

Qantas Diversity and Inclusion Statement



Diversity and Inclusion at Qantas

At Qantas we value diversity of thought and experience and believe that our inclusive and collaborative culture contributes to our success. We are a diverse workforce that reflects contemporary, multicultural Australia. We celebrate and promote this diversity as a strength of our business.

Qantas is committed to:

- › treating people with dignity and respect;
- › developing inclusive leaders who value and have a deep understanding of diversity and inclusion, and the capability to build inclusive teams and working environments;
- › delivering programs and providing support services that enable all employees to feel that they belong and are valued individuals who can reach their full potential;
- › communicating our progress towards diversity and inclusion across the Group and externally; and
- › identifying and cultivating partnerships and supplier relationships that promote and improve diversity and inclusion within Qantas, for our customers and in the community.

The leadership of our Diversity and Inclusion Council comprising senior managers from across the Group, are focussed on the following three key areas:

1. Building an Inclusive Culture and Environment;
2. Gender Inclusion; and
3. Reconciliation Action Plan 2015–2018.

Building an Inclusive Culture and Environment

Qantas believes that leadership development is an integral aspect of our diversity and inclusion strategy. Collaborative leaders create inclusive teams and work environments and ultimately an inclusive culture.

In addition to Leadership Development key initiatives being delivered across the Group include:

- › mainstreaming flexibility;
- › challenging and mitigating bias; and
- › providing services and programs to all employees (including paid parental leave, childcare centres and access to other support services).

An inclusive culture enables us to attract and retain the best talent, reduces absenteeism and promotes engagement and advocacy.

Gender Inclusion

Qantas has a long history and demonstrated commitment to ensuring the participation of women both across the organisation and in leadership roles. Our recruitment and selection process is designed to remove bias from hiring and promotion decisions.

Qantas aims to make all roles accessible and transparent to all suitable candidates by advertising positions both broadly and in specific publications, using professional recruitment services where required and providing guidance to Managers on recruitment practices. This is further supported by the requirement to have both gender balanced short lists and interview panels.

Qantas supports and encourages the personal and professional development of all employees and takes additional measures to ensure gender balance by offering a range of programs including the Graduate program, Harvard Leadership Program and financial support as part of the MGSM Women in MBA program.

Employees are also encouraged to participate in internal networking and professional development events to broaden their knowledge and build relationships.

Reconciliation Action Plan 2015–2018

Qantas' Reconciliation Action Plan (RAP) details the actions being taken to advance awareness of Aboriginal and Torres Strait Islander peoples' achievements and opportunities on the national and global stage, and holds us accountable for the agenda we have set out.

There are 5 pillars to our RAP:

1. **Providing sustainable Indigenous Careers** with a strong focus on investing in talent and supporting the employee life-cycle;
2. **Developing the Cultural Competency** to provide insights into Aboriginal and Torres Strait Islander cultures to our customers and employers;
3. **Supporting Aboriginal and Torres Strait Islander Economic Development** by engaging Indigenous enterprises and realising the potential value to our supply chain;
4. **Leading Reconciliation Collaboration** to promote exchanges of ideas, initiatives and processes with our commercial and community networks; and
5. **Creating an Australian Customer Experience** to integrate Indigenous culture into product and service for our customers.

Role of the Board

The Board Nominations Committee, in consultation with Management, is responsible for overseeing the implementation and ongoing monitoring of Qantas' diversity strategy, including:

- › establishment of measurable objectives to support the strategy;
- › an annual review of the objectives and progress against those objectives;
- › reporting on the achievement of the objectives through the Annual Review and Corporate Governance Statement; and
- › monitoring Management's implementation of processes and procedures associated with the diversity strategy.



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August 2016