equipment, meeting the Federal Government’s enhanced screening requirements.

A series of efficiency trials and tests were undertaken from April onwards to improve passenger throughput and facilitation.

Gold Coast Airport retail refresh announced

A refresh of Gold Coast Airport’s food, beverage and retail outlets was announced in May 2022, as part of a transformation of commercial offerings in the existing and new terminal areas.



*Artistic render.

A total of 14 new outlets will be delivered throughout the terminal as part of the project, which commenced in June.

A signature café and bar, called Wollumbin, was unveiled for the terminal expansion area. Its menu would be curated by local executive chef Matt Jefferson, from popular venue Social Eating House + Bar.

The terminal refresh would also include a bespoke bookshop and café bar in partnership with popular Burleigh business Golosi Food Emporium, a children’s store, a news, book, convenience and souvenir outlet, the first Schnitz outlet in an Australian airport, and a range of restaurants in the Mediterranean, fresh food, sushi and Asian themes.

The project saw experienced operators WH Smith and HMSHost welcomed to Gold Coast Airport, and a partnership with Airport Retail Enterprises (ARE) continued.

Former drive-in site transformed to industrial hub

Extensive remediation works overseen by QAL cleared the way for a thriving industrial hub to emerge on the 5.15ha site, Wollemi Place, that formerly housed the Tweed Heads drive-in theatre.

The widespread preparatory work included the removal of about 23,300 cubic metres of soil and 300 metres of pipe from the site, which QAL acquired in 2016.

A major warehouse and distribution centre, home to leading Australian food distributor PFD Food Services, opened in early 2022. Two additional land parcels – comprising about 9,400sqm and 10,090sqm – were subsequently brought to market through an Expressions of Interest campaign. This will provide diversification in QAL’s revenue streams.

Townsville Airport refreshed as key projects progress

Townsville Airport customers are benefiting from a transformed terminal – anchored by an enhanced security screening point that was delivered thanks to \$9.15 million in Federal Government Regional Airports Screening Infrastructure (RASI) funding.

The new security screening area – which opened in March 2022 – was made 300 per cent larger and delivered the latest in airport security screening technology. Its two body scanners and CT X-ray systems for carry-on baggage have created an improved screening process.

Associated retail works started last financial year and was well progressed at the end of FY22. It included two new cafes and a refreshed news, books and technology outlet.

Another project, which was less visible to passengers but equally important, involved an upgrade to major water supply, fire system and sewer infrastructure – representing a \$6.4 million investment by QAL. Work started on the project in October 2021 and was almost complete at the end of FY22.





Mount Isa Airport terminal works underway

An upgrade to the Mount Isa Airport terminal commenced in May 2022, involving an upgrade and expansion of the security screening area and improving the passenger experience.

Like the Townsville Airport project, it was able to progress thanks to a RASI grant of \$2.46 million.

The project included the installation of a body scanner for the first time at Mount Isa Airport, and reconfiguration of the screening point and departures area.

Passengers pass through security screening after checking in and enter a larger departure lounge, rather than dwelling in the retail area before transiting through screening when boarding is called.

Other improvements were planned for the terminal, including a new-look café, new carpet, paint and a refresh of the landside bathrooms.



Gold Coast and Townsville airports master planning underway

The master planning process commenced for Gold Coast and Townsville airports in 2022 – with both plans due to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts in 2024.

The master plans, which will guide the development of the airport precincts in coming years, will involve consultation with key stakeholders.

On the Gold Coast, extensive engagement with the Queensland Department of Transport and Main Roads started in 2021, to guide planning for light and heavy rail connectivity.



Airline highlights

The 2022 financial year saw several new routes commence across the QAL network, as demand for domestic travel surged.

On the Gold Coast, new direct Hobart and Launceston connections were launched by Virgin Australia, improving connectivity with the increasingly popular destination. Virgin Australia also commenced a new Gold Coast–Cairns service, while Qantas started a Gold Coast–Perth flight – joining Jetstar on the route. Townsville’s new routes included Darwin (Qantas), Adelaide (Qantas), Sydney (Qantas and Virgin Australia) and Melbourne (Qantas and Virgin Australia).

International connections to Singapore and New Zealand were re-established at Gold Coast Airport, and a new Virgin Australia Gold Coast–Bali service was announced, connecting the two famous surfing destinations from March 2023.





New partnership formed as Bonza prepares for take off

New low-cost carrier Bonza and Townsville Airport announced a partnership in February 2022, which would see three new routes servicing the gateway to North Queensland.

From late 2022, Bonza plans to operate four flights a week from Townsville to the Sunshine Coast, three a week to Rockhampton, and two each week to Toowoomba.

The announcement was celebrated as a reflection of confidence in the North Queensland region and Townsville Airport.

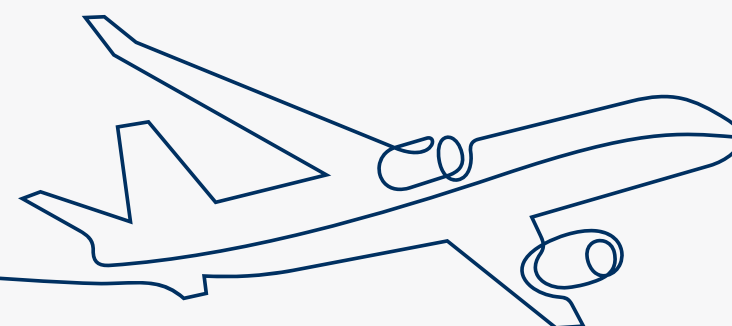
To mark the announcement, eight iconic Townsville sites were bathed in the airline's purple colour scheme after the QAL team worked with Townsville City Council on the joint project.



New commercial leases secured

QAL's property team successfully secured new tenants for key sites on the Gold Coast and in Townsville, including:

- Level 2 of Ivy Pearce at Gold Coast Airport to the Australian Federal Police, increasing the AFP's nettable area to more than 3,000sqm
- A key site at Airport Central to Coastal Dental, which will open from late 2022
- A second Bureau of Meteorology site at Gold Coast Airport, facilitating another weather station on-airport and improving reliability of information for pilots
- A new Pak Fresh facility in Townsville, occupying the former Toll Freight building



Royal Flying Doctor Service set to get new Mount Isa base

The Royal Flying Doctor Service (RFDS) and LifeFlight will be entering into 25-year lease agreements, with 15-year options, to construct a new 20,000sqm aeromedical base at Mount Isa Airport. The project was announced in October 2021.

Construction of the new facility will commence in early 2023, with a planned opening in the first half of 2024. The new base will replace its 60-year-old facility, at an estimated construction cost of about \$20 million.



Off-airport site sold to Queensland Government

QAL signed a \$7.5 million deal with the Queensland Government in late 2021 for land in Boyd Street, Tugun.

The Queensland Government is currently developing the new Tugun Satellite Hospital on the site.



Car parking revenue results

Car parking revenue and utilisation on the Gold Coast and in Townsville have rapidly recovered through a focus on online yield management. Townsville experienced its highest revenue month on record in April, while June was the second largest revenue month on record for GCA. An increase in drive-up price at Mount Isa Airport saw its highest car parking revenue month on record delivered in June.

New terminal advertising agreement

There was a focus on digitising, rationalising and decluttering digital signage in the GCA terminal areas and Bishopp Airport Advertising was successfully awarded the six-year contract – promising to modernise the advertising signage in the existing and expanded terminal areas. The digital signs in the new arrivals baggage reclaim area are particularly impressive, given their significant size.



Customer Experience

Gold Coast Airport ambassadors, therapy dogs return as flights increase

Gold Coast Airport’s much-loved volunteer ambassadors and Gary the therapy dog returned to the airport in March – as flight and passenger numbers increased following the relaxation of COVID-19 travel restrictions.

The 30 ambassadors, including Gary and his new handler, long-time airport ambassador Linda Sexton, once again enhanced the customer experience at the airport. The ambassaPAW program helps members of the travelling public who may be nervous flyers or are experiencing any other anxieties or apprehensions, as well as the airport’s wider customer base, to have a more enjoyable experience. The ambassaPAW program started in 2018 and at the time was one of the first of its kind in an Australian airport.

The broader GCA ambassador program was established in 2016.

Colourful artwork elevates refreshed Townsville Airport terminal

Townsville-based artist Brenda Stone was selected from a pool of more than 20 Australian artists to create a statement artwork for the revamped Townsville Airport terminal.

Two large spaces between the check-in and baggage reclaim areas were earmarked to display the work following an expression of interest campaign, which was run by the Townsville Airport team in early 2022.

Ms Stone’s vision was to create an aerial-like abstract painted with resin, representing Townsville’s vast and iconic environment.

An established art selection panel, comprising representatives from Townsville Airport, Townsville City Council and Townsville City Galleries, assessed all expressions of interest.

The art project – which was installed in August 2022 – came as plans for a Museum of Underwater Art (MOUA) installation in the terminal progressed.

Focus on warm welcomes, celebrations

Warmly welcoming passengers as key routes were re-established was a key focus for the QAL Corporate Relations and Marketing teams this year.

A beach-holiday-themed celebration was waiting for the first passengers who landed at Gold Coast Airport on 13 December as the state border reopened to all states and territories and flights started to ramp up.

Activity included donut and locally brewed coffee giveaways, along with Kool Kombi transfers for lucky holidaymakers.

Then, in February, Singapore-based airline Scoot returned to Gold Coast Airport after almost two years. The love-themed celebration – falling on Valentine’s Day – included a ‘Love Is in the Air’ message drawn in the sand of North Burleigh Beach. ‘GCA loves Scoot’ lollipops were handed out and free entry into the Valentine’s Day-themed koala enclosure at Currumbin Wildlife Sanctuary was offered to all passengers.



Celebrations continued in March when the first flight from New Zealand touched down at Gold Coast Airport in more than seven months. The passengers onboard the Air New Zealand A321 neo received a special Gold Coast welcome back when they came through the terminal, including a performance from the Biren Aboriginal Dance Group, entertainment from a singer-guitarist, theme park characters in attendance and welcome back gift packs of Tim Tams handed out.



GCA customers spend to win

A spend and win campaign launched in March 2022, called ‘Win a Golden Ticket \$20,000 Giveaway’.

The major retail promotion ran for five weeks with the primary objectives to drive passenger spend and reward people for shopping at Gold Coast Airport.

The campaign attracted more than 17,445 entries, which is up from 3,900 entries the prior year.

Another valuable component of the campaign was measuring customer ratings of retail outlets. An overall rating of 4.7 stars was achieved, demonstrating strong customer service delivery.

An event was held at the Rydges Gold Coast Airport hotel in May to recognise and reward terminal staff for customer service excellence throughout the campaign period.



Onsite testing clinic opened as international flights resumed

A new COVID-19 testing clinic opened at Gold Coast Airport as international borders opened and flights restarted – providing a convenient option for overseas travellers needing a pre-departure test.

The in-terminal 4Cyte Pathology testing clinic made the process simpler for international travellers and allowed onsite testing for passengers unaware of pre-departure requirements.

Gold Coast Ground Transport Interchange activated

Gold Coast Airport's new Ground Transport Interchange (GTI) opened in December 2021 – in time for the reopening of the Queensland border and uplift in flights.

The GTI is a consolidated facility for all ground transport operators, including taxis, rideshare, coaches and limousines. The improved facility provides operators with a dedicated holding area and their own facilities, including a kitchen, toilets, shade, vending machines and seating.

The GTI is close to the passenger pick-up area, meaning passengers now have shorter wait times for pick-up. The consolidation of ground transport holding areas has also reduced congestion on airport roads, the car park and bus rotunda.





Social Responsibility

Record GRESB result another step on ESG journey

QAL again participated in the annual GRESB assessment – a global Environment, Social and Governance (ESG) measurement tool for infrastructure assets. A strong result was achieved.

QAL's fourth assessment was finalised in October 2021, receiving five stars and a high score of 94 – the second highest of any airport operator in Australia.

QAL's score has improved each year and in 2021 the company was ranked 46 out of 549 participants globally in the latest assessment.

Social responsibility highlights

- Airport Carbon Accreditation (ACA) continued across all QAL ports during FY22, with Gold Coast, Townsville and Mount Isa airports accredited at Level 2 and Longreach Airport accredited at Level 1. Resourcing was boosted during the year to support improved ACA outcomes and enhanced sustainability performance more broadly
- Tenant environmental management was enhanced, with key activities including updates to the tenant risk assessment and auditing framework and progressive rollout of tenant operational environment management plans
- Sustainability guidelines were rolled out to concessionaires, including a sustainability assessment

matrix, to help guide sustainability performance during fit out and operation

- Development of a cultural interpretation strategy commenced, in consultation with Gold Coast Airport's indigenous stakeholders, to guide indigenous cultural interpretation within the terminal
- Support continued for Qantas, Rex, and Virgin Australia's resident fare programs, assisting in the delivery of more affordable airfares for regional residents

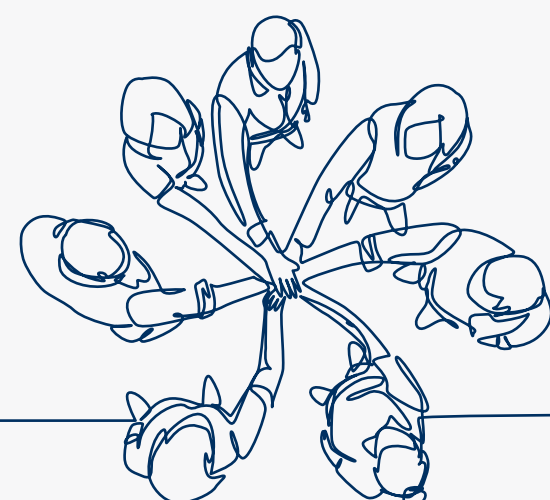
Northern NSW flood support

A tragic and widespread flood emergency engulfed parts of northern NSW in early 2022 – prompting the QAL team to roll up their sleeves to support relief efforts.

Team members used their QAL Charity Day – a paid annual day to give back to a charitable cause of their choice – to assist in the clean-up efforts in Murwillumbah. Employees and airport partners also donated items for flood-affected residents.

At the same time, the GCA operational team facilitated several helicopter operations on the airfield associated with the flood response. The team also accommodated Australian Defence members in the QAL-owned Ivy Pearce building, as a base for about 90 personnel who were assisting the northern NSW community.

Throughout the emergency, QAL waived landing and parking fees for all aircraft supported the flood relief effort or emergency response.





Net Zero target approved by QAL Board

In June 2022 the QAL board endorsed QAL's commitment to a net zero strategy.

The board agreed QAL would align to the standard of 1.5dc of the International Panel of Climate Change pathway, bringing all QAL airports to net zero Scope 1 and 2 by 2030.

The commitment will require QAL's ports to operate on at least 80 per cent renewable energy by 2025.

Materiality Assessment commenced

A materiality assessment recommenced in May 2022, providing an opportunity for internal and external stakeholders to consider the environmental, social, and governance risks and opportunities most relevant to QAL.

The assessment process was used to inform the organisation's sustainability efforts and strategic program of work. The project began in May, with stakeholder interviews staged in June. The assessment outcomes will be finalised in the first half of the financial year.

Modern Slavery policy rolled out

QAL approved a Modern Slavery policy and framework during FY22, in compliance with the Modern Slavery Act 2018.

The policy acknowledges that while QAL's core operations – which are focused on service delivery as an airport operator – carry a relatively low modern slavery risk, the business has potential supply chain risks associated with modern slavery via capital projects, acquiring of goods and services and, supply of ICT services.

The policy also acknowledges that QAL's airports may be gateways for modern slavery and, to mitigate that risk, the business has committed to working proactively with relevant agencies.





High Performing Workplace

Employee numbers

*As at 30 June 2022.

67

Queensland Airports Limited

57

Gold Coast Airport

25

Regional



Culture survey results

QAL undertook its annual employee engagement survey through Gallup in December 2021. While pulse-check culture and sentiment surveys were undertaken during the pandemic, this was the first independent survey since 2019.

The participation rate was 83 per cent, an increase of 5 per cent on 2019, and the overall engagement result was 4.11 – a slight increase on the last survey.

This result was welcomed, as Gallup’s research highlighted that employee engagement in businesses that were negatively impacted by the pandemic, like aviation, generally declined.

Gallup’s research also suggested that businesses and teams with higher engagement results demonstrated stronger resilience throughout the pandemic. QAL’s results reinforces that the people and wellbeing approach taken by the business despite challenging conditions were well received.

The survey identified the top five things QAL’s people love about the business as:

- Flexibility
- Caring and friendly culture
- Opportunity to grow
- Community-focused
- Professional

Employee wellbeing strategy launched

QAL formed a partnership with Black Dog Institute (BDI) in early 2022 to develop a wellness program for employees

– including a wellness roadmap until 2024.

The wellness program was launched to employees in July, anchored by the Five Ways to Wellbeing (connect, be active, be aware, keep learning and help others). It included a mix of both proactive health initiatives and risk controls. The wellness strategy also included provision for a mentally healthy workplace review, which will be completed with BDI to define appropriate actions and targets.

Glidepath initiatives reactivated

QAL has three employee-led resource groups which focus on the areas of inclusive leadership, gender, and culture. Proactive activity by these groups increased from late 2021.

Each of the groups coordinated a series of team activations aligned to days of significance, and developed programs in the diversity and inclusion space, including acknowledgement protocols and deidentification of resumes in the recruitment process to remove bias.

Bring your pet to work pilot launched

Leveraging Gold Coast Airport’s successful AmbassaPAW program and as part of the continued focus on employee wellness, QAL commenced a ‘Bring your pet to work’ pilot program in June 2022 – encouraging team members to bring their furry friends into the workplace.

The calming and wellness effects of animals are well known, and the pilot program was introduced to harness this positive impact for the QAL team.

Under the program, employees were asked to express their interest in bringing their pet to the workplace and were allocated a day – with a different pet visiting each fortnight. The successful program continues.





University partnerships activated

A number of initiatives were launched in FY22, leveraging QAL's existing university Memoranda of Understanding (MOU).

Among these was a unique partnership with Griffith University's Regional Arts Program in Longreach, which saw more than 100 local students participate in art, film and music workshops hosted by Griffith University academics.

The program culminated in an open-air outback concert called *Orchestral Luminescence*, which was set against the backdrop of Longreach Airport and the iconic aircraft of the Qantas Founders Museum.

Mentoring@QAL

As part of our inclusive approach at QAL, all employees are provided with an equal opportunity to self-nominate for *Mentoring@QAL* – a professional development program designed to foster inter-departmental relationships and provide mentee and mentor opportunities for all employees. Now in its fourth year, this year the program will see 16 mentees paired with 16 senior leaders.

Interns

QAL continues to have a strong relationship with the Educational providers within the community, such as the Work Integrated learning programs (internships) that QAL offers to students. QAL offered nine internships to students from various educational providers including Griffith University, Bond University, Torrens University, Southern Cross University and Plimco High School Townsville. These development offering also facilitated the hiring of 2 interns upon successful completion of internship.

LinkedIn Learning statistics

All QAL employees have access to LinkedIn Learning, allowing them to complete short courses in professional and personal areas of interest.

In FY22, there were:

1,633

Videos watched



335

Courses completed





Accomplished Operators

Activating the terminal expansion

An extensive Operational Readiness and Testing (ORAT) program was rolled out in the lead up to the opening of the Gold Coast Airport terminal expansion in September.

More than 30 desktop trials and 40 inductions and familiarisation activities were planned, with the first held in late April 2022 and most completed by September.

These included familiarisations with key stakeholders, such as emergency services and terminal partners, to ensure agencies and partners were familiar with the building and how it operated.

The ORAT program culminated in a mass trial event on 30 August, involving community members acting as passengers to test and provide feedback on systems and processes.

Airport Safety Week celebrated

The importance of safety was reinforced to airport communities as part of Airport Safety Week in late 2021, in preparation for the rebuilding of flight and passenger numbers.

It was the first time the annual event was marked by in-person events since the COVID-19 pandemic, with activities staged virtually in 2020.

Central to the program was the FOD (Foreign Object Debris) airside walk at Gold Coast Airport, which was aimed at highlighting to everyone the importance of keeping the environment clear of hazards – be it a stray coffee cup, a lost boarding ticket, pavement fragments, vegetation, or even an animal that has wandered somewhere it should not.

New themes were explored each day throughout Airport Safety Week through events for the QAL team and airport stakeholders – ensuring the whole airport community heard the all-important safety message.

Noggin implementation

The Gold Coast Airport operations team progressively rolled out enhanced safety and security software through the Noggin platform.

Noggin is now used for field reporting, monthly and quarterly board reporting, emergency management, and compliance and safety management – improving the user experience, efficiency, and enhancing reporting capabilities.



Enhanced freight reporting capability

Effective from January 2022, QAL changed its Conditions of Use (CoU) to request airlines provide freight kilos as part of monthly passenger declarations.

This means the QAL business now has visibility of the amounts of freight moving in and out of each port – boosting business cases for up-gauging of aircraft, more frequencies, and new routes. It also assists with infrastructure planning.

Contractor management system enhanced

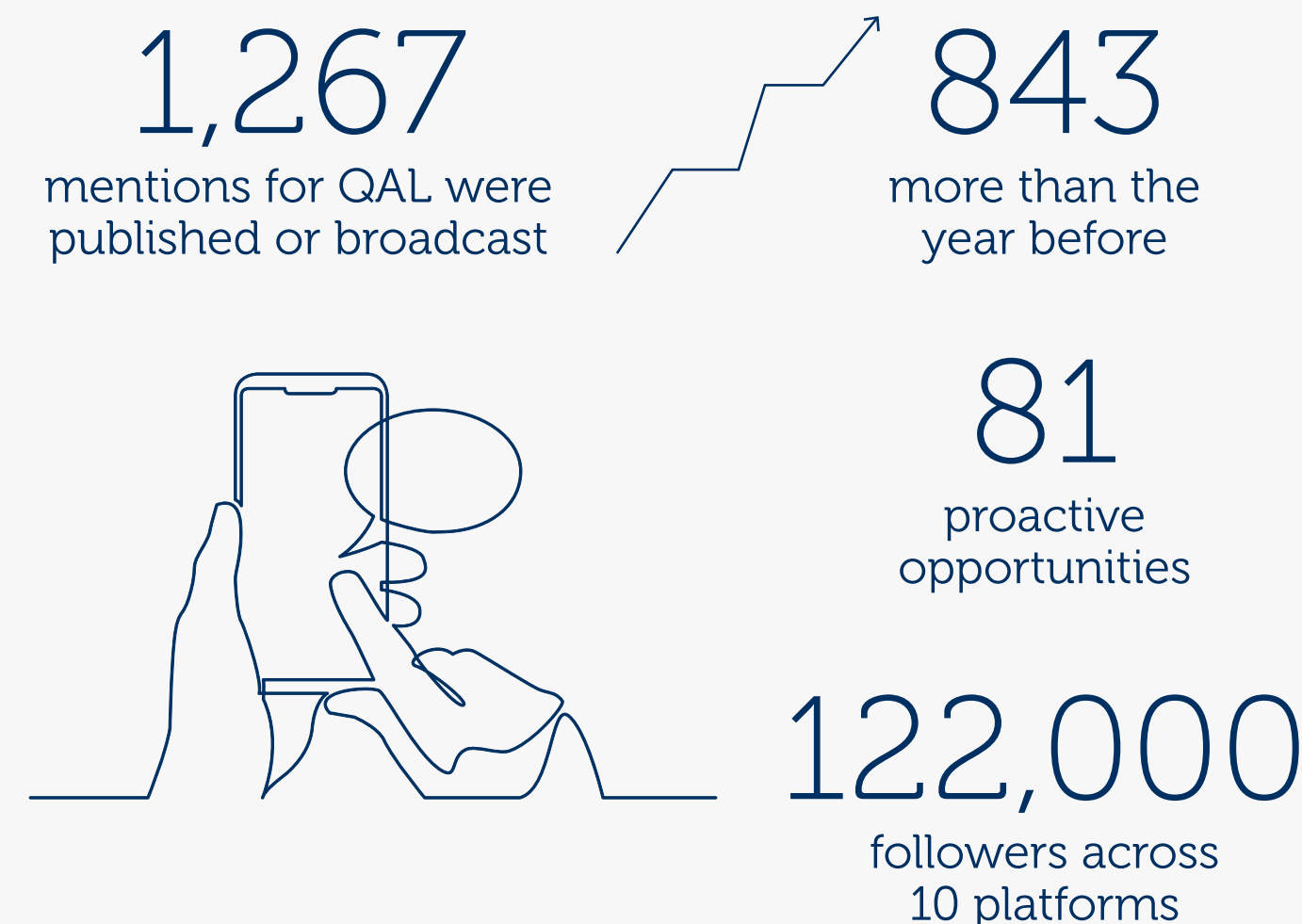
As part of QAL's continued safety focus, a single and effective electronic contractor management platform was implemented to ensure a robust system of contractor onboarding, prequalification, and mobilisation at all QAL sites. The system places the responsibility of onboarding with the right people in the business, and becomes an electronic record of the all the requirements to get contractors safely onto site.

Traditional and social media summary

Traditional and social media were important tools to amplify QAL's recovery story – ensuring messages were heard by external stakeholders.

A total of 1,276 mentions for QAL were published or broadcast in the year – up from 843 the year before, or more than 50 per cent. The Corporate Relations team delivered 81 proactive opportunities during this timeframe – an increase on the 74 delivered in FY21. Sentiment was 83 per cent positive or neutral, improving from 74.5 per cent the year prior.

QAL's social media following grew to more than 122,000 followers across 10 platforms – a two per cent increase.



WHS

To ensure more effective safety leadership across all of our Ports, the health and safety team designed, created and presented Safety Leadership training to all our leadership teams. Our Critical Risk Program convened workshops and used bow tie analysis to identify risk clusters that could lead to an incident. Also developed were our Life Saving Values which are soon to be launched.

Our QAL Health and Safety induction was also reviewed and updated during the reporting period including; The QAL Health and Safety Management System, Legislation and Obligations, risk management and reporting, hazardous substances, noise, emergency evacuation, manual handling, and fitness for work.

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