



**QATAR AIRWAYS GROUP**

مجموعة الخطوط الجوية القطرية

Annual Report 2024/25





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# Annual Report 2024/25 Fiscal Year

1 April 2024 - 31 March 2025

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His Highness  
Sheikh Hamad bin Khalifa Al Thani  
The Father Amir



His Highness  
Sheikh Tamim bin Hamad Al Thani  
Amir of the State of Qatar

# Executive Board Members

H.E. Saad Sherida Al-Kaabi  
Chairman of the Board of Directors

H.E. Mohammed Saif Al-Sowaidi  
Vice Chairman of the Board of Directors

H.E. Sheikh Faisal Bin Thani Bin Faisal Al Thani  
Member of the Board

Mr. Abdulla Mubarak Al-Khalifa  
Member of the Board

H.E. Reem Bint Mohammed Al-Mansoori  
Member of the Board

Mr. Abdulrahman Ahmad Al-Shaibi  
Member of the Board

H.E. Saad Ali Al-Kharji  
Member of the Board



Engr. Badr Mohammed Al-Meer  
Qatar Airways Group Chief Executive Officer

# GCEO Welcome

Qatar Airways Group has posted the best financial results in its history in FY 24/25. But more than achieving this new financial territory with the largest revenue ever recorded in the Group's 28-year history, we have set new commercial aviation industry benchmarks through our innovation and industry leadership.

This success is a result of a true partnership and team effort from the Group culminating in an increase in profits of more than 28% (QAR 1.7bn or USD 0.5bn) on the year before to QAR 7.85bn (USD 2.15bn). Our collective success is proof positive of the Qatar Airways 2.0 strategy and our commitment to people – both our customers and employees. Our intense focus in this effort is not only

to push the boundaries in setting the standard for excellence in the industry, but to remain committed to our more than 55,000 employees from 174 nationalities.

Without their dedication and professionalism, we would not be where we are today - at the top. Qatar Airways is not just an airline people want to fly – but an airline people are proud to work for.

Our best year commercially in the airline's history was 2024 and we fully expect demand in 2025 to remain as strong. In Q4 2024, we saw some of our highest load factors ever and our business travel demand is on the rise, showing that we continue to be the top choice for the global business traveller.

**Qatar Airways Group posted record-breaking financial results for FY 24/25, setting new industry benchmarks in innovation**

The Group has also successfully launched strategic partnerships throughout the industry, as well as leveraged cutting-edge AI technology, in order to remain agile in the face of ever-shifting world events, whether political, economic or environmental.

**Key achievements of the Group over the last financial year include:**

- 25% minority stake in Virgin Australia.
- First global airline to install Starlink super-fast Wi-Fi on its entire Boeing 777 fleet.
- Introduction of conversational AI, in English and Arabic, into its world-first digital cabin crew, Sama.
- 25% acquisition of South African premier regional airline, Airlink.
- Expansion of Hamad International Airport, enabling it to cater for 65 million passengers annually.
- A range of technical MOUs future-proofing and diversifying the business across the sector, as well as working to fulfil the ambitions of the Qatar 2030 vision.

Qatar Airways won the 'World's Best Airline' for the unprecedented eighth time at the 2024 World Airline Awards, managed by the international air transport rating organisation, Skytrax. The airline, which continues to be synonymous with excellence, also took home 'World's Best Business Class', 'World's Best Business Class Airline Lounge', and 'Best Airline in the Middle East'.

Qatar Airways Cargo, the world's leading cargo carrier, has delivered a remarkable financial performance, recording a 17% growth in revenue and achieving the best financial results since the COVID period. This is attributed to its agility in adapting to shifting market conditions, a focus on investing in digitalisation, deeper data-driven analyses and its best-in-class reliability.

Qatar Executive, the world's only business jet brand fully-owned and operated by a commercial airline, saw sales revenues rise last year by more than 22% as well as a strategic programme of fleet growth and enhancements to client experience.

Qatar Airways continues to expand its large global network of 177 destinations, more than any other Middle East carrier. Network capacity grew by 3.5% versus FY23/24 with increased frequencies to 48 markets last year. This rise was a result of better fleet utilisation, operating smarter and with greater efficiency.



To meet this expansion and increased demand, the Qatar Airways fleet added 12 aircraft including two passenger aircraft, one freighter, seven private jets, and two leased aircraft.

Partnerships and industry collaboration are critical to grow the reach of Qatar Airways, including an impressive portfolio of more than 200 airline and intermodal partners. There are now 5,000 flights daily operated by our partners which have a 'QR' flight number. That translates to one flight every 16 seconds bearing a 'QR' code.

Leaning into innovation, Qatar Airways launched the world's first airline commercial where "You" can be the star, leveraging AI-driven personalisation. It reached more than 1 billion people globally. Qatar Airways remains the number one airline across YouTube, TikTok, and Facebook, with over 50 million followers, including four million on YouTube, four million on TikTok, and 30 million on Facebook.



This year Qatar Airways landed the 'World's Best Airline Website' nod by World Travel Tech Awards.

Hamad International Airport (HIA) has taken the top spot in the industry - ranked as the World's Best Airport and Airport Shopping by Skytrax 2025. It's fitting that the World's Best Airline's home is also the World's Best Airport. And that home is growing as we

officially unveiled the highly anticipated Concourses D and E, increasing HIA's capacity to over 65 million passengers annually.

The new concourses span more than 845,000 square metres - a 14% increase - while the addition of 17 new aircraft contact gates increases the total to 62, nearly 14% more than before.

**Qatar Airways won 'World's Best Airline' for the eighth time at the 2024 Skytrax World Airline Awards**



Building on established stakes in International Airlines Group (IAG) (24%), LATAM Airlines Group (10%), Cathay Pacific Airways Ltd. (9.99%), China Southern Airlines (3.38%), and JSX, the Group has made a strategic investment in Africa, while also signalling further growth opportunities in Australia. These investments align with the Group's broader strategy of deepening partnerships in key markets and enhancing its global footprint.

As part of our ongoing growth strategy, the Group has invested in a 25% minority stake in Virgin Australia. And further reinforcing its commitment to the growing African market, the Group acquired a 25% stake in Airlink, Southern Africa's premier independent regional airline.

Discover Qatar's Stopover Programme has doubled its growth in a record year, enhancing Qatar's appeal as a tourism hub with over 92,000 passengers arriving this financial year and more than 100,000 hotel room nights booked through the programme.

In FY 24/25 the airline has reinforced its commitment to connecting the world through sports and entertainment, fostering brand visibility and enhancing its presence in key international markets.

- Signed a six-year sponsorship agreement with the UEFA Champions League, marking its most significant commitment to club football following a successful agreement renewal with FIFA.
- Renewed its principal partnership with French champions Paris Saint-Germain, reinforcing the airline's commitment to European football and global markets.
- Deepened its relationship with Inter Milan by upgrading its sponsorship to principal partner.
- Announced Novak Djokovic as its global brand ambassador and wellness advisor.
- Reinforced our long-term partnership with Formula 1®, as a key global partner at the heart of the world's most prestigious motorsport series.

Qatar Airway's commitment to Net Zero Carbon Emissions by 2050 resulted in fuel burn reductions of over 100 million kg of fuel from April 2024 to January 2025, accompanied by CO<sub>2</sub> emission reductions of 365 million kgs.



## We continue smart growth and expansion, positioning the Group to meet strong demand anticipated next year

Active membership in the Privilege Club programme has grown by 60% in the last year, highlighting the utility of its loyalty reward currency, Avios. There was a 45% increase in the uptake of flight rewards underpinned by a 50% increase in Avios used to access such rewards over the past year.

Qatar Aviation Services facilitated ground handling for over 52 million passengers in FY 24/25, an 8% increase from the previous year. And during this busy year, the company maintained an exceptional 99% On-Time Performance rate.

Amid record-breaking passenger numbers at HIA, Qatar Duty Free delivered an 12% increase in sales turnover year-on-year, processing over 15 million individual transactions.

As we continue our path of smart growth and expansion, the Group is in an excellent position to meet the strong demand anticipated next year. We do this with the mounting success of the Qatar Airways 2.0 strategy and look forward to continuing the trend of record-breaking years ahead.

**Engr. Badr Mohammed Al-Meer**

Qatar Airways Group Chief Executive Officer



# Group Financial Results

## Revenue and Other Operating Income (QAR Million)

2024-2025		86,023
2023-2024		80,961
2022-2023		76,274
2021-2022		52,431
2020-2021		29,399

## Passengers Carried ('000)

2024-2025		43,145
2023-2024		40,015
2022-2023		31,747
2021-2022		18,549
2020-2021		5,829

## Employee Numbers

2024-2025		55,554
2023-2024		53,182
2022-2023		48,475
2021-2022		41,026
2020-2021		36,707

## Cargo Carried (Tonnes)

2024-2025		3,102,170
2023-2024		3,043,558
2022-2023		2,694,976
2021-2022		3,000,961
2020-2021		2,727,986

## Available Seat KM (Million)

2024-2025		262,871
2023-2024		252,869
2022-2023		209,617
2021-2022		159,947
2020-2021		93,385

## Number of Aircraft

2024-2025		292
2023-2024		284
2022-2023		265
2021-2022		257
2020-2021		250

# Industry Leading Financial Performance

Financial Highlights		2024/25 Fiscal Year	2023/24 Fiscal Year
<b>Revenue and Other Operating Income</b>	QAR M	86,023	80,961
of which passenger revenue	QAR M	60,650	59,134
of which cargo revenue	QAR M	17,930	15,265
<b>Operating Profit</b>			
	QAR M	14,663	13,412
Net Profit Attributed to Owners	QAR M	7,851	6,111
EBITDA	QAR M	17,950	16,744
EBITDA Margin	%	20.9%	20.7%
<b>Total Equity</b>			
	QAR M	59,086	45,187
<b>Total Assets</b>			
	QAR M	171,149	163,639
Cash, cash equivalent and interest bearing deposits	QAR M	42,358	46,461
Net Debt ( Interest- bearing loans and lease liabilities )	QAR M	64,379	73,504

\*To access the full financial results please visit [qatarairways.com/FY25report](https://qatarairways.com/FY25report)

# Passenger Fleet Guide



**Airbus A380**

Number of aircraft	10
Length (m)	72.7
Wingspan (m)	79.8
Cruising speed (kph)	889
Range (km)	15,000
Passenger capacity	517



**Airbus A350-1000**

Number of aircraft	24
Length (m)	73.8
Wingspan (m)	64.75
Cruising speed (kph)	898
Range (km)	16,482
Passenger capacity	327-395



**Airbus A350-900**

Number of aircraft	34
Length (m)	66.8
Wingspan (m)	64.75
Cruising speed (kph)	898
Range (km)	15,742
Passenger capacity	283



**Airbus A330-300**

Number of aircraft	9
Length (m)	63.6
Wingspan (m)	60.3
Cruising speed (kph)	861
Range (km)	11,750
Passenger capacity	289-305



**Airbus A330-200**

Number of aircraft	4
Length (m)	58.8
Wingspan (m)	60.3
Cruising speed (kph)	861
Range (km)	15,094
Passenger capacity	260

**233**  
Aircraft



**Airbus A320**

Number of aircraft	28
Length (m)	37.57
Wingspan (m)	35.8
Cruising speed (kph)	824
Range (km)	6,200
Passenger capacity	132-144



**Boeing 787-9**

Number of aircraft	20
Length (m)	62.8
Wingspan (m)	60.1
Cruising speed (kph)	889
Range (km)	14,010
Passenger capacity	311



**Boeing 787-8**

Number of aircraft	31
Length (m)	56.7
Wingspan (m)	60.1
Cruising speed (kph)	889
Range (km)	13,530
Passenger capacity	254-267



**Boeing 777-300ER**

Number of aircraft	57
Length (m)	73.9
Wingspan (m)	64.8
Cruising speed (kph)	898
Range (km)	13,649
Passenger capacity	294-412



**Boeing 777-200LR**

Number of aircraft	7
Length (m)	63.7
Wingspan (m)	64.8
Cruising speed (kph)	898
Range (km)	15,843
Passenger capacity	272-276



**Boeing 737 Max 8**

Number of aircraft	9
Length (m)	39.52
Wingspan (m)	35.9
Cruising speed (kph)	833
Range (km)	6,480
Passenger capacity	176

# Qatar Airways Group Overview



## Qatar Airways

Qatar Airways, the commercial airline operation within Qatar Airways Group.

## Oryx International School

Oryx International School is owned by Qatar Airways Group and managed by Orbital Education, for the children of employees of Qatar Airways and its approved subsidiaries.

## Qatar Airways Cargo

Qatar Airways Cargo is the world's largest international air cargo carrier, delivering quality air freight solutions and connecting businesses to more than 70 freighter and 170 belly-hold destinations.

## MATAR

MATAR, the Qatar Company for Airports Management and Operation, is a corporate subsidiary of Qatar Airways Group in a contractual agreement with the government of Qatar to manage the operations of DOH and DIA.

## Qatar Executive

Qatar Executive is Qatar Airways Group's corporate jet division based at Doha International Airport (DIA), offering luxury jet services for worldwide charter on board the operator's wholly-owned business jet fleet.

## Qatar Duty Free

Qatar Duty Free operates the retail and food and beverage division at Hamad International Airport (DOH). A visionary retail and dining experience, QDF offers an unprecedented selection of tailored shopping and dining concepts that appeal to every passenger and all budgets.

## Dhiafatina

Dhiafatina is Qatar Airways Group's hotel and spa management arm. Qatar Airways Group owns or operates six world-class hotels in Edinburgh, London, Doha, Melbourne and Switzerland. Dhiafatina also operates the Vitality Spa at DOH.

# Qatar Airways Group Overview

## Discover Qatar

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

## Qatar Aircraft Catering Company

Qatar Aircraft Catering Company is one of the largest single catering facilities in the world, providing meals for all Qatar Airways' flights, lounges and staff cafeterias, producing more than 175,000 five-star meals per day.

## Qatar Distribution Company

Qatar Distribution Company is Qatar's only licenced retail beverage distributor.

## Qatar Aviation Services

Qatar Aviation Services, provides ground handling services at DIA and DOH for all commercial, private and cargo operators.

## Al Maha Services

Al Maha Services provides meet-and-greet services and expedited security services for customers utilising DOH.

## Qatar Airways Internal Media Services

Qatar Airways Internal Media Services manages the portfolio of advertising opportunities across the Qatar Airways Group, including DOH, Qatar Airways and Qatar Executive.



# Global Network

Qatar Airways (QR) is proud to operate across a large global network of 177 destinations, more than any other Middle East carrier. The last financial year saw a continued development of this operational footprint, with the launch or resumption of eight destinations: Lisbon, Venice, Abha, Damascus, Tashkent, Hamburg, Kinshasa and Toronto.

On top of this, QR operated seven seasonal destinations: Antalya, Bodrum, Mykonos, Penang, Marrakesh, Sarajevo, and Trabzon. Additionally, Málaga has been extended to a year-round service.

Network capacity grew by 4% versus FY23/24 with increased frequencies

to 48 markets last year including to Miami and Kuala Lumpur.

This success is also underpinned by better fleet utilisation since 2020, with more efficient use of aircraft.

To this end, in FY24/25, the QR fleet added 12 aircraft including two passenger aircraft, one freighter, seven private jets, and two leased aircraft. Looking ahead, QR expanded its existing 40-strong Boeing 777-9 order by adding 20 more, announced during 2024's Farnborough Airshow. The agreement also includes an order for additional 40 GE9X engines.

QR currently has 246 aircraft on order including Options/LOI.

**Network capacity grew by 4% versus FY23/24, with increased frequencies to 48 markets last year, including to Miami and Kuala Lumpur. This success is also underpinned by better fleet utilisation since 2020**





As a proud member of **oneworld**, Qatar Airways celebrated the 25<sup>th</sup> anniversary of the alliance in 2024. **oneworld** stands out as the only global alliance with a hub in the Middle East

In May 2024, Qatar Executive became the first customer worldwide to receive the Gulfstream G700.

### Airline Partnerships

Collaboration and partnership are hallmarks of Qatar Airways' success over the last year and it now has an impressive portfolio of almost 200 airline and intermodal partners including trains, ferries, and helicopters. This adds more than 2,000 destinations to its network.

The airline's 25% investment in Virgin Australia (VA) will enable the launch of VA flights between four major Australian cities and Doha from June 2025 in cooperation with QR.

The launch of a ground-breaking strategic cooperation with China Southern Airlines, also introduced flights from Guangzhou to Doha in April 2024 and a strategic

partnership with Japan Airlines underpins a daily service between Tokyo Haneda and Doha, which began in April 2024.

Elsewhere, the initiation of a new cooperation with Garuda Indonesia enabled the start of a daily service between Jakarta and Doha in April 2024 and QR's 25% stake in southern African regional carrier, Airlink, unlocks new opportunities on the African continent.

As a member of **oneworld**, Qatar Airways celebrated the 25<sup>th</sup> anniversary of the alliance in 2024. **oneworld** stands out as the only global alliance with a hub in the Middle East. Hamad International Airport now hosts ten alliance members, solidifying its position as one of the largest **oneworld** hubs, allowing customers to seamlessly connect via Doha to a world-leading network.

# Qatar Airways Cargo

Over the past 12 months, Qatar Airways Cargo solidified its position as the world's leading air cargo carrier.

Qatar Airways Cargo transported over 1.5 Million tonnes in FY 2024/25, making it the largest freight carrier with 7.11\*% market share.

## Network and charters

Investments in fleet expansion and network enhancements enabled new freighter services to Abu Dhabi and Sharjah in the UAE, Vienna, Austria, Kuala Lumpur, Malaysia and London Heathrow, UK. In Asia, frequencies were added to Hong Kong and China.

The cargo carrier operated 2019 charters, including MotoGP, for which Qatar Airways Cargo is the Official Cargo Airline, and Formula 1®, for which Qatar Airways is the Global Partner and Official Airline.

## Partnerships and sponsorships

In 2024, there was a strong focus on partnerships, specifically with MASkargo, the cargo airline and subsidiary of Malaysia Aviation Group, Cainiao, a global leader in e-commerce logistics, Japan Airlines Cargo, Qatar Postal Services Company (Qatar Post) and MotoGP.

\*Based on IATA carrier statistics



**Fleet expansion and network enhancement enabled new freighter services to Abu Dhabi, Sharjah, Vienna, Kuala Lumpur, London, and more frequencies to Hong Kong and China**

## Digitalisation and customer experience

- Qatar Airways Cargo continues to focus on deploying modern digital technology in the cargo industry. The air cargo carrier is driving efficiencies through digital innovation, introducing enhancements to its e-booking portal, expanding its omnichannel offering and introducing digitalisation to many of its processes, thereby driving speed, accuracy and enhancing customer experience.
- Bookings via its Digital Lounge e-booking platform was close to 36% as of 31 March 2025.
- Qatar Airways Cargo became the first cargo carrier to allow interline partners to book capacity online.
- For an improved e-booking experience, Octoloop by Cargo Flash was introduced as its digital cargo booking platform via its wallet services to a total of 10 India destinations.
- Partnership with UNISYS, through its Cargo Portal Service platform, extends e-booking capabilities to new and existing customers, enabling freight forwarders to better access the airline's extensive network.
- The cargo carrier became the first airline to go live with CARGOSTACK Optimiser, the AI-driven Revenue Management suite of Wiremind Cargo, a member of Cargo Tech.

**The cargo carrier became the first airline to go live with CARGOSTACK Optimiser, an AI-driven Revenue Management suite**

## New products and animal centre launch

The 2024-25 financial year saw the launch of new products:

1. AirPlus Solutions - Q-Climate, Q-Plus and Q-Prime services to elevate customer shipments.
2. Aerospace – A tailor-made solution for the aviation, defence and space technology sectors.
3. TechLift – A solution for semiconductor products, supporting electronics, high tech, AI, communications, satellites and automotive industries.

## Animal Centre Launch

Qatar Airways Cargo inaugurated its state-of-the-art Animal Centre at the Doha hub, which is the largest single-carrier facility in the world. The 5,260 sqm fully temperature-controlled facility is equipped with many cutting-edge features including:

- Kennel Capacity: 140 dog kennels and 40 cat kennels.
- Horse Stables: 24 stables distributed in 4 zones with separate airflows for proper segregation.
- Manned by trained veterinary staff 24/7.

## WeQare and sustainability

As a part of its WeQare initiative, in 2024 Qatar Airways Cargo renewed its existing sponsorship with UNHCR, the UN Refugee Agency, to support free shipment of up to 400 tonnes of relief items to the most vulnerable refugees and displaced people worldwide.

Through its WeQare “Rewild the Planet” initiative, the cargo carrier transported 67 shipments equalling 23, 500 kilograms, supporting organisations such as United for Wildlife and Animal Defenders International. Special cases included 47 ring-tailed and brown lemurs, 155 radiated tortoises, 757 spider tortoises and seven lions.



## An industry leader - awards

As a world leader, Qatar Airways Cargo has received multiple awards in the last year, including:

1. Cargo Airline of the Year – Air Cargo Week World Air Cargo Awards 2024.
2. Air Cargo Industry Customer Care - Air Cargo Week World Air Cargo Awards 2024.
3. Air Cargo Industry Marketing & Promotional Campaign – Air Cargo Week World Air Cargo Awards 2024.
4. Cargo Airline of the Year – Air Cargo News Awards 2024.
5. Humanitarian Force for Good – Air Transport World Airline Industry Achievement Awards 2025.



**1.5M**

Tonnes of cargo carried



**36%**

Digital Lounge bookings as of 31 March 2025



**17.4%**

Growth in cargo revenue compared to 2023/24



**9020**

Horses and 8808 pets transported



**28**

All-Boeing 777 freighter fleet to more than 60 destinations



**470,000**

Kilograms of humanitarian aid to countries afflicted by crisis

# Investments

## Driving growth through strategic partnerships

With strong performances across our portfolio and new strategic investments in Australia and Africa, Qatar Airways Group continues to expand its global reach and deliver sustainable value.

## Investments

The 2024/25 financial year has been a landmark period for Qatar Airways Group's investment strategy, marked by both the expansion of our global portfolio and the deepening of strategic airline partnerships. These investments are central to the Group's ambition of building seamless connectivity across regions, unlocking new growth opportunities, and supporting long-term sustainable development.

Building on its established holdings in International Airlines Group (IAG), LATAM Airlines Group, Cathay Pacific Airways Ltd., China Southern Airlines, and JSX, this year Qatar Airways Group further extended its presence in two critical markets: Africa and Australia.



**The Group continues to leverage its investments to drive collaborations, expand its global network, and reinforce its commitment to long-term sustainable growth**

The strength of its existing portfolio continues to create value and reinforce its global strategy. IAG, which includes British Airways, Iberia, Aer Lingus, Vueling, and LEVEL, reported a strong financial performance, underpinned by robust transatlantic demand and sustained growth in European leisure travel. Cathay Pacific advanced its recovery, benefitting from the reopening of mainland China and resurgent travel across Asia, while LATAM successfully returned to profitability, demonstrating resilience across its core South American markets. These encouraging performances supported valuation growth across the Group's portfolio and delivered healthy dividend inflows during the year.

**Africa: investing in a continent of opportunity**

Further reinforcing our commitment to Africa, Qatar Airways Group acquired a 25% stake in Airlink, Southern Africa's premier independent regional airline. Airlink operates a network of over 45 destinations across 15 African countries, making it a pivotal player in regional connectivity. This investment deepens Qatar Airways' successful codeshare partnership, offering greater choice for passengers across Africa while enhancing connectivity to Qatar Airways' global network. Airlink's operational agility, strong financial foundation, and customer-focused approach align well with QR's ambition to expand its presence in high-growth markets and to support Africa's economic development.

**Australia: a new chapter with Virgin Australia**

In Australia, a significant milestone was reached with the completion of a 25% equity investment in Virgin Australia, following final regulatory approvals in March 2025.

This partnership builds on an already successful codeshare and loyalty agreement, now elevated to an integrated alliance that enhances both airlines' offerings and extends global reach.

Through this collaboration, Virgin Australia will operate 28 weekly flights between Australia and Doha, seamlessly connecting into the Qatar Airways network to over 100 destinations across Europe, the Middle East, and Africa. For Australian travellers, this delivers greater choice, more competitive pricing, and improved access to international markets. The partnership is also expected to contribute to local job creation, stimulate trade and tourism flows, and support the broader recovery of Australia's aviation sector.

**A strategic investment approach**

Qatar Airways Group remains steadfast in pursuing a disciplined, value-driven investment strategy. By deepening its relationships with key global carriers, it continues to strengthen its network, improve customer offerings, and advance towards Qatar's 2030 Vision of sustainable economic development.



# Our People

“Qatar Airways is not just an airline people want to fly with but an airline people are proud to work for.” These words from our GCEO underpin its work, as our five People Priorities guide our commitment to over 55,554 employees from 174 nationalities in 88 countries.

## People experience matches customer experience

Over 39,500 employees participated in 'Our Voice' - Qatar Airways Group's first employee engagement survey. 'Our Voice' insights informed policy and benefits improvements. We delivered ten group-wide events and over 116 internal campaigns, and marked a decade of breast cancer awareness with a QAR 650,000 contribution towards cancer treatment.

PeopleX, in-house digital web and mobile platform for employees, has enhanced information exchange, increased productivity, streamlined task management, and continues to remove barriers at work.

It supports 99.6% of Doha-based employees and 89% of outstation employees. A key milestone has been the launch of Pixi, an AI-powered digital assistant for employee queries.

## Qatarisation for sustainable success

By supporting nationals in senior leadership through schemes such as the three-year ImagiNation Leaders Programme, Qatar Airways Group is aligned with Qatar National Vision 2030.



**By supporting nationals in senior leadership, Qatar Airways Group is aligned with Qatar National Vision 2030**

The Uplift Mentoring Programme completed its sixth cohort, with over 50% of mentees being Nationals. The Graduate Development Programme grew, with 80 graduates currently enrolled and 44 taking business roles, reflecting 16.4% growth.

Ninety-five training sessions were delivered to 1,280 participants, 89% were Nationals. Leadership and management training reached 217 participants, with 79% Nationals. Qatar Airways Group also signed an agreement with the Ministry of Labour to provide training and qualification programmes for the National workforce, with a Memorandum of Understanding with Jusour (Qatar Manpower Solutions Company) supporting efforts.

**Transformational leadership**

Two Qatar Airways Group Leadership Conferences convened over 150 senior leaders to align business and people priorities under the Qatar Airways Group 2.0 framework. Leadership development programmes engaged over 1,000 colleagues.

**Unlocking the value of human capital**

A key pillar of our HR strategy is the People Analytics platform - now utilised by over 350 business and HR personnel, it is supported by a data warehouse that enables real-time people insights and predictive analytics capabilities.

Robotic Process Automation streamlined operations through:

- Ask HR: 164,952 digital requests resolved within three days, with average satisfaction of 4.64/5.
- Payroll: 775,869 transactions processed with 100% accuracy.
- Walk-in services: 142,893 cases handled with a service rating of 4.96/5.



**Lifting performance and supporting rewarding careers**

In FY 24/25, over 2.3 million people expressed interest in joining Qatar Airways Group. 29,000 interviews were conducted and 4,100 vacancies filled, including 1,000 roles at our new Customer Data Centre in Ahmedabad, India.

The new Top Talent Recognition Initiative celebrated over 400 high-performing employees and the newly-launched ThanQ Global Recognition Programme enabled employees to praise colleagues across business areas.

Qatar Airways Group commitment to accessibility was demonstrated through the launch of Sunflower Programme and by collaborating with the Shafallah Center on specialist training and hiring programmes.

Qatar Airways Group subsidiary Oryx International School received the Pearson Outstanding School Award, and students secured the highest marks in the Middle East and Qatar.

**Qatar Airways Group Health & Medical services**

This year, SkyMed, a loyalty programme offering prescription medications purchase and delivery to eight Qatar Airways Group locations, was launched. It already serves over 5,000 employees. Aeromedical Centre Status with the QCAA was maintained, the Oman CAA Aeromedical Centre Audit was passed, and a new Medical Clearance Unit at Hamad International Airport opened.

The Pilot Peer Support Programme also launched, providing mental health support to our pilots. Qatar Airways Group operates three fully equipped medical centres providing primary healthcare services, as well as a dedicated wellness centre offering holistic support for employees.

# Customer Experience

The financial year 24/25 has been yet another stand-out for Qatar Airways' customer experience, and the pursuit of world-leading excellence in the skies.

The last twelve months have been shaped by innovation, collaboration and ambition.

Notable technological developments have seen the rapid roll-out of super-fast Starlink internet on board the airline's Boeing 777 fleet, which is soon to be joined by A350s over the coming months. This game-changing service – offered without charge across all cabins – enables passengers to stay connected to what they love like never before, whether streaming films,

gaming or video-calling loved ones. Complementing this technological innovation, the Qsuite Next Gen was revealed at Farnborough Airshow in 2024.



This evolution of the award-winning Business Class suite again redefines luxury, with the largest social space in the sky if flying as a group of four thanks to fully retractable screens, or as two people in a window-side companion suite.



**Game-changing service, complimentary across all cabins, keeps passengers connected for streaming, gaming, or video-calling, enables passengers to stay connected to what they love**

**Other highlights of the new suite include:**

- Increased privacy with the increased suite height.
- Larger tables and wider bed width.
- More storage.
- New lockable drawers for valuable items.
- Electronic dividers.
- Bluetooth enabled 4K OLED monitors.
- Wireless charging.

The airline's in-flight food and beverage offering also continued to reach for new heights, with the introduction of a caviar service in Business Class. This new option can be enjoyed as a stand-alone service or as part of the on-board meal courses.

An Arabic coffee service was also introduced in Business Class, as Qatar Airways continues to uphold its commitment to genuine hospitality, honouring Qatar's cultural traditions.



The in-flight experience for passengers in Business Class was also further developed, with new Diptyque amenity kits, and the introduction of Formula 1®-branded loungewear, effectively leveraging the airline's partnership and association with one of global sports premier events. Looking ahead, the airline's in-flight entertainment system will soon benefit from new FlytEDGE technology from Thales, which will enable live personalisation for passengers. For the first time, passengers will be able to pair their personal wireless devices with the in-flight system, craft in-flight entertainment to suit their tastes, and thanks to cloud technology, will be able to pick up where they left off, when switching Qatar Airways flights.

**This continued pursuit of excellence means that FY 24/25 was punctuated with industry awards, namely**



**The Business Class in-flight experience was enhanced with new Diptyque amenity kits and Formula 1®-branded loungewear, leveraging the airline's partnership with a premier global sport**

- APEX World Class Award
- APEX Award for Best Entertainment in the Middle East
- APEX Award for Global Best Food & Beverage
- APEX/IFSA award: Best Cabin Innovation
- APEX/IFSA award: Qatar Airways: Introducing: Qsuite Next Gen
- PAX International Award: Best Outstanding Food service by a carrier for Middle East
- PAX International Award: Best Cabin Interior Passenger Experience: Qatar Airways Qsuite Next Gen
- PAX International Award: Middle East Premium Economy / Economy Class: Qatar Airways (Hajj kits)
- OBH Awards: Best Onboard Entertainment: Qatar Airways, Oryx One
- OBH Awards: Best for Accessibility
- OBH Awards: Highly Commended: Qatar Airways, Accessible Movies
- OBH Awards: Best for Onboard Apps: Qatar Airways, In-house app



# Brand Strategy

Qatar Airways continues to lead the aviation industry, reinforcing its position as a premium global airline through world-class service, innovation, and customer-centricity.

The last financial year has demonstrated how effective brand strategy – in strategic partnership and collaboration with others – has ensured the airline's continued visibility at the vanguard of commercial aviation.

In June 2024, Qatar Airways was again named for the eighth time by Skytrax as the World's Best Airline. It was also awarded World's Best Business Class, World's Best Business Class Lounge, and Best Airline in the Middle East.

As the leader in aviation digital innovation, the airline was awarded World's Best Airline Website at the World Travel Tech Awards.

In September 2024, Qatar Airways launched the world's first airline commercial where "You" can be the star, leveraging AI-driven personalisation. The 'AI Adventure' campaign allowed viewers to place themselves within the film, creating customised characters reflecting facial features and skin tone, ensuring an inclusive and personalised brand experience – indicative of the airline's overall customer-centric ethos. The campaign successfully reached over one billion individuals globally with more than 100,000 video downloads.

**The last financial year has demonstrated how effective brand strategy has ensured the airline's continued visibility at the vanguard of commercial aviation**



With a commitment to innovation in December 2024, the airline released a cinematic safety film starring Kevin Hart, Rosie Huntington-Whiteley, and global influencers. With shared brand love and combined social following the Qatar Airways name reached new audiences both in flight and through its social channels.

Qatar Airways remains the number one airline across YouTube, TikTok, and Facebook, with over 50 million followers, including four million on YouTube, four million on TikTok, and 30 million on Facebook. Through a creator-driven strategy, the airline has elevated its global social media presence.

Always at the forefront of in-flight connectivity, Qatar Airways is currently the largest global airline to introduce Starlink Wi-Fi on its aircraft. This milestone further demonstrates the airline setting new global standards in digital travel experiences.

Qatar Airways also strengthens its global brand presence through high-impact sports partnerships. Collaborations with Formula 1, MotoGP, Novak Djokovic, and Paris Saint-Germain, Inter Milan, and Brooklyn Nets deliver exclusive behind-the-scenes content and immersive experiences, while the airline's UEFA Champions League partnership saw the launch of a TV commercial featuring Rio Ferdinand, Kaká, Fabrizio Romano, PSG football star Sakina, and OussiFooty, reinforcing its commitment to uniting people through the power of sport.

Qatar Airways continues to expand its digital reach, engaging highly loyal and passionate fan bases through global influencer collaborations, which have connected the airline with over 753 million audiences globally.

The airline has also introduced Sama – its digital human cabin crew – to Instagram, making her the world's first virtual cabin crew and brand influencer. At Web Summit Qatar 2025, Qatar Airways unveiled Sama's AI-powered conversational booking capabilities, allowing travellers to book flights for the first time through voice conversation and chat.

The brand continues to set new benchmarks in global aviation marketing, blending innovation, storytelling, and strategic brand investment to inspire and engage audiences worldwide. With commitment to excellence, the airline strengthens its connection with over 40 million passengers, reinforcing its leadership position.



**1st**

**Airline in the MENA region to introduce Starlink Wi-Fi on board**



**1st**

**Sama - world's first virtual cabin crew and brand influencer**



**753M**

**Digital reach globally**



# Global Sponsorships

The 2024/2025 year has been a landmark period for Qatar Airways. Through strategic agreements across football, motorsports, rugby, tennis, horse racing, and padel, the airline has reinforced its commitment to connecting the world through sports and entertainment, fostering brand visibility and enhancing its presence in key international markets.

In a historic move, Qatar Airways signed a six-year sponsorship agreement with the UEFA Champions League, marking its most significant commitment to club football following a successful agreement renewal with FIFA. This partnership enhances Qatar Airways'

visibility in the world's most prestigious club football competition, engaging millions of fans globally and reinforcing its reputation as a leader in aviation and sports partnerships. Qatar Airways has also expanded its presence in international tournaments by becoming the Official Airline of UEFA Euro 2024. This partnership offers unparalleled exposure in one of the most-watched sporting events, further strengthening its ties to European football.

At club level, Qatar Airways renewed its principal partnership with French champions Paris Saint-Germain, reinforcing the airline's commitment to European football and global markets.

**Signed a sponsorship agreement with the UEFA Champions League, marking its most significant commitment to club football following a successful agreement renewal with FIFA**

The airline also deepened its relationship with Inter Milan by upgrading its sponsorship to principal partner, securing prominent branding on the team's training and warm-up jerseys, boosting visibility within the Italian Serie A and global football community.

In tennis, Qatar Airways announced Novak Djokovic as its global brand ambassador and wellness advisor. This partnership reinforces shared values of excellence, resilience, and peak performance while expanding brand awareness within the tennis community.

Qatar Airways also reinforced its long-term partnership with Formula 1®, as a key global partner at the heart of the world's most prestigious motorsport series. Additionally, Qatar Airways has entered a new global partnership with MotoGP, the pinnacle of motorcycle racing.

With Australia a key strategic market, Qatar Airways expanded its rugby footprint by securing a major sponsorship agreement for the British & Irish Lions Tour 2025.

This partnership ensures a strong presence in a sport followed by millions, further solidifying Qatar Airways' reputation in rugby's biggest events. This partnership complements the existing rugby partnership

portfolio including The United Rugby Championship and European Professional Club Rugby competitions, and the Qatar Airways Cup.

In equestrian sports, Qatar Airways entered a multi-year agreement with the Global Champions Arabian Tour. This partnership highlights the airline's dedication to tradition, prestige, and global sporting excellence. In addition, Qatar Airways partnered with the Al Shaqab equestrian center as official airline and cargo partner.

Elsewhere, Qatar Airways has become the title partner of Premier Padel. This follows existing partnerships with world number one players Arturo Coello and Agustín Tapia. As padel expands globally, Qatar Airways is positioning itself at the forefront of this dynamic sport.

Apart from sports, Qatar Airways sponsored Web Summit Qatar for the second consecutive year, debuting revolutionary AI travel tools and announcing its four-year commitment as the official lifestyle and travel partner of the annual event.

Qatar Airways also entered a multi-year partnership with London's O2 Arena, becoming the naming rights partners for its new premium club members.



And more





# Privilege Club

Active membership in the programme has grown by over 60% in the last year, highlighting the utility of Avios within the programme ecosystem. The continued growth of Privilege Club has seen a 45% increase in the uptake of flight rewards underpinned by a 50% increase in Avios used to access such rewards over the past year.

The partnership portfolio has continued to grow at a rapid pace, opening new avenues for members to collect and spend Avios across a broad range of payment and lifestyle categories featuring local, international, and global brands. Some of the highlights include the ability to convert Avios to Marriott Bonvoy points, a vibrant points

exchange programme with Revolut in Europe, the announcement of our collaborations with Virgin Australia and Airlink, the introduction of an e-commerce platform in the US, and extending programme benefits to members booking private charters on Qatar Executive.

In a key strategic move, Privilege Club saw the launch of its co-branded card in the US with fintech partner, Cardless. This launch has spurred on a wave of rapid innovation in Qatar Airways' digital channels, helping it to become the first airline in the MENA region to introduce co-brand acquisitions in the checkout flow along with the ability to provide a unique reward fee waiver for qualifying cardholders in the US.

**The Avios partnership portfolio has continued to grow at a rapid pace, opening new avenues for members to collect and spend Avios**

The programme, which expanded Avios redemption to 23 partner airlines, also turned a significant amount of attention inwards, extending new benefits to Qatar Airways Group employees, punctuated by the roll-out of the ability to book staff travel tickets with Avios.

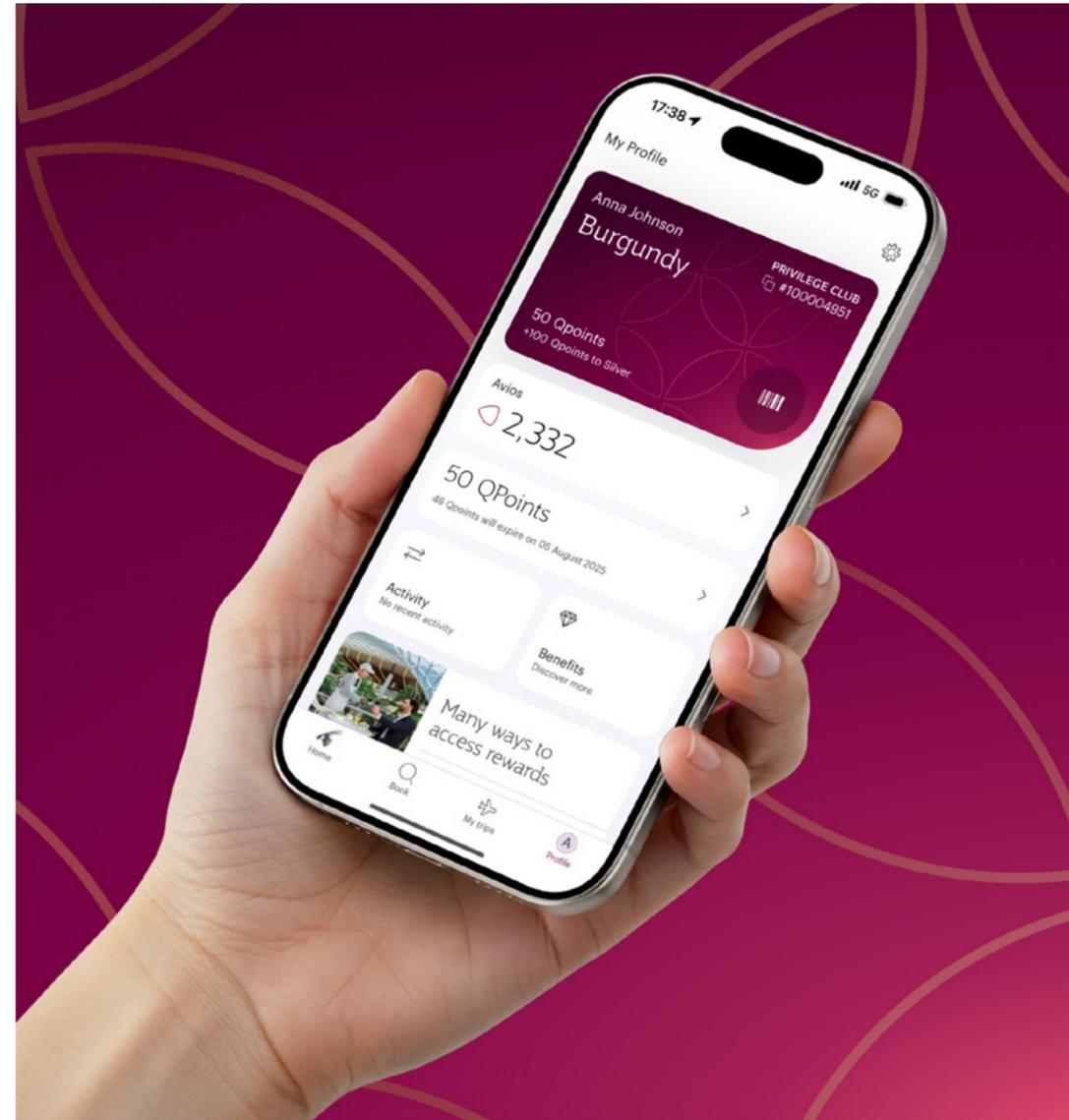
Elsewhere, the expansion into Africa with the South African carrier Airlink, along with the collaboration with Virgin Australia, has broadened our reach and offered members more opportunities to earn and spend Avios on our most desirable benefit, flights.

To make access to seats that much easier, Privilege Club introduced a new reward seat availability calendar, offering members a convenient and transparent way to plan their travel. The programme has also continued deepening its relationship with other Qatar Airways Group entities including Qatar Airways Holiday (QRH) and Qatar Duty Free (QDF).

With QRH, the programme introduced the collection of Avios for members taking advantage of stopover experiences, expanded the collection and redemption of Avios in the US market, started allowing members to collect Qpoints towards their tier, and began highlighting the fact that our co-brand credit card holders can “triple dip” earning Avios three ways when buying holiday packages.

With QDF, the group continues to provide unique Privilege Club offers and exclusive programme benefits. During the holiday season the pair ran the ‘Passport to Savings’ campaign its most rewarding promotion in programme history – contributing to record results for the group while delighting members.

As always, Privilege Club members can earn Avios on all purchases at QDF and pay in part or in full with Avios for all purchases, on all product categories, including food and beverage, irrespective of the airline they fly with. Additionally, members can earn one Qpoint – the tier currency allowing members to retain or upgrade their elite tier with Privilege Club – for each USD 100 spent in QDF.



**Privilege Club introduced a new reward seat availability calendar, offering members a convenient and transparent way to plan their travel**



# Qatar Executive

Since its launch in 2009, the VIP charter jet division of Qatar Airways Group (QAG), Qatar Executive (QE), has played an integral role in the Group's vigorous global growth strategy.

As the world's only business jet brand fully owned and operated by a commercial airline, QE is unwavering in its commitment towards meeting customer requirements and expectations at every turn.

The 24/25 fiscal year saw a strategic programme of fleet growth, continued enhancements to the client experience and introduced a stronger focus on its synergies with the Qatar Airways Group. This has resulted in solid growth, with increases in commercial charter revenues of 29 percent. Over the course of the

year, a continued programme of robust expansion has seen the QE client base grow exponentially across the globe, particularly in Europe, the US and Asia.

QE has invested in additional senior regional sales team members now based in London and Hong Kong, allowing QE to be closer to its customer base within its key markets.

This has supported the Group's wider strategic focus of becoming the market's definitive high-quality charter provider for ultra-long-range flights.

In a year of firsts, QE welcomed the delivery of the world's first Gulfstream G700 to its fleet in May, becoming the first worldwide commercial operator of the aircraft type.

**A continued programme of robust expansion has seen the Qatar Executive client base grow exponentially around the globe**



By the end of 2024, QE was operating 5 G700's alongside 15 Gulfstream G650ERs, 2 Bombardier Global 5000s and 1 Airbus CJ A319. As part of Qatar Executive's continued commitment to enhanced levels of training and safety, QE also added a full level D certified flight simulator to its operations. QE is unique in being the only worldwide business aircraft operator with such in-house capability for the training of its crews.

QE also announced the integration of the pioneering Starlink technology to its Gulfstream G650ER fleet. This progressive addition to the fleet marked a new era of seamless, high-speed in-flight connectivity for QE's passengers, setting a benchmark in private aviation that aligns with the company's mission to remain at the forefront of aviation technology.

On the world stage, QE took part in several key global aviation and business aviation events throughout 2024. Most notably, QE exhibited its first G700 to visitors at EBACE in Geneva in May, Farnborough Air Show in July and MEBAA Dubai in December.

In October, QE and Qatar Airways Privilege Club entered a "first-of-its kind" partnership in business aviation, bringing exclusive benefits to direct clients of Qatar Executive through the Privilege Club loyalty programme. QE clients can collect

and spend Avios when flying on Qatar Executive chartered flights, with loyalty members collecting four Avios for every one USD spent. Members are also able to redeem their Avios in full or via Cash + Avios for Qatar Executive flights.

QE also renewed their global partnership with Sotheby's – the world's premier destination for art and luxury - as the proud presenting partner for two key events in the Sotheby's schedule. Firstly, at the London Old Masters Sales Series in December 2024, followed by New York Old Masters in February 2025.

As two brands always striving to deliver the utmost in excellence to their heavily aligned client base, the partnership was, again, an exceptional fit.

With a resolute focus and commitment to arranging every aspect of each customers' journey with proficiency and passion, QE are managed by a highly professional team operating 24 hours a day, seven days per week. QE's service portfolio also includes aircraft management and maintenance services.

This combination of inter-related and complementary factors has been integral to QE's winning strategy for the 2024/25 fiscal year, and with further growth plans and fleet additions, the year ahead is promising.

## Qatar Executive continues its commitment to enhance levels of training and safety for its flight operations and customers



# Discover Qatar

As the destination management subsidiary of Qatar Airways Group, Discover Qatar has achieved continued growth across its main product streams through a comprehensive array of logistical operations and the delivery of exceptional experiences to international visitors.

Leveraging an extensive global network of strategic partners, tour operators and travel agents, Discover Qatar has solidified its position as a leading facilitator of world-class travel, driving sustained value and exceptional customer service.

Over the past year, Discover Qatar's Stopover Programme has seen outstanding growth, enhancing Qatar's appeal as a tourism hub.

With over 92,000 passengers arriving this financial year and more than 100,000 hotel room nights booked through the programme, a record year has been delivered with over 50% growth.

Building on this success, Discover Qatar's Transit Tours gained momentum among 82K travellers with layovers of six hours or more, registering a 23% increase in passengers compared to the previous year.

To drive awareness, DQ introduced branded boarding passes in collaboration with Qatar Airways and launched a dedicated section on the QR mobile app, encouraging transit passengers to explore beyond the airport.



**Discover Qatar's Stopover Programme has seen outstanding growth, enhancing Qatar's appeal as a tourism hub**

April 2024 marked the rebranding of Doha Beach Club, marking a significant transition from its former identity as B12, to further establish itself as Qatar’s leading beach club. Enhancements included a ladies-only area, premium cabanas, a revamped menu and the largest screen in West Bay for entertainment. With a variety of new facilities and offerings, Doha Beach Club saw a 29% YOY increase in footfall to more than 140K guests.

Through strategic hotel partnerships, Doha Sands experienced remarkable growth, with footfall rising from 104K, to 146K guests, a more than 40% increase.

Doha Sands has strategically partnered with hotels across Doha to enhance their guest experience by providing beach access to their guests. This collaboration has significantly increased demand among international visitors, making it a preferred destination for overseas visitors.

May 2024 saw the launch of ‘Discover Doha by Air’, and has so far offered 550 passengers a unique aerial tour of the city’s iconic landmarks.

Discover Qatar played a key role in supporting major events, including the Formula 1® Qatar Airways Qatar Grand Prix 2024, providing over 4,000 guests with tailored packages and exclusive activities. This contributed to 65% international visitation to the event.

The cruise sector also saw significant growth, with a 25% year-on-year increase in cruise passengers.

DQ facilitated shore excursions and services, enriching visitor experiences while boosting the local economy. DQ and Doha were the 2<sup>nd</sup> highest rating for MSC (after Barcelona) for global customer review scores.

In summary, during the 2024/2025 period, Discover Qatar has seen sustained growth, marked by significant achievements across its products, achieving an outstanding eNPS score of 61 and a customer NPS of 79.

Through strategic initiatives and an expanded portfolio, Discover Qatar continues to enhance Qatar’s position as a leading global destination.



# Qatar Airways Holidays

Qatar Airways Holidays (QRH) has delivered a positive year, becoming the second largest contributor within QRG for Avios redemption with over 200 million points redeemed, contributing to a record 71K global customers travelling with QRH. These results have been achieved through a strong focus on digital enablement, development of QRH's product portfolio, and an expansion into several new markets.

During 2024/25, QRH has enabled Qatar Airways Privilege Club members to log in and check their balance to see how far their Avios can take them, plus pay with Avios at unbeatable exchange rates while further expanding the selection of products available to members. In January 2024, four million

Avios were redeemed, rising to 28 million in January 2025.

Several additional initiatives have contributed to the performance, including improvements to the QRH websites putting customer experience at the forefront; a further expansion of the Stopover programme to 40 new global markets; including the GCC, bringing the grand total of markets to 83; new and improved functionality with the ability to book multi-city Stopovers, and so many more.

QRH has focused on increasing visitor numbers to Qatar through this expansion, positioning Qatar as a top-tier destination to its expanding global customer base.

**Significant focus was on increasing visitors and positioning Qatar as a top-tier destination for its expanding global customer base**



As a result, more than 45,000 visitors have travelled to Qatar with QRH this financial year, a 60% increase year on year. While serving more customers than ever, QRH has maintained an NPS score of over 50 throughout the year.

QRH introduced a 'book now, pay later' 10% deposit scheme for trade partners

and offline customers at the retail store, allowing for additional flexibility with payments and providing confidence for customers to book earlier to secure their holiday. Some of the key product and marketing highlights of the year include the collaboration with Qatar Airways Sponsorships' portfolio enabling the sale of sport travel packages for

Formula 1®, Qatar Tennis, Legends El Clasico, FIFA Intercontinental Cup™, MotoGP, Paris Saint-Germain, and for 2025, the 2025 UEFA Champions League Final and the launch of FIFA World Cup 26™ packages.

The year to come will bring an even stronger focus on delivering increased passenger numbers into Qatar, and ever closer collaboration between QRH and QR websites enabling higher revenues and further improved contributions to the Avios economy.



Global Partner of Formula 1®





# Qatar Duty Free

Qatar Duty Free (QDF) continues to lead the way in experience-driven retail and hospitality, operating at the heart of Hamad International Airport (DOH), the home and hub of Qatar Airways.

With a footprint of more than 200 retail and food and beverage outlets over 40,000 square metres, QDF is redefining the airport shopping and dining landscape, curating an elevated experience for today's global travellers.

The 2024/25 fiscal year marked a significant milestone for QDF. Amid record-breaking passenger numbers at Hamad International Airport, QDF delivered an 12% increase in sales turnover year-on-year and processing over 15 million individual transactions.

QDF's vision for the future is deeply rooted in innovation, bringing to life new, ground-breaking concepts that elevate both the airport environment and customer experience.

At the core of this approach is QDF's trinity model, which leverages collaboration and integration across airport, airline, and retailer.

This collaboration enables real-time data sharing and insights across all touchpoints, powering integrated experiences across numerous areas during the customer journey.

**QDF is redefining the airport shopping and dining landscape, curating an elevated experience for today's global travellers**

**QDF has demonstrated the power of this model through standout campaigns, including:**

- 'Live The F1 Life' campaign, which brought the thrill of Formula 1® to Hamad International Airport, featuring an F1 car display, racing simulators, and race-themed dining experiences.
- Chanel's Winter Tale, an elegant festive activation – the luxury icon's largest ever in global travel retail - with multiple pop-ups, seasonal decorations throughout the airport, and exclusive Chanel products.
- Yves Saint Laurent's Summer Mirage, a beauty-focused retail activation featuring virtual makeup try-ons and personalised brand experiences.

QDF introduced more than 30 new and upgraded retail, food and beverage concepts as part of its 'Something for Everyone' commitment.

As part of this, and with continued innovation in 2024, QDF introduced the world's largest Dior Luxury Beauty Retreat and the first one in an airport.



In the food and beverage sector, QDF continues to offer everything from affordable refuelling to fine dining, including Le Petit Camion, the Qatari speciality coffee shop, further enriching the airport's food and beverage landscape and Last Call, a hybrid retail and dining concept.

QDF's exceptional performance has been recognised on a global-industry level, with 12 prestigious industry awards solidifying its reputation as a pioneer in retail and food and beverage:

- Retailer of the Year at the Frontier Awards.
- Airport Food and Beverage Offer of the Year at the FAB Awards.
- World's Best Airport Shopping at the Skytrax World Airport Awards.

**Looking ahead: shaping the future of experiential retail and F&B**

As QDF celebrates its 25<sup>th</sup> anniversary in 2025, the company is poised for an ambitious year of expansion and innovation. Plans include launching over 25 new retail and food and beverage concepts, introducing cutting-edge e-commerce and data-sharing platforms, and hosting the world's leading airport commercial revenues conference, Trinity Forum, in Doha.



# Dhiafatina

Dhiafatina Hotels is Qatar Airways Group's wholly-owned subsidiary offering service excellence to travellers and tourists through a portfolio of domestic and international four and five-star hotels and resorts.

Now in its 15<sup>th</sup> year of operation, Dhiafatina complements the Group's ambitious global growth strategy through the ownership of three hotels in the State of Qatar - Hyatt Regency Oryx Doha, Fuwairit Kite Beach Resort and, most recently, Our Habitas Ras Abrouq.

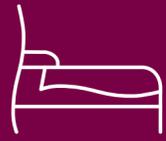
In addition to this, Dhiafatina operates a further two hotels - Oryx Airport Hotel and Oryx Garden Hotel - at Qatar Airways' home and hub, Hamad International Airport (DOH).

The Hyatt Regency Oryx Doha was the earliest hotel to join Dhiafatina and supports the Group's business hotel offering. As the first Hyatt Regency branded hotel in Qatar and the third Hyatt hotel in the country, the venue has recently undergone extensive renovations, which were completed in 2024 and further elevate the guest experience, solidifying its position as the preferred choice for business travellers.

In 2022, the Oryx Garden Hotel joined the Oryx Airport Hotel as the second venue to open within the airport's award-winning terminal. This was followed by the Fuwairit Kite Beach Resort, a unique resort celebrating active lifestyle and wellness, which is situated just one hour from DOH on Qatar's northern coast.



**The venue underwent extensive renovations, which were completed in 2024, further elevating the guest experience**



**1,840**  
Hotel rooms



**1,000+**  
Hotel staff in four major  
locations worldwide



**15**  
Years of operation



## OUR HABITAS

In February 2024, Dhiafatina introduced its latest hospitality offering, the luxury desert resort, Our Habitas Ras Abrouq. Located next to the Al Reem UNESCO-designated Biosphere Reserve on the west coast of Qatar, the site features unspoiled views of the Arabian Gulf, along with spectacular golden sunsets, and offers an exciting blend of art, culture, music, wellness and adventure programmes.

In addition to its domestic presence, Dhiafatina has 1,840 hotel rooms and over 1,000 hotel staff in four major locations worldwide.

In Europe, Dhiafatina maintains a significant presence with three properties: the Sheraton Skyline in London's Heathrow Airport, the Novotel Edinburgh Park in the UK and a prominent hotel in Switzerland was acquired in 2016 to strengthen the Group's presence in Europe.

Additionally, the Sheraton Melbourne Hotel further augments the international offerings of the Qatar Airways Group's hospitality division.



# Hamad International Airport

MATAR, the Qatar Company for Airports Operation and Management, is a subsidiary of Qatar Airways Group and operates under a contractual agreement with the Government of the State of Qatar.

It manages Hamad International Airport (DOH) and Doha International Airport (DIA), driving success in airport operations, asset management, commercial activities, airline business development, environmental sustainability, and international projects.

In 2024, Hamad International Airport marked its 10<sup>th</sup> anniversary, celebrating

a decade of excellence in aviation. From April 2024 to March 2025, DOH served 52.5 million passengers, marking a 7.7% increase compared to the previous fiscal year.

Cargo operations grew by 6.5%, with 2.6 million tonnes of cargo handled.

Aircraft movements reached over 277,000 representing a 4.4% growth. DOH connected passengers to over 190 destinations during this period, through 55 airline partners. London Heathrow, Bangkok, Jeddah, Dubai, Riyadh, Colombo and Manila were among the busiest departing destinations from the airport.

**In 2024, Hamad International Airport marked its 10<sup>th</sup> anniversary, celebrating a decade of excellence in aviation**

## DOH remains a leader in sustainability, achieving GSAS 4-Star Design & Build and LEED Gold Certification and working towards certifying the new concourses with the same

Hamad International Airport is also one of the largest **oneworld** alliance hubs.

The expansion project of Hamad International Airport (DOH) began in 2018 and was completed in March 2025 with the launch of Concourses D and E, adding 17 new contact gates.

The airport now spans an impressive 845,000 sqm - a 14% increase, with 62 contact gates, and can accommodate over 65 million passengers annually. The upgraded infrastructure optimises operational efficiency and elevates the passenger experience with universal design principles, advanced self-boarding technologies, and redesigned washrooms, ensuring a seamless and inclusive journey for all travellers.

DOH remains a leader in sustainability, achieving GSAS 4-Star Design & Build and LEED Gold Certification and working towards certifying the new concourses with the same. The airport's infrastructure incorporates energy-efficient systems, water conservation

management, which blend innovation with environmental consciousness.

Accessibility and inclusivity are core elements of Hamad International Airport's expansion. The new concourses were built with universal design principles to create spaces accessible to people of all abilities. T-loop facilities assist passengers with hearing loss by broadcasting sound from the public address system directly to hearing aids and cochlear implants.

Ramps, elevators, and spacious seating areas provide enhanced mobility support, while accessible restrooms, companion care facilities, and dedicated assistance services offer comprehensive support throughout the terminal.

In January 2025, the airport launched a new customer service uniform, reflecting a new approach towards its growth plans and enhancing its customer service experience by prioritising personalisation, accessibility, and seamless support.



Its diverse team, fluent in over 50 languages and representing more than 40 nationalities, ensures efficient and attentive service for all passengers.

The airport offers expanded service touchpoints, including information desks, a dedicated contact centre, live video assistance, and AI-powered virtual assistant to further enhance the passenger experience.

With its state-of-the-art facilities, sustainability initiatives, and unparalleled passenger experiences, Hamad International Airport continues to set new benchmarks in aviation excellence, redefining global standards and supporting Qatar's vision for growth and connectivity.



Three-time winner of  
World's Best Airport



Best Airport in the  
Middle East for the 11<sup>th</sup>  
consecutive year



Best Airport  
Shopping for the 3<sup>rd</sup>  
consecutive year

# Flight Operations

As the nerve centre of the airline, the flight operations division is responsible for ensuring delivery of Qatar Airways' world-class, award-winning service. This is achieved through collaborative partnerships and integrated operations within the division, and across the wider group, all with the objective of delivering schedule integrity, exemplary safety standards and ensuring customer satisfaction.

Qatar Airways' expanding global network in the last year presented challenges and opportunities with the airline ending the year with an 86.1% departure and arrival on time performance (OTP) punctuality rate. Challenges to schedule integrity arose throughout the course of the year from

geopolitical events in the Middle East, and European slot restrictions during the summer peak. Despite this, Qatar Airways retained its top five ranking for punctuality globally, according to the Cirium annual report.

Data-driven analytics defined the Integrated Operations Centre's (IOC) development of preventative disruption management. The culmination of efforts to create an advanced analytical model with machine learning capability, will come to fruition early FY 2025-26.

With implementation, IOC will deliver on its concept of pre-emptive, data-driven, decision making to ensure widespread disruption is minimised.



**Qatar Airways retained its top five ranking for punctuality globally, according to the Cirium annual report**

Flight Operations met all safety targets in the last year, underlining its commitment to maintaining the highest standards. Through regular safety meetings with stakeholders and observation flights conducted under the Qatar Civil Aviation Authority, the airline is proud to be recognised as one of the safest in the world.

In support of the Net Zero Carbon Emissions by 2050 target, between April 2024 and January 2025, Qatar Airways strategies delivered fuel burn reductions of 116m kg of fuel, which in turn generated approximately 365m kg of CO<sub>2</sub> emission reductions.

Around 56% of the fuel burn reduction was achieved through implemented Pilot 'techniques', including Reduced Engine Taxi In (RETI), Boeing and Airbus analytics, updated fuel contingency policy, and other mechanisms.



## GE Flight Pulse

In addition, investment in 'GE Flight Pulse' provided pilots with individual data to equip them sufficiently to make informed decisions on fuel optimisation.

Qatar Airways also implemented a 'paperless cockpit' initiative to reduce waste. The move towards full digitisation represents our ongoing commitment to global sustainability across the business. Flight operations' investment in innovation is underpinned by a recognition that this can only be achieved through ongoing development, engagement and support of staff. This commitment has nurtured implementation of wide-ranging initiatives, such as the Peer Support programme. This proactive and non-punitive initiative provides confidential, mental wellbeing support for the pilot community to recognise, cope and overcome issues that might negatively affect their ability to carry out their roles.

The Flight Operations Ambassador programme has also been hugely successful seeing pilots from across the division act as liaison between the pilot community and fleet management, to ensure open and proactive engagement. In addition, various fleet events and initiatives encouraging next generation, aspiring cadets and current aviators were held with resounding success.

Continuing Qatar Airways' commitment to invest in its people, it gave 90 Cadet Pilots their first aviation opportunity and welcomed close to 250 new joiners, Captains, First and Second Officers to the flight operations family.



**86.1%**

Departure and arrival on time performance



**56%**

Fuel burn reduction achieved through pilot techniques



**116M**

Kg of fuel burn reduced

# Qatar Aircraft Catering Company

Since 2002, Qatar Aircraft Catering Company (QACC) has grown into a multicultural employer of choice, with a diverse team of over 4,000 staff from 40 countries.

This diversity brings unique perspectives, ideas, and culinary and operational expertise, enabling the company to cater to global tastes. The opening of Hamad International Airport (HIA) in 2014 marked a significant milestone, as the state-of-the-art, stand-alone dedicated catering facility released QACC's full potential.

The facility's expansive kitchens, advanced technology, and innovative logistics flows enable the team to deliver high-quality meals efficiently and consistently on a flight-by-flight basis.

More than 200,000 meals from 70 international cuisines are produced daily, on the backdrop of winning 'Best In-flight Food' awards in the APEX Passengers Choice Award 2024, Airline Ratings Excellence Awards 2024, and most recently, 'Pax International Awards 2025, Airline Caterer of the Year - Middle East' Award, to name a few.

**The facility's advanced technology and innovative logistics flows enable the team to deliver high-quality meals efficiently and consistently on a flight-by-flight basis**





QACC's strategic partnerships with leading airlines enable QACC to leverage its global expertise, resources, and network to deliver tailored culinary solutions for each airline

**To achieve and maintain such world class excellence, QACC has:**

- Stringent ingredient sourcing and inspection processes.
- Advanced food safety and hygiene protocols.
- Continuous training and development programmes for the team.

QACC's strategic partnerships with leading airlines, including Air Algeria, Air Astana, American Airlines, Biman, British Airways, China Southern Airlines, Egypt Air, Finnair, Garuda Indonesia, Iberia, IndiGo, Japan Airlines, Malaysia Airlines, Nepal Airlines, Philippine Airlines, Royal Air Maroc, Rwanda Air, Shenzhen Airlines, Turkish Airlines and Xiamen Air, position itself as the industry leader.

These partnerships enable QACC to leverage its global expertise, resources, and network to deliver tailored culinary solutions for each airline and their passengers. A commitment to sustainability and social responsibility is at the heart of the company's operations. Innovative practices in sustainable catering and waste management, such as recycling programmes, development of sustainable food sourcing and energy efficient equipment have been showcased through environmental exhibitions, highlighting initiatives that proactively reduce QACC's carbon footprint. QACC's culinary team has excelled in various competitions, securing a silver medal at the Sharjah Emirate Guild Culinary Expo and an impressive 14 medals at the Qatar Culinary Challenge events.

**QACC's strategic partnerships with leading airlines enable it to leverage its global expertise, resources, and network to deliver tailored culinary solutions for each airline**



**200K**  
Meals per day



**10**  
Industry certifications  
2024-25



**10%**  
Increase in number  
of meals catered

To maintain its position as a leader in culinary excellence, QACC invests heavily in training and development. This includes:

- Workshops and MasterChef classes with internationally renowned celebrity chefs.
- Culinary competitions and events that foster creativity and innovation.
- Continuous feedback and coaching to ensure that every dish meets the highest standards of quality, consistency and presentation.
- A constant and growing pipeline of up-and-coming younger generation chefs worldwide.

QACC has demonstrated its overall deliverability and excellence by obtaining FSSC22000 V6 and undergoing successful recertification in ISO 22000:2018, ISO 9001:2015 IES17025:2017, ISO 45001:2018 ISO 14001:2015

The official QACC LinkedIn page was launched in August 2024, providing a platform to connect with industry professionals, share insights, and showcase achievements.

QACC has demonstrated its overall deliverability and excellence by obtaining FSSC22000 V6 certification and undergoing successful recertification in ISO 22000:2018, ISO 14001:2015, ISO 45001:2018, and ISO 9001:2015. It also achieved IATA iEnvA Certification, a first in the industry.



A notable environmental sustainability milestone was also achieved in 2024, with over 3.1 million kg of solid waste recycled year-on-year and significant donations of food, condiments, and essential items to those in need.

**A notable environmental sustainability milestone was also achieved in 2024, with over 3.1 million kg of solid waste recycled year-on-year and significant donations of food, condiments, and essential items to those in need**



# Qatar Aviation Services

Celebrating 25 years of operational excellence, Qatar Aviation Services (QAS), the ground handling subsidiary of Qatar Airways Group, continues its outstanding achievements within the ground handling industry.

Throughout the 2024/25 fiscal year, QAS achieved significant milestones, reinforcing its reputation as a world-class service provider while advancing its vision to shape the future of ground handling worldwide.

In 2024/25, QAS facilitated ground handling for over 52 million passengers, a 8% increase from the previous year, alongside more than 277,000 aircraft movements, reflecting growth. The company maintained an exceptional

99% On-Time Performance (OTP) rate, ensuring seamless operations for passengers and airlines.

QAS processed over 62 million pieces of baggage, achieving a mishandling rate of just 0.53 per 1,000 passengers, well below global industry standards. On the cargo front, QAS handled more than 2.6 million tonnes of freight, a 7% year-on-year increase, while maintaining a 99.85% On-Time Delivery (OTD) rate in addition to the production of 212,000 load sheets operations.

To support these operations, the company managed a fleet of 3,200 motorised and over 5,900 non-motorised equipment units, ensuring full availability across ground services.



**Qatar Aviation Services achieved significant milestones, reinforcing its reputation as a world-class service provider**

QAS continues to uphold the highest safety standards through its long-standing participation in the IATA Safety Audit for Ground Operations (ISAGO) programme, maintaining full compliance at both its Doha headquarters and Delhi station. Advanced data-driven safety protocols further strengthen its risk management and operational resilience.



Demonstrating its commitment to innovation, QAS introduced autonomous ground vehicles in collaboration with MATAR and Qatar Science & Technology Park (QSTP). Trialled at Hamad International Airport, these vehicles enhance operational efficiency, reduce turnaround times, and improve passenger experiences through faster baggage delivery and smoother transit.



**QAS reinforced its environmental leadership by becoming the first ground handler in the Middle East to achieve the IATA Environmental Assessment (IEnvA) certification**



**277,000**  
Aircraft movements  
handled



**52M**  
Passengers handled



**99%**  
On-Time Performance Rate



QAS reinforced its environmental leadership by becoming the first ground handler in the Middle East to achieve the IATA Environmental Assessment (IEnvA) certification.

The company's sustainability initiatives resulted in reduction in carbon emissions, the transition to energy-efficient ground support equipment, and the implementation of waste management programs, aligning with Qatar Airways Group's broader environmental strategy.

With a workforce representing 55 nationalities, QAS invests heavily in continuous training and development.

The Leadership Development Program was further expanded in 2024/25, equipping future leaders with the skills to drive operational excellence and innovation while fostering a culture of inclusivity and collaboration. QAS also achieved the IATA Certification for Travel and Tourism Services in 2024, enhancing its capabilities to support seamless travel experiences for passengers.



QAS retained its ISO 9001 certification and remains the only ground handler globally to hold the complete suite of IATA CEIV certifications for Fresh, Lithium Batteries, Live Animals, and Pharma, ensuring safe, specialized cargo handling.

As QAS marks its 25<sup>th</sup> anniversary, it remains committed to shaping the future of ground handling, advancing innovation, sustainability, and service excellence while setting new industry benchmarks for years to come.



# Corporate Responsibility

## Sustainability

Qatar Airways Group's (QAG) commitment to environmental protection is as strong as its commitment to delivering world-class service.

The Group's environmental sustainability policy provides a comprehensive framework to address the challenge of climate change, applying principles of circular economy, embracing water smart solutions, implementing zero tolerance to illegal wildlife trafficking and continually improving

its environmental performance through an independently verified environmental management system.

QAG's commitment to sustainability is an integral part of its long-term strategy, with environmental efforts spanning all areas of the business.

united  
for  
**wildlife**

**The commitment to sustainability is an integral part of a long-term strategy, with environmental efforts spanning all areas of the business**



The Group is taking action to address climate change in line with the four pillars strategy adopted by the IATA and the ICAO, which are:

### 1. Technology

The airline continues to take deliveries of new-generation aircraft with significant fuel efficiency improvements compared to older models. The new Boeing 787- 900 aircraft are designed to be approximately 20% more fuel efficient than older generations.

### 2. Operations and infrastructure

QAG works with others to improve infrastructure on the ground and in the air, to reduce flight and wait times. In-house operational standards and protocols also further optimise operations. Since its launch in 2025, the fuel optimisation programme has delivered more than 85 fuel saving initiatives delivering a reduction in CO<sub>2</sub> emission of more than 2.3 million tonnes. Investment in advanced aircraft software helps optimise fuel burn, increase awareness, and share data with pilots.

### 3. Sustainable Aviation Fuels (SAF) and Lower Carbon Aviation Fuels (LCAF)

The Group continues to work to advance the use of SAF and LCAF at a commercial level that meets ICAO standards.

In addition to the voluntary SAF purchases and future off-take agreements, QAG contributes to the use of SAF in-line with government mandates.

### 4. Market-based measures

Passengers, corporate and cargo clients can voluntarily offset their flight emissions. The Qatar Airways' voluntary carbon offsetting programme has been built in partnership with IATA to help offset flight-related carbon emissions by supporting projects in clean and renewable energy, whilst supporting the local communities. Since the start of the programme till end of 2024, customers have offset more than 70,000 tonnes of CO<sub>2</sub>.

### Waste management

The Group is committed to ensuring that by 2030, no waste from Hamad International Airport goes to landfill. This includes waste from aircraft and all airport facilities.

Efforts include:

- Reducing food waste and recovering unconsumed whole and safe food items for charity.
- Reducing single-use plastics.
- Recycling. Each year, QAG's catering business recycles over 1,000 tonnes of packaging and 5,000 gallons of cooking oil.

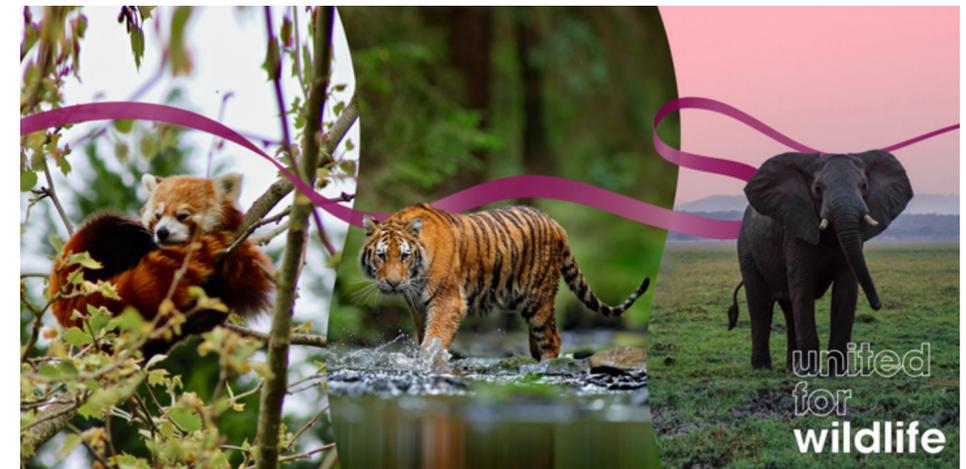


### Wildlife protection

QAG has a zero tolerance policy towards the transportation of illegal wildlife and their products, and as a signatory to the United for Wildlife Declaration, has implemented measures to:

- Raise employee and passenger awareness of illegal wildlife transportation.
- Improve detection of illegally transported wildlife.
- Share intelligence and best practices with the industry.
- Modern slavery and human trafficking statement.

Qatar Airways has implemented a zero tolerance approach to human trafficking and modern slavery in all its forms, responding to the three main areas of modern slavery risk: employment, supply chain and human trafficking. The Group's modern slavery and human trafficking statement is reviewed and published annually and available online.



**Implemented a zero tolerance approach to human trafficking and modern slavery in all its forms**

# Safety & Security

Safety and Security is the foundation of everything Qatar Airways (QR) does. This is reflected in a robust evolving Safety Management System (SMS) and over the years, the airline has built a well-earned reputation for excellence, with 2024 being no exception.

A major milestone in FY24/25 was migration to an advanced data analytics platform, enhancing our Safety Management System. This transition revolutionised monitoring operational trends and Safety Performance Indicators (SPIs), improving fast-paced analysis and enabling more informed, proactive decision-making. The airline's Fatigue Risk Management System (FRMS) was showcased at the FRMS Forum in Tokyo 2024 and demonstrated how data-driven

solutions can enhance safety outcomes. In 2025 the business's use of Artificial Intelligence (AI) and Machine Learning (ML) to refine risk prediction and analysis, will develop further, ensuring it remains one step ahead in managing safety risks.

Elsewhere, QR Security Compliance team has adopted a risk-based approach to auditing and overseeing security at approximately 80 high-risk destinations, implementing bespoke risk assessments and continuous performance monitoring.

QR actively collaborates with industry partners, including **oneworld** airlines, by exchanging operational security information, and has refined its self reporting programme at stations worldwide.

**A major milestone was the migration to an advanced data analytics platform, further enhancing our Safety Management System**





45001 : 2018

Beyond operational safety, QR's dedication to preventing workplace injuries and promoting a culture of occupational health and safety was recognised with the prestigious ISO 45001:2018 certification, awarded by Bureau Veritas. This certification underscores a commitment to maintaining the highest standards in People Safety and Health (PSH).

Collaboration is a cornerstone of safety culture, and was demonstrated during Safety & Security Week. This event brought together teams from across the Qatar Airways Group, fostering cross-departmental engagement through interactive learning.

A strong safety culture is essential to maintaining high standards. Qatar Airways Group invests heavily in training and development, equipping teams with the knowledge and tools they need to operate safely and effectively.

As part of our ongoing commitment to excellence, we successfully completed our 10<sup>th</sup> IATA Operational Safety Audit (IOSA) registration renewal. Qatar Airways was among the first airlines to undergo the new risk-based IOSA (RBI) approach, earning industry-wide recognition for its proactive stance on safety and compliance.

Safety and security go hand-in-hand with organisational resilience, and Qatar Airways has a robust framework in place to ensure it. This framework includes comprehensive emergency and business continuity management systems



**Collaboration is key to safety culture, shown during Safety & Security Week, uniting Qatar Airways teams and fostering cross-departmental engagement through interactive learning**

and structures so that the business can rapidly adapt and manage the response to any emergency or a disruptive event as effectively and efficiently as possible.

Qatar Airways' response measures are in compliance with applicable international regulations and industry best practices and standards. To ensure the business is ready for any event, Qatar Airways conducts 400 annual exercises globally aimed at testing processes across a range of possible emergency and business continuity scenarios, including national exercises jointly with Hamad International Airport and the emergency services in the State of Qatar

At Qatar Airways, safety and security is not just a responsibility, but a promise to passengers, employees, and the global aviation industry.



# Cyber Security

Qatar Airways Group (QAG) exists in a world of ever-evolving digital threats and risks, but with its robust cyber security is able to continually effectively address them. Addressing these risks includes safeguarding information and intellectual property by preventing digital attacks from materialising, and supporting businesses and production areas to operate without disruptions.

Cyber Security sustainability includes investing time, attention and capital in a way that mitigates risk, minimises cost and maximises effectiveness both now and in the long term. This focus enables QAG to continue protecting critical infrastructure, securing data and information, preventing environmental crime, and reducing negative environmental impacts.

This ambition is supported by QAG's increased partnership with member firms in the European Green Digital Coalition (EGDC) which aims to harness the emission-reducing potential of digital solutions to others.



As part of QAG's transformation to a Secure Hybrid Cloud it has enabled the shift towards the delivery of a comprehensive set of enterprise-grade cloud services.

**QAG navigates evolving digital threats with robust cyber security, safeguarding data, preventing attacks, and ensuring smooth operations**





This Secure Hybrid Cloud further enables new customer experiences, accelerating the pace of innovation, and minimise the environmental footprint of operational systems and processes.

Strong Cyber Security governance is the cornerstone of operations. QAG has therefore implemented rigorous policies and internal governance frameworks to protect its operations from external threats and ensure compliance with applicable laws.

These cyber security measures are designed to safeguard digital assets from threats, breaches, and cyber-attacks. This safeguarding involves continuous monitoring, risk assessment, incident response, and adherence to international standards such as ISO 20000 (for IT service management),

27001 (Information Security Management), 27017 (Information Security Management for Cloud), 27018 (Protection of PII on Public Cloud), PCI DSS (Payment Card Industry Data Security Standard) v4.0, and SOC (System and Organization Controls) 2 Type II covering all trust criteria (security, availability, privacy, availability and processing integrity) ensuring QAG adheres to the highest standards of cybersecurity and data protection.

These certifications and attestations demonstrate the Group's commitment to maintaining a secure and resilient digital environment for its stakeholders. Achieving these standards is a testament to QAG's unwavering focus on governance, ethical conduct and security which are core components of its ESG strategy.

# Supplier Code of Conduct



**QATAR AIRWAYS GROUP**  
مجموعة الخطوط الجوية القطرية

As a part of Qatar Airways Group's (QAG) commitment to strong corporate governance, it has established a comprehensive Supplier Code of Conduct that sets clear ethical, environmental, and social expectations for all suppliers and their subcontractors.

This framework ensures that the business's supply chain aligns with its values and business integrity, fostering responsible sourcing and sustainable partnerships.

QAG's Supplier Code of Conduct covers critical areas such as labour rights, human rights, ethical business practices, and environmental sustainability.

Suppliers are required to uphold fair labour conditions, prohibiting forced labour, child labour, discrimination, and any form of harassment or inhumane treatment.

Furthermore, suppliers must comply with all applicable wage, working hours, and health and safety regulations to protect their employees.

Beyond social responsibility, the code enforces strict standards on environmental suitability, requiring suppliers to manage chemical and

hazardous materials responsibly, minimise waste, and adopt environmentally friendly practices. Suppliers are also expected to adhere to ethical business conduct, including zero tolerance for bribery, corruption, and conflicts of interest.

Additionally, strong data security and confidentiality measures must be in place to safeguard sensitive information.

Through continuous monitoring, audits, and compliance mechanisms, QAG ensures that its suppliers uphold these standards.

The Group actively engages with suppliers to promote best practices, provide guidance, and encourage continuous improvement.

Qatar Airways Group's represents and promotes the culture allowing all stakeholders to raise concerns regarding supplier practices, reinforcing transparency and accountability.

The Supplier Code of Conduct is not just a set of guidelines, but a fundamental part of the Group's governance framework, reinforcing its commitment to responsible business operations and a sustainable supply chain.



# Sustainability Accounting Standards Board (SASB)

<b>Activity Metrics</b>	<b>Unit of Measure</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>Code</b>
Available seat kilometres	ASK (millions)	252,869	262,871	TR-AL-000.A
Passenger load factor	Percentage (%)	83%	85%	TR-AL-000.B
Revenue passenger kilometres	RPK (millions)	210,494	223,968	TR-AL-000.C
Revenue tonne kilometres	RTK (millions)	33,837	35,041	TR-AL-000.D
Number of departures	Number	223,447	224,060	TR-AL-000.E
Average age of fleet	Years	~ 8	~ 9	TR-AL-000.F
<b>Greenhouse Gas Emissions</b>	<b>Unit of Measure</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>Code</b>
Gross Scope 1 Emissions	Metric tonnes CO <sub>2</sub> e (millions)	24.8	24.7	TR-AL-110a.1
A discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emission reduction targets and an analysis of performance against those targets	<a href="#">Page 54</a>			TR-AL-110a.2
Total fuel consumed:	Gigajoules - GJ (millions)	313.1	342.7	TR-AL-110a.3
of which, % SAF	Percentage (%)	< 1%	< 1%	TR-AL-110a.3
<b>Labour Practices</b>	<b>Unit of Measure</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>Code</b>
Percentage of active workforce employed under collective bargaining agreements	Percentage (%)	< 1%	< 1%	TR-AL-310a.1
Number of work stoppages	Number	0	0	TR-AL-310a.2
Total days idle	Number	0	0	TR-AL-310a.2
<b>Competitive Behaviour</b>	<b>Unit of Measure</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>Code</b>
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior	Presentation currency	0	0	TR-AL-520a.1
<b>Safety Management</b>	<b>Unit of Measure</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>Code</b>
Description of implementation and outcomes of a Safety Management System	<a href="#">Page 55</a>			TR-AL-540a.1
Number of governmental enforcement actions of aviation safety regulations	Number	0	2	TR-AL-540a.3

The Qatar Airways Group Annual Report covers the period 01 April 2024 to 31 March 2025. The scope of this report includes Qatar Airways, Qatar Airways Cargo, Qatar Executive, Qatar Aviation Services, Qatar Aviation Catering Company, Qatar Duty Free, Qatar Distribution Company, Internal Media Services, Al Maha and Dhiyafatina Hotels. Reporting includes activities undertaken in Qatar as well as flights to and from international destinations.