

# Modern Slavery Statement

FOR REPORTING PERIOD  
ENDED 30 JUNE 2024

North Queensland Airports Group  
9 December 2024

North Queensland Airports Group



*operating*



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# For the Reporting Period ended 30 June 2024

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## 1. OVERVIEW

This Modern Slavery Statement is made by North Queensland Airports No. 1 (Mackay) Pty Ltd (in its own capacity and as trustee for North Queensland Airports No. 1 (Mackay) Trust), and North Queensland Airports No. 2 (Mackay) Pty Ltd (in its own capacity and as trustee for the North Queensland Airports No. 2 (Mackay) Trust) and their associated reporting entities (together, the **NQA Group, we, our**). This is a joint statement for the NQA Group in accordance with sections 14 and 16 of the *Modern Slavery Act 2018 (Cth)* (**Modern Slavery Act**) for the reporting period 1 July 2023 to 30 June 2024.

This Statement provides information about the NQA Group business operations and our plans to identify, monitor, manage and reduce modern slavery risks in our business operations and supply chains. As one of the largest employers in the Far North Queensland region, we take great pride in our local community, our people and our partners. We are committed to identifying, mitigating, and seeking to eradicate any form of modern slavery within our operations and supply chains. We also expect our suppliers, customers and partners identify and combat modern slavery. In this way, we continue to demonstrate and live up to our core business values of Care Always, Strengthen Community, Do the Right Thing, Think Ahead, Create Value and Safety Every Day.

This Statement reports on the following mandatory reporting criteria:

- (a) The reporting entity's identity
- (b) The reporting entity's operations, structure and supply chains
- (c) An assessment of the entity's modern slavery risks of modern slavery practices in its operations and supply chains and those of any entities which the reporting entity controls or owns
- (d) Actions that have been taken to assess and mitigate modern slavery risks in the reporting entity and entities it controls or owns
- (e) Information on how the reporting entity has been assessing the effectiveness of its modern slavery risk reduction actions
- (f) Information on the consultation process undertaken by the reporting entity with any entities that it controls or owns or with which it is issuing a joint statement
- (g) Any further relevant information
- (h) Details of the approval from the principal governing body

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## 2. REPORTING ENTITIES

The reporting entities for this joint Modern Slavery Statement are the 12 companies and 5 trusts within the NQA Group, listed in **Appendix One** to this statement.

## 3. OUR STRUCTURE

The NQA Group is privately owned and held by a consortium of shareholders which include: IIF Cairns Mackay Investment Ltd (which is managed by JP Morgan Asset Management), TIF Airports Pty Ltd as trustee of the TIF Airports Trust and Perron Airports Holdings Pty Ltd.



The NQA Group has two ultimate parent companies. These are North Queensland Airports No. 1 (Mackay) Pty Ltd and North Queensland Airports No. 2 (Mackay) Pty Ltd, each governed by their own Board of directors.

The subsidiaries of North Queensland Airports No. 1 (Mackay) Pty Ltd comprise the asset owning entities within the NQA Group.

The subsidiaries of North Queensland Airports No. 2 (Mackay) Pty Ltd comprise the operating entities within the NQA Group.

The NQA Group's entities have common staff and management, but report to separate boards. NQA Group employees are employed by Cairns Airport Pty Ltd, Mackay Airport Pty Ltd and MAPL Hotel Pty Ltd.

The roles of the entities within the NQA Group are outlined in **Appendix One** to this statement.



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## 4. OUR BUSINESS OPERATIONS

### 4.1. NQA

The NQA Group operates Cairns Airport and Mackay Airport. The NQA Group also operates the Mackay Airport Hotel (through Accor, an outsourced hotel management provider). The NQA Group's key purpose is to sustainably grow its aviation-related business to support the growth of our community. To implement this purpose, across our two airports and the Ibis hotel, we undertake or facilitate the following core business activities:

- Aviation services and facilities;
- Ground transport services and facilities;
- Airport food, beverage and retail offerings;
- Commercial and property leases for offices, industrial precincts, aviation-related hangars and parking, storage facilities and in-terminal leased areas;
- Airport infrastructure development and property maintenance, and
- Airport hotel and accommodation services.

NQA Group's corporate head office is located in Cairns, Queensland with a secondary administration office in Mackay, Queensland. The NQA Group employs 136 employees across the two airports, plus an additional 31 staff for the Mackay Airport Hotel. The NQA Group's management, together with most employees, are based in Cairns. The remainder of our staff are based in Mackay, with 5 employees who work remotely from their home offices in Australia.

### 4.2. Mackay Airport Hotel (Ibis Mackay)

The NQA Group has appointed Accor to operate and manage the Mackay Airport Hotel on behalf of the NQA Group. The hotel is located next to the Mackay Airport terminal and offers 152 rooms, a 24-hour reception service and onsite restaurant.





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### 4.3. Cairns Airport

Cairns Airport is one of Australia's leading regional airports, providing air links regionally, domestically, and internationally. Situated at the gateway to Cape York and the Torres Strait Islands, Tablelands and Cassowary Coast, Cairns Airport is widely recognised as one of the most significant economic drivers in the region. Cairns is one of Australia's most aviation-dependent communities, with more than three times as many passenger movements per resident than that of capital cities. Cairns Airport currently services 35 domestic routes and 8 international routes by 11 airlines.



### 4.4. Mackay Airport

Mackay Airport sits at the heart of the Central Queensland resource centre adjacent to the Whitsundays tourist destination. Mackay Airport services 4 domestic routes by 3 airlines. With a long and proud history of working with the community, Mackay Airport promotes the role tourism and business plays in the region through meaningful and relevant partnerships.



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## 5. OUR SUPPLY CHAIN

### 5.1. Our Values

NQA is committed to upholding and continuously improving our practices to address the risks of modern slavery across the NQA Group, guided by our core values:

- **Care Always:** Care, service, compassion and respect guide the way we operate at all levels and with all people.
- **Strengthen Community:** We create a safe, secure, and healthy culture for our people and customers.
- **Do the Right Thing:** We are accountable and do what is honest and ethical, demonstrating integrity, and worthy of the trust of others.
- **Think Ahead:** Boldly approach the future through curiosity, adaptation and creativity.
- **Create Value:** In collaboration with others, we create positive organisational, social, environmental and economic value.
- **Safety Every Day:** We create a safe, secure, and healthy culture for our people and customers.



Together, these values create a strong foundation for NQA Group's efforts to combat modern slavery and human trafficking, ensuring that ethical practices are deeply embedded in the company's operations and supply chains.

### 5.2. Supply Chain

We understand that modern slavery encompasses various forms of exploitation, including forced labour, child labour, domestic servitude, sex trafficking, workplace abuse and human trafficking. We acknowledge that modern slavery can occur in any industry and region, and it often remains hidden, making it challenging to identify and address. Given our location and the nature of our core business, we acknowledge that we have a unique opportunity to identify and combat modern slavery, as thousands of passengers pass through our airports daily.



Procurement is conducted through our corporate entities (Figure 1), detailed below:

**Figure 1. NQA Procurement activities**

Entity	Procurement
Cairns Airport Pty Ltd	Engages contractors, suppliers, and service providers to provide goods and services.
Cairns Airport Property Trust	Engages contractors and consultants to provide capital works, plant and equipment.
Mackay Airport Pty Ltd	Engages contractors, suppliers, and service providers to provide goods and services.
Mackay Airport Property Trust	Engages contractors and consultants to provide capital works, plant, and equipment.
Mackay Airport Hotel Pty Ltd	Acquires hotel-related goods and services.
Mackay Airport Hotel Trust	Acquires hotel-related capital works, equipment, and plant.

During this reporting period, the NQA Group engaged more than 575 suppliers to provide a range of services, goods, works, plant and equipment, and material to support our operations. Through our new supplier onboarding process, we know that the majority of our material suppliers are Australian-based companies.



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Our suppliers are predominantly from the following sectors:

- ***Security, cleaning, and other airport support services***

Contractors are engaged by the NQA Group to provide operational services such as security, cleaning, waste sortation and car parking management.

- ***Construction and infrastructure services***

As the NQA Group implements a number of development projects across its airports (Eastern Aviation Precinct, Business Park and Milton Precinct), we engage a range of suppliers to support these developments including design consultants, building contractors and project managers. The NQA Group engages technical suppliers to provide facility maintenance services and support at its airports.

- ***Products, materials and equipment and specialised parts for airport equipment and machinery***

As part of the new capital works projects developments and ongoing maintenance, the NQA Group's maintenance and construction suppliers are required to source building materials, electrical equipment and specialised airport equipment and machinery.

- ***Hotel and hospitality services***

Mackay Airport Hotel engages a linen and laundry service provider. A hotel manager has also been engaged to provide hotel management services.

- ***IT hardware and software***

The NQA Group procures a range of technological equipment, such as laptops, cabling and telecommunication equipment for its employees. The NQA Group procures enterprise level software to enable critical business processes that facilitate airport operations.

- ***Other low-value procurement items***

Covering safety uniforms, company t-shirts and office consumables.

The NQA Group has identified its highest risk supplier categories as:

- manufacturing;
- labour-based services (cleaning, security, carpark management and laundry services); and
- IT procurement and technical support.

The NQA Group has a strong working relationship and daily interaction with many of its Tier One suppliers (being the suppliers that NQA engages directly). For example, we have a strong working relationship with our suppliers of airport security and cleaning services, and our providers of capital and operational construction and maintenance services. This strong working relationship enables us to



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maintain a high level of visibility and oversight of our supplier's operations – enabling us to better identify and address modern slavery risks across our Tier One supplier base. This direct oversight allows us to implement stringent monitoring and reporting systems and regular audits and maintain open communication channels. Through its contractual agreements, the NQA Group seeks to require that its suppliers are appropriately managing their own exposure to modern slavery risks.

## 6. NQA MODERN SLAVERY RISKS

We recognise that our knowledge, practices and due diligence in modern slavery compliance must be highly adaptable, in tandem with the nature of these areas to be constantly evolving. Accordingly, we continue to remain vigilant about the risks that exist in our operations and supply chain, given we are a gateway and significant regional port for trade, the movement of people, tourism and economic activity.

### 6.1. Modern Slavery Risks in NQA Operations

We assess the risk of modern slavery in the NQA Group business operations as low due to the robust labor laws and high governance standards in Australia. The NQA Group adheres to Australian labour laws that have been designed to protect workers' rights and ensure fair treatment. This includes providing employees with their full legal entitlements, such as minimum wage, superannuation, annual leave, personal leave, parental leave, and public holidays. *Safety Every Day* is a core value of the NQA Group, and the NQA Group ensures safe working conditions and takes active measures to prevent discrimination and harassment in the workplace.

NQA Group employees (except for management) are engaged under enterprise agreements, which have been negotiated with our employees, union representatives and employer representatives. Our leadership team are engaged via employment agreements. The NQA Group ensures that all employees are being paid fairly, and treated fairly, in accordance with their legal entitlements.

The NQA Group's Code of Conduct sets out our required standards of behavior and ethical practices by NQA Group employees and within our operations. Our Code of Conduct stipulates that employees must conduct themselves in a way that will protect NQA Group's reputation, abide by all relevant laws and work with their stakeholders to comply with modern slavery and labour laws.

NQA Group employees receive training on the NQA Group's governance policy framework. This includes comprehensive onboarding training which covers topics such as the Code of Conduct and Prevention of Bullying, Harassment and Discrimination Policy, and annual refresher training. This supports NQA's culture of full legal compliance.

### 6.2. Modern Slavery Risks in NQA Supply Chains

NQA acknowledges the potential presence of modern slavery risk within our supply chain. Given the varied nature of our core business activities, NQA is aware that residual modern slavery risk exists across several aspects of our supply chain.

We recognise that the sectors in which our Tier One suppliers operate may carry certain modern slavery risks. For example, hotel and hospitality services, airport support services, construction and infrastructure services, and IT services may carry risks relating to labour hire, with a higher likelihood

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of a migrant-based, lower socioeconomically diverse and/or casualised workforce.

Further, the manufacture of equipment used in hotel and hospitality services, airport support services, construction and infrastructure services, and IT services has been linked with high modern slavery risk, relating to forced labour both in the extraction of raw materials and manufacture of material goods. The manufacture of textiles and commercial supplies identified in the low-value procurement items sector has also been historically associated with a higher risk of forced labour.

However, as the majority of NQA's Tier One suppliers, and their employees, are based in Australia, we have assessed the risks of modern slavery within our Tier One supply chain to be low to moderate, due to the presence of strong labour laws in Australia and also due to our strong working relationships and day-to-day oversight of our Tier One suppliers.

We recognise there is a residual risk of modern slavery across our extended supply chains, particularly in respect of lower tier suppliers / low-spend suppliers.

## **7. ACTIONS TAKEN TO ASSESS AND ADDRESS MODERN SLAVERY RISKS**

NQA takes a multi-faceted approach to identifying and mitigating modern slavery risks in our operations and supply chains. This approach includes our governance framework, our internal and external audit programs, our procurement framework, vendor due diligence, and a range of continuous improvement initiatives.

### **7.1. Policies and Governance**

We are dedicated to maintaining high standards of corporate governance to ensure NQA remains both successful and sustainable. Our Board of Directors ensure strong corporate governance and provide strategic direction, vision, and leadership to the NQA Group.

Our Board has established an Audit and Risk Committee which has oversight of modern slavery risks for the NQA Group.

The NQA Group senior executive team works closely with our Tier One suppliers to communicate and monitor compliance with our expectations regarding fair work conditions and modern slavery risk management. The high levels of collaboration and regular interaction with our Tier One suppliers helps us to ensure that suppliers understand our business expectations, and minimises the potential exposures to modern slavery within our Tier One supply chain.

Key governance responsibilities are outlined below (Figure 2):

**Figure 2. Key Governance Responsibilities**

Leadership Levels	Responsibilities
Board	Strategic business planning, risk governance planning and strategic oversight, setting corporate values and aligning decision making with these values.
Audit and Risk Committee	Detailed risk and governance oversight.
Senior Executive Team	Day-to-day management of the business. Responsible for ensuring staff follow governance processes and frameworks, implement corporate direction and role model corporate values.

During the reporting period, NQA Group reviewed and implemented its updated Modern Slavery Framework to align with NQA Group’s focus on continued proactive compliance with the Modern Slavery Act. The framework was endorsed by NQA Group’s Board and the Audit and Risk Committee and sets out the key actions, deliverables, and accountabilities of NQA Group in relation to modern slavery. This framework is supported by the following policies, which provide ethical standards and outline our commitment to mitigating modern slavery risk:

- Employee Code of Conduct;
- Procurement Policy;
- Enterprise Risk Management Framework;
- Risk Appetite Protocol, and
- Whistleblower Policy.

## 7.2. Supply Chain Due Diligence and Monitoring

To advance the management of modern slavery risk in our supply chains, we work to engage suppliers who have demonstrated a commitment to managing and reporting risks of modern slavery. This approach is a criteria when assessing suppliers for new procurement opportunities. These controls allow for regular supplier engagement, which gives us targeted insight into potential modern slavery risks, impacts and dependencies in the supply chains of our top suppliers. This process is supplemented by supplier ‘deep dives’ and questionnaires, a declaration process for suppliers, the Modern Slavery Framework, the Procurement Policy and the whistleblower hotline that suppliers can use to raise potential modern slavery risk-related issues.

Our major supplier contract templates include positive obligations for suppliers engaged by the NQA Group to comply with the Modern Slavery Act and NQA Group’s modern slavery policies, and to report modern slavery risks. Modern slavery compliance terms are essential elements of our template supplier contracts which, if breached, give NQA Group rights for the supplier’s default. Many of our key supplier agreements include clauses that do not allow subcontracting without NQA Group’s consent. As our existing supplier engagements come up for renewal, we are including these updated provisions into the new contracts.



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This year, NQA Group employed a full-time procurement coordinator who has a pivotal role in the NQA Group's procurement process. To ensure NQA Group's continued modern slavery compliance, the procurement coordinator will conduct thorough supplier due diligence, including background checks and assessments. As part of the onboarding process they will also conduct 'deep dives' on high-risk suppliers and projects, and with the business units, assess vulnerable areas in NQA Group's supply chain.

### 7.3. Training

Given we are a regional gateway to the Asia-Pacific region, we acknowledge the potential of modern slavery and human rights risks in our airport terminals, particularly in the form of human trafficking. Training of our front-line staff to recognise and report potential signs of human trafficking in the airport environment is essential to mitigating this risk.

During the reporting period, NQA Group delivered comprehensive modern slavery training to our frontline team members, ensuring they are well-equipped to identify and respond to potential signs of exploitation. The training addressed both the legal framework and practical measures to identify and address modern slavery within our operations and supply chain. We also arranged, in collaboration with the Australian Federal Police (**AFP**), for our front-line workers, Tier One suppliers of airport cleaning and security services and key airport tenants to attend an in-depth onsite workshop led by the Human Trafficking division of the AFP. This session focused specifically on modern slavery risks in an airport environment, with a particular emphasis on human trafficking. The workshop delivered practical examples on how to identify human trafficking in our terminals and what to do if human trafficking is suspected. The AFP gave real world examples of human exploitation and how business efforts worked to reduce modern slavery. This initiative reflects our ongoing commitment to combat modern slavery and ensuring the safety and dignity of all individuals involved in our business activities.

### 7.4. Reporting and Remediation

NQA Group continues to maintain a confidential whistleblower hotline service where employees, suppliers, customers and stakeholders can report instances of actual or suspected unethical or unlawful conduct. Our Whistleblower Policy describes steps for reporting any suspected or actual conduct which may be fraudulent, corrupt, illegal, or criminal in any way, according to our Speak Up policy. We recognise that by encouraging reporting and ensuring early detection, our Whistleblower Policy can help identify and address instances of modern slavery swiftly. It promotes accountability, builds a culture of transparency, and ensures compliance with relevant laws, significantly enhancing NQA Group's ability to prevent and mitigate modern slavery within its supply chain and operations.

## 8. Assessing Effectiveness of Actions

In this reporting period, NQA Group did not identify any instances of modern slavery within our operations and supply chain. We recognise that reviewing and assessing our actions to identify and address our modern slavery risks in our operations and across our supply chain will be an ongoing and evolving process that we are committed to continue to build upon.

We monitor the performance and effectiveness of our modern slavery actions, policies, and processes with regard to our biggest Tier One suppliers, to ensure there is continuous improvement and progress

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within the space. We have an Executive who champions and sponsors the integration of modern slavery risk within the wider business. We have also implemented a Modern Slavery Working Group to support accountability for modern slavery-related activities across our business.

NQA Group supplier template contracts stipulate that a supplier is required to implement due diligence procedures for its own subcontractors, and that suppliers ensure compliance with NQA Group's modern slavery policies. The contracts also require suppliers to self-assess modern slavery risks and compliances and report those findings to NQA Group on an as-requested basis. For onsite operations, NQA Group undertakes site inspections to ensure compliance.

We assess the effectiveness of NQA Group's modern slavery compliance by monitoring the participation and effectiveness of training programs designed to educate employees and suppliers about modern slavery risks and compliance requirements. In the reporting period, the training session and workshop were well attended by internal personnel and external stakeholders.

During this reporting period, NQA Group reviewed the effectiveness of its whistleblower hotline and other reporting mechanisms that allow employees and suppliers to report concerns anonymously. The whistleblower hotline was determined to be a valued resource and was retained for a further period.

In assessing NQA Group's modern slavery compliance within its operations, NQA Group reviewed internal complaints and actively sought feedback through employee surveys. The employee surveys helped NQA Group to gauge employee satisfaction and provided a platform for employees to provide anonymous feedback in relation to work conditions. No concerns were raised in relation to modern slavery. Similarly, no internal complaints or whistleblower hotline concerns were raised in relation to modern slavery risks.

## 9. OUR FUTURE INITIATIVES, IMPACT AND CHANGE

We have identified priority actions to undertake in the next reporting period to further strengthen our identification and mitigation of modern slavery risks in our operations and supply chains.

In the next reporting period, NQA Group will focus on the following actions:

- a) **Modern Slavery Working Group:** We will increase our frequency of NQA working group meetings, to support the delivery of the modern slavery risk reduction initiatives below.
- b) **Enhanced Supplier Due Diligence During the Tender Process:** We will review NQA Group's procurement process for major projects, strengthening our assessment of modern slavery risk and tenderers' compliance.
- c) **Supplier Due Diligence During New Supplier Onboarding:** With the employment of the Procurement Coordinator, NQA Group intends to overhaul its new supplier onboarding process. We will use this as an opportunity to review and update how best to assess modern slavery risks in our supply chain (both at the supplier onboarding stage and throughout the supplier engagement).
- d) **Updating Purchase Order Terms and Conditions:** Smaller procurements (in quantity or value) are governed by our standard purchase order terms and conditions. Currently NQA Group includes contract provisions relating to modern slavery in its contracts with Tier One suppliers, and any additional suppliers that are considered high value or high-risk suppliers. In the next reporting

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period, we will include modern slavery provisions in our standard purchase order terms and conditions.

- e) **Reviewing Procurement Policies:** In accordance with our policies framework, we will review our existing procurement policies to align with best practices and reinforce our commitment to ethical sourcing.
- f) **Supplier Code of Conduct:** We intend to develop a Supplier Code of Conduct which suppliers will be required to comply with. The Supplier Code of Conduct will address the corporate values, ethical behaviours and minimum standards of conduct that we require of our suppliers.
- g) **Key Supplier Deep Dives:** We will carry out 'deep dive' assessments of our key suppliers, using a risk-based approach. During these exercises, we carry out enhanced modern slavery risk assessment and gain a deeper understanding of the modern slavery risks that exist in our supply chains, identifying opportunities for risk mitigation where possible.
- h) **Local Procurement:** We will continue to support local business and to engage suppliers with reputations for ethical conduct and sound risk management processes.
- i) **Delivery of Training:** We will continue to deliver internal staff training on modern slavery, including practical training to our business teams involved in procuring products and services, and for our front line airport workers, to raise awareness of modern slavery risks and support risk identification.

These initiatives will help us maintain a robust framework for addressing modern slavery risks, ensuring that our supply chains are free from exploitation and aligned with our core values. By continuously improving our processes and policies, we aim to create a positive impact and uphold the highest standards of ethical business practices.

## 10. CONSULTATION

This Modern Slavery Statement was prepared in consultation with our CEO and NQA management team, the procurement team, operations team, property and infrastructure team, legal, risk and governance team and the human resources team.

This Modern Slavery Statement was also considered by the NQA Group Audit and Risk Committee and by the NQA Board of Directors.

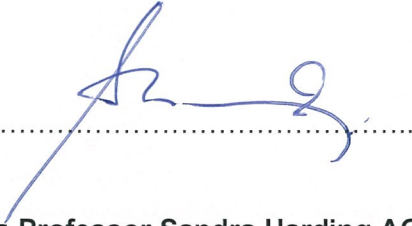


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## 11. APPROVAL

This Modern Slavery Statement was approved by the principal governing bodies of the NQA Group, comprising the Board of North Queensland Airports (Mackay) No. 1 Pty Ltd and the Board of North Queensland Airports (Mackay) No. 2 Pty Ltd.

Signed: .....



**Emeritus Professor Sandra Harding AO**  
**Chairperson, North Queensland Airports Group**

Date: *6 December 2024*



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## APPENDIX ONE

The Reporting Entities for the purpose of this joint Modern Slavery Statement are the 12 companies and 5 trusts within the NQA Group identified below:

North Queensland Airports No. 1 (Mackay) Pty Ltd in its own capacity and as trustee for	ACN 134 137 312
North Queensland Airports No. 1 (Mackay) Trust	ABN 83 837 314 764
North Queensland Airports No. 2 (Mackay) Pty Ltd in its own capacity and as trustee for	ACN 134 137 358
North Queensland Airports No. 2 (Mackay) Trust	ABN 11 805 258 426
Cairns Airport Holding Company Pty Ltd	ACN 134 137 296
Cairns Airport Property Holding Pty Ltd as trustee for	ACN 134 137 232
Cairns Airport Property Trust	ABN 61 295 533 448
Cairns Airport Pty Ltd	ACN 132 228 221
Mackay Airport Holding Company Pty Ltd	ACN 134 137 401
Mackay Airport Property Holding Pty Ltd as trustee for	ACN 134 250 454
Mackay Airport Property Trust	ABN 43 910 193 189
Mackay Airport Pty Ltd	ACN 132 228 534
Mackay Airport Property Holding (Hotel) Pty Ltd as trustee for	ACN 600 078 064
Mackay Airport Hotel Trust	ABN 91 700 972 306
MAPL Hotel Holdings Pty Ltd	ACN 600 078 135
MAPL Hotel Pty Ltd	ACN 600 078 144
NQ Airports Finance Pty Ltd	ACN 133 656 881

The roles of the NQA Group entities are outlined in the table below:

NQA Entity	Role within NQA Group
North Queensland Airports No. 1 (Mackay) Pty Ltd	Ultimate parent company for asset owning subsidiaries
Cairns Airport Property Holding Pty Ltd as trustee for Cairns Airport Property Trust	Holds the lease rights for Cairns Airport.
Mackay Airport Property Holding Pty Ltd as trustee for Mackay Airport Property Trust	Holds the lease rights for Mackay Airport.
North Queensland Airports No. 2 (Mackay) Pty Ltd in its own capacity and as trustee for North Queensland Airports No. 2 (Mackay) Trust	Ultimate parent company for operational subsidiaries
Cairns Airport Pty Ltd Mackay Airport Pt Ltd MAPL Hotel Pty Ltd	Operational entities within the NQA Group employee NQA Group staff Cairns Airport Pty Ltd operates Cairns Airport Mackay Airport Pty Ltd operates Mackay Airport MAPL Hotel Pty Ltd is the operating entity for Mackay Airport Hotel and has engaged the third party airport manager to manage the hotel operations.