



EQUITY, DIVERSITY & INCLUSION POLICY

This policy was approved by the IAG Board of Directors in July 2022



Introduction

The role of International Consolidated Airlines Group, S.A. (“IAG”) and its subsidiary companies (“Group Companies”, together “the Group”) is to connect people, businesses, and countries. We open up the world for people to explore different cultures and experiences and to bring communities together.

We believe diversity is key to innovation and to the future growth and success of our business. IAG is proud of the diversity of its workforce, with colleagues having joined from across the world, working in more than 80 countries, speaking dozens of languages and representing every element of the communities we live and operate in. It is this richness of backgrounds, of experiences, of cultures, and ideas that makes our business tick.

We want our workforce to reflect the full diversity of the communities we live and work in. We want everyone to see role models they can identify with and to have the same chance of progression and development, and we want everyone who works for IAG to feel that their unique difference is recognised and valued.

This means a focus on equity, diversity and inclusion. This allows us to be a place where everyone’s talents are nurtured, where skills and capabilities are developed, and where future leaders are nurtured and developed.

The purpose of this policy is to communicate to all our stakeholders, including employees, customers, suppliers, shareholders, and the communities we serve, IAG’s commitment to promotion and upholding Equity, Diversity and Inclusion throughout all our business activities.



The commitment

IAG's vision is to be the world's leading airline group, maximising sustainable value creation for our stakeholders. An inclusive workforce with diverse perspectives, experiences and backgrounds that reflects the wider views of our global customers and stakeholders is not only valuable but also essential to creating sustainable value.

We are committed to championing inclusivity across the organisation and improving diversity, creating a fair and inclusive business environment, and ensuring that no one is treated inappropriately or disrespectfully in the workplace. The policy goes beyond discrimination to promote a culture of inclusion whereby everyone's unique difference is recognised and valued.

The Group is firmly committed to maintaining the highest standards of ethics, honesty, openness, and accountability. We want to create and ensure a respectful work environment in which people neither discriminate nor are discriminated against. We expect individuals to treat everyone fairly, respecting differences and creating an inclusive working environment within the community in which they operate.



Principles

Specifically, we are committed to:

- Treating all individuals with dignity and respect, regardless of age, sex, disability, race, religion/belief, marital/civil partnership status, pregnancy & maternity, sexual orientation, or gender.
- Ensuring and sustaining a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all where individual differences and the contributions of all staff are recognised and valued.
- Monitoring the composition of the workforce for positive inclusion, where local legislation allows this, for example – age, sex, ethnic background, sexual orientation, religion or belief, and disability to ensure we are meeting the targets set out by the IAG Board and Management Committee.
- Ensuring equal opportunities and the principles of this policy are reflected in our practices and terms and conditions of employment.
- Promoting and role modelling the IAG values and expected behaviours both within IAG and across the Group senior leadership teams.

“The Group is firmly committed to maintaining the highest standards of ethics, honesty, openness, and accountability.”

Implementing the policy

To ensure that this policy is effective and where local legislation allows, IAG reviews and conducts analysis with regards to demographic data such as gender, ethnicity, disability, age, religion, or belief. This data is grouped together for reporting purposes and to ensure that there is no unlawful discrimination in relation to these groupings.

The data is held and processed according to global and local data protection regulations.

Applicability and breaches

This policy and its principles apply to everyone who works for IAG, its Operating Companies and their subsidiaries. This includes all employees, officers, and company directors. It also applies, as far as possible, to our suppliers and contractors.

The policy covers all aspects of employment including, recruitment, terms and conditions, training, performance reviews, promotion, conduct at work, disciplinary and grievance procedures, and termination of employment.

This policy is fully endorsed and supported by leaders and management within the Group who will address any conduct that breaches this policy.

A breach of this policy can lead to disciplinary action up to and including dismissal from the Company. All breaches will be managed in accordance with the relevant Group Company's established disciplinary procedures and/or contractual engagement terms.

This policy is aligned to and should be read in conjunction with:

- IAG Code of Conduct
- Modern Slavery Statement
- Inclusion & Diversity Policies for Individual Operating Companies (as applicable)
- The IAG Directors Selection and Diversity Policy



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Implementing the policy (cont.)



Reporting concerns

IAG takes breaches of this policy extremely seriously. Incidents of non-compliance with this policy should be reported immediately to a manager or through the appropriate Human Resources channel.

It is recognised that not all individuals are comfortable reporting a breach of this policy or discrimination concerns to a manager or a member of Human Resources. Consequentially IAG are committed to ensuring that there is a confidential method of reporting that is accessible to all.

The following **link** directs individuals to the confidential Speak Up hotline for each Group Operating Company:

All concerns raised will be treated seriously and a decision will be made about whether or not an investigation is appropriate. Investigations will follow the procedures set out by each Group Operating Company. Depending upon the nature of the matter, an investigation may be referred to an external body or authority. The Group and its employees will cooperate with any requests or investigations by regulatory and enforcement agencies.

All staff who raise or report a concern in good faith will be protected against any detrimental treatment. We do not tolerate bullying, victimising, harassing or any other type of retaliation against anyone who raises a concern. Concerns that are raised in bad faith, maliciously, for personal gain or where they are known to be untrue may result in disciplinary action.

Support

We are committed to supporting all individuals that report a breach of this policy and/or who believe they have been subjected to discrimination. Each Group Operating Company offers confidential support services that are readily accessible and open to all, in addition to more formal and established support that can be made available where an individual feels comfortable to be identified.

Reviews of, and changes to, this policy

The Policy will be periodically reviewed to ensure that it continues to comply with the relevant legal and regulatory requirements.

