



2006/2007 Annual Report

for the

Equal Opportunity for Women Agency

May 2007

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QANTAS AIRWAYS LTD

Equal Employment for Women in the Workplace Report 2006/2007

INTRODUCTION

The annual report for 2006/2007 covers the Corporate and Business Segments under the umbrella of the Qantas Group. The Qantas business is segmented into two distinct and competitive flying businesses and five support Businesses. These are:

- Qantas Airlines, incorporating Regionals (QantasLink) and Australian Airlines
- Jetstar Airways, incorporating domestic, international and Jetstar Asia
- Qantas Engineering
- Associated Businesses
- Finance and Strategy, incorporating Qantas Shared Services and IT Services
- Risk and Assurance
- People

This report covers the Qantas Group as a whole, however in some instances, special mention will be made of initiatives that individual Business Segments have implemented.

DIVERSITY IN QANTAS

During the course of the reporting year there has been consolidation of Qantas' Diversity approach. 2005/06 saw the successful promotion of the importance of diversity and consultation of key stakeholder groups. 2006/07 has built on this with the decision made to focus on targeted group wide initiatives that would strategically develop, retain and connect women. The most effective way of launching those initiatives was through the Organisational Effectiveness and Management Development (OE&MD) team which has a group wide charter to build individual and organisational capability. As a result the Diversity group was incorporated within the OE&MD team.

This reporting line ensures that diversity initiatives are linked to strategic business issues that OE&MD have responsibility for. OE&MD focusses on specific populations within the business that are key change leaders such as top talent, emerging leaders, HR, front line supervisors, managers and graduates. The Diversity agenda has been embedded in each of these channels and where appropriate specific initiatives for women have been delivered. The other benefit is the diversity portfolio is now driven by a number of experienced OD practitioners within the OE&MD team under the leadership of the Group General Manager OE&MD who is accountable to the Executive Committee for Diversity.

DIVERSITY HIGHLIGHTS:

- Successful expansion of *Women @ Qantas Mentoring* Mentoring Program;
- Establishment of senior management and emerging leadership programs with quotas for female participation resulting in good female participation rates;
- Promotion of a number of women to senior roles across the Group;

- Successfully held Qantas' third International Women's Day event. Over 120 Qantas women attended this event where Lieutenant Georgeina Whelan of the Australian Army was guest and keynote speaker. This event was Chaired by the Group General Manager Customer, Products and Services.
- Aiming High Workshop. Joint initiative between the NSW State Government and Qantas to expose groups of school age girls from a variety of background to see the opportunities for women in large organisations in traditional and non-traditional areas of employment. 30 of our most talented senior women assisted in hosting the event.
- Sponsorship of the *Serious Women's Business Conference* in Melbourne.
- Sponsorship of the Chief Executive Women's Dinner.
- Opening of a new 65 place childcare centre in Melbourne and planning for a new centre in Brisbane in 2007/08.

1. WORKPLACE PROFILE

The Qantas workforce profile is provided in Graph A, using the standard ASCO definition.

1.1 WORKPLACE PROFILE: QANTAS DESIGNATOR DEFINITIONS

For reference purposes the following designators are the most commonly used when referring to position and levels within the Qantas Group.

Level 1:	CEO and Managing Director
Level 2:	Executive General Manager
Level 3:	Group General Manager (defined by reporting line, eg direct reports of EGM)
Level 4:	General Manager/Manager (defined by job size)
Level 5:	Manager (defined as a manager of people or manager of a function)
Level 6:	Coordinator/Supervisor, etc (non-management position, with people supervisory tasks)
Level 7:	Team member (performs as a team member or individual contributor role)

GRAPH A: QANTAS WORKFORCE PROFILE

Occupations (ASCO)	FullTime Female	Casual Female	PartTime Female	Total Female	FullTime Male	Casual Male	PartTime Male	Total Male	Grand Total
Business and Adm Associate Professionals	319	0	43	362	427	3	2	432	794
Business and Information Professionals	564	2	111	677	698	1	6	705	1382
Cleaners	36	0	32	68	73	1	8	82	150
Education Professionals	13	0	2	15	93	23	0	116	131
Electrical and Electronics Tradespersons	0	0	0	0	2	0	0	2	2
Elementary Clerks	6	0	9	15	7	1	0	8	23
Elementary Sales Workers	18	0	1	19	5	0	0	5	24
Elementary Service Workers	4	0	0	4	1	0	0	1	5
Food Tradespersons	575	58	74	707	550	44	37	631	1338
Generalist Managers	43	0	2	45	178	0	0	178	223
Health and Welfare Assoc Professionals	2	2	2	6	0	1	0	1	7
Historical.Business Systems	1	0	0	1	0	0	0	0	1
Intermediate Clerical Workers	894	6	183	1083	849	3	22	874	1957
Intermediate Clerical, Sales & Services	9	0	2	11	15	1	1	17	28
Intermediate Machine Operators	242	31	94	367	2014	22	836	2872	3239
Intermediate Plant Operators	41	0	17	58	78	0	5	83	141
Intermediate Sales and Related Workers	1287	0	592	1879	574	0	44	618	2497
Intermediate Service Workers	1146	14	1172	2332	1007	7	268	1282	3614
Managing Supervisors (Sale and Service)	175	0	16	191	163	0	2	165	356
Mechanical and Fabrication Eng Tradespersons	48	0	2	50	3623	2	9	3634	3684
Other Advanced Clerical and Service Workers	3570	737	546	4853	2322	276	48	2646	7499
Other Intermediate Production and Transport	53	0	1	54	628	1	9	638	692
Other Labourers and Related Workers	173	19	0	192	195	7	0	202	394
Other Trades and Related Workers	2	0	0	2	119	1	0	120	122
Other Tradespersons and Related Workers	0	0	0	0	16	0	0	16	16
Road and Rail Transport Drivers	24	0	1	25	233	2	17	252	277
Science, Building & Engineering Professionals	5	0	2	7	155	0	0	155	162
Science, Engineering Associate Professionals	25	0	0	25	499	0	0	499	524
Secretaries and Personal Assistants	54	0	7	61	2	0	0	2	63
Social, Arts and Miscellaneous Professionals	88	0	1	89	2834	1	2	2837	2926
Specialist Managers	525	0	42	567	1044	3	3	1050	1617
Unknown - Agency Employee/ Contractor	2	207	0	209	7	493	0	500	709
Grand Total	9944	1076	2954	13974	18411	893	1319	20623	34597

2. ANALYSIS – QANTAS GROUP

2.1 QANTAS BOARD PRESENCE

During the reporting year, the Qantas Board had two female representatives, being Ms Margaret Jackson AC, Chairman and Non-Executive Director and Ms Patricia Cross, Non-Executive Director. The other Non-Executive Board Members are drawn from a diverse business background, including government, defence and the private sector.

In addition the Qantas Superannuation Fund Board is chaired by Ms Anne Ward.

2.2 FEMALE REPRESENTATION IN THE QANTAS GROUP

A snapshot of female representation has identified the following profile:

- Total workforce – female representation: 41%
- Female representation at Executive level: 30%
 - Level 3 22%
 - Level 4 21%
 - Level 5 40%
- Female representation in Australian-based operations: 39%
- Female representation in overseas operations: 61%
- Female representation of new hires for the reporting period: 54%
- Female representation as a percentage of our Indigenous employees: 44%

2.3 WOMEN IN NON-TRADITIONAL OCCUPATIONS

The non-traditional occupations are primarily in the categories of Airline Pilots, Engineers and Apprentices. The following outlines female representation in these occupations:

2.3.1 AIRLINE PILOTS

- **Qantas Airways:** 61 female pilots 2.7% (of pilot population)
- Of these, 12 are Captains, 34 are First Officers, 15 are Second Officers
- **QantasLink (Regionals):** 14 female pilots 3.8%
Of these, 4 are Captains, 9 are First Officers, with 1 Training Captain
- **Jetstar:** 7 female pilots 2.1%
Of these, 2 are Captains, 5 First Officers
- **JetConnect** (NZ operation): 2 Female pilot with ranking as First Officer 3%

2.3.2 ENGINEERS AND APPRENTICES

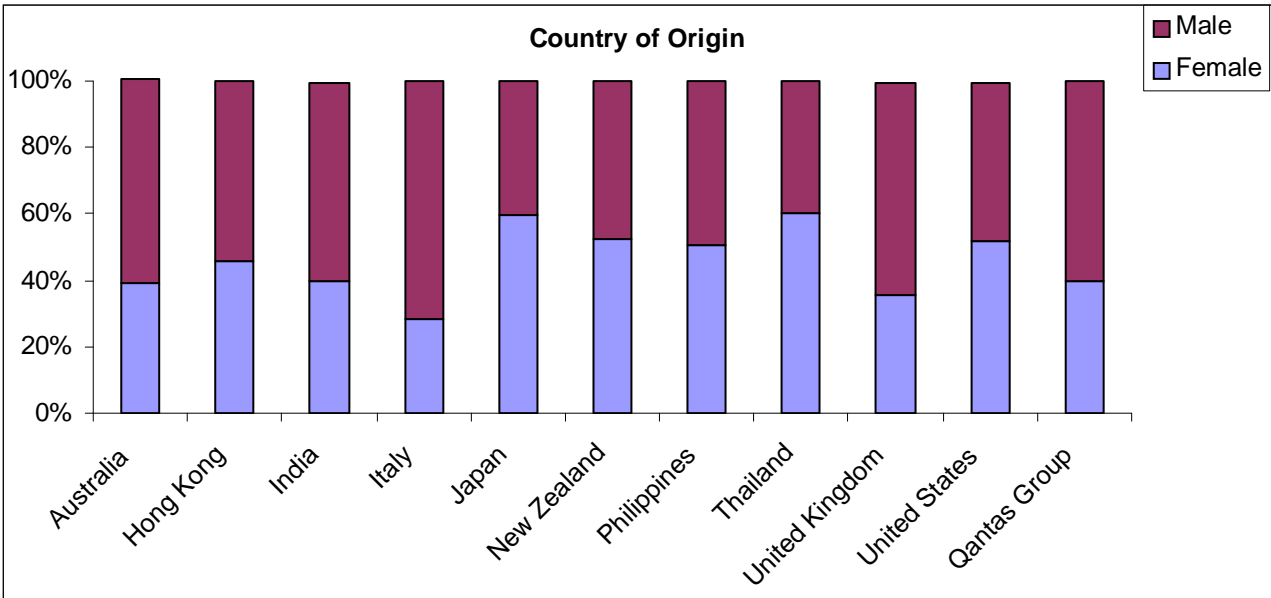
- There is a total of 117 females represented in this category 3.07%

2.4 COUNTRY OF ORIGIN

The Qantas workforce profile is drawn from a diverse cultural, ethnic and religious mix. The percentage of Qantas employees born overseas is 34% and the following graph (B) identifies the major ethnic and racial groups represented.

Approximately 5.65% of employees across the Qantas Group have a foreign language skill, with the majority of these (5.05%) employed in airline operations, eg Cabin Crew.

GRAPH B – COUNTRY OF ORIGIN



3. ACTIONS TAKEN

3.1 RECRUITMENT AND SELECTION

Female representation of new hires for the reporting period is 54% of total hires.

In the Qantas Graduate Program, 23 graduates were recruited in 2007, 14 of these were women, representing 61% of total graduate intake. Forty-two percent of all graduates in this intake are from a non-English speaking background (NESB).

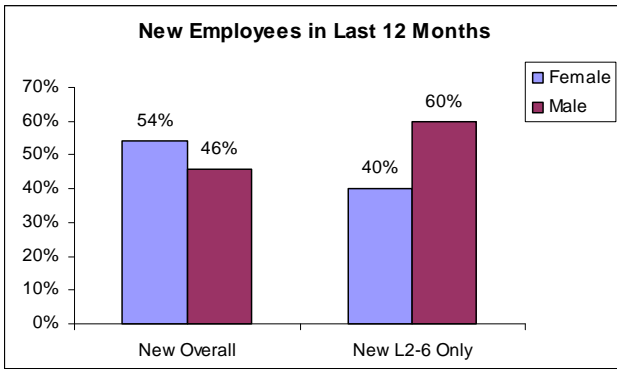


FIGURE 1

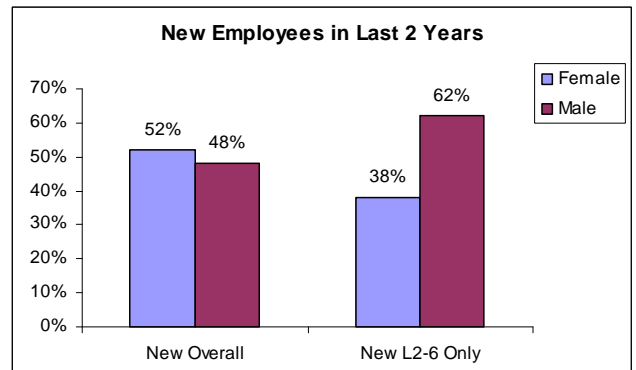
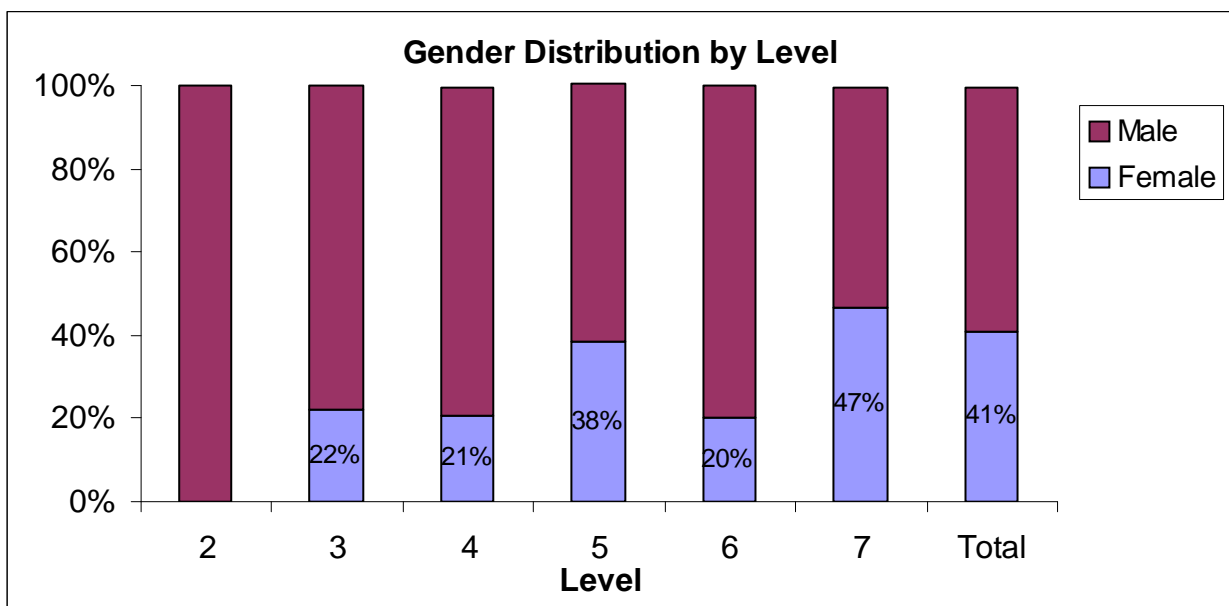


FIGURE 2

Graph C provides a more detailed illustration of the percentage of women to men by Levels 2 through to 7.

GRAPH C – GENDER DISTRIBUTION BY LEVEL



A notable issue is that disappointingly there continues to be no female representation at Level 2 (direct report to the CEO). Female representation in the Qantas workforce has remained the same as the previous reporting year (42%).

The representation of females begins to increase at Levels 3, 4 and 5. These levels represent the talent pipeline for senior roles within Qantas. There have been a number of innovative programs developed during the course of the year to build capability and the profile of this group (Refer to 3.2.1 Gender and Talent). It is expected that the impact of these programs will start to become apparent in the numbers reported in the 2007/08 reporting year.

3.2 PROMOTION AND TRANSFER

We have continued to make progress in employing increasing numbers of women into senior roles within our Business Segments, 20% of promotions and appointments at Level 3 and Level 4 for the reporting year were female. Additionally we have had some success targeting females for external appointments into senior roles. The following information outlines initiatives employed by the Manager Talent and Management Development, OEMD and initiatives implemented by Business Segments.

3.2.1 Gender and Talent

During the 2006/2007 reporting period Qantas has continued to focus on improving the systems and processes that are used to identify and develop talent within the organisation at senior levels. Improving these processes will also have an impact on other aspects of diversity representation and inclusion. The Diversity Scorecard sits within the Talent Scorecard. KPIs are generated from the Scorecards.

The strategy for developing talented women within Qantas is threefold:

1. Retain and develop key senior women with tailored development;
2. Prime the leadership pipeline with talented women at emerging leader level;
3. Connect talented women internally and externally to broaden careers, and enhance networks.

On the Qantas Top Talent List approximately 28% are women. In line with our strategy of building a leadership pipeline within Qantas the talent identification process selected a further 475 “emerging leaders” from the junior management population of which 45% were women.

The Management and Leadership Capability framework has been reviewed and revised and now includes a specific capability focussed on diversity. All management assessment and development results in feedback against this dimension. This capability promotes the importance of managers appreciating and encouraging diversity and links diversity to our commercial capabilities and business outcomes.

A qualitative research study which highlighted the experiences of women in management in Qantas was conducted during the year. The insights formed part of the design of programs and initiatives directed towards women. This year has also resulted in a greater focus on the development of identified talent at all levels of the organisation. Under the stewardship of the Talent Manager, the following talent development programs were attended by women:

- Introduction of the *Senior Executive Program* - integrated leadership development program for talented senior managers (L3/L4) to equip them with the skills, knowledge and relationships to progress into more senior leadership roles within Qantas. A coach is appointed to every participant within this Program. 13% of participants were senior women (planned to be 19% but a female participant had to withdraw at the last minute).
- A number of events in the Diversity Dialogue Series were conducted during the year, for example the International Women’s Day Event, Aiming High Workshop, Business Forums for mentoring participants, etc. These were very well attended and received.
- Quarterly talent brokering processes are conducted at Top Talent level. As part of the talent brokering process women are targeted for recruitment into line roles that become available. This process helps guard against inadvertent discrimination by ensuring ‘non-traditional’ candidates are considered.
- *Emerging Leader Program* pilot was launched – program designed to fast track the development and career progression of high potential staff from the junior management population into general business leadership and management roles. The program comprises formal classroom development accompanied by workplace coaching, individual development assessments and feedback along with on the job development. 48% of participants on the program were female.
- *Women @ Qantas Mentoring Program* includes an internal mentoring program specifically focused on women: approximately 32 women (L3/L4) from the Talent List participated in either the external or internal mentoring program. The expansion of this Program results from a successful pilot of a similar Program conducted during 2006 for 7 women.
- Attendance on the Harvard Leadership Program – 30 July to 4 August 2006
- A luncheon for Key Talent with Qantas Board was held, 23% of attendees were female.

- Sponsorship of the annual *Serious Women's Business Conference*: this provided the opportunity for fourteen women to attend the event in Melbourne (October 2006). Qantas sponsored a number of the speakers to attend the Conference.
- Continuation of the *Future Leaders Forum*: a networking forum consisting of non-competitive organisations and external speakers which is aimed at Level 5 employees who are nominated by their Segments. 12 women from management levels.
- Qantas sponsored the *Chief Executive Women's Dinner* held on 7th September. Twelve senior Qantas women attended the event.
- Women on Board Forums for senior women (1 QF specific Forum plus QF representatives at an external Forum).
- QF sponsorship at Annual Women, Management and Employment Relationship Conference.

3.2.2 BUSINESS SEGMENT INITIATIVES – CORPORATE GROUPS

Corporate Groups have a strong commitment to developing and retaining women at senior levels. During the reporting year the following has occurred within this Segment:

- Strategic hiring of a senior woman (head hunted from outside QF) to run Pacific Airlines, a new Qantas joint venture in Vietnam;
- Promotion of 3 women into General Manager roles and 4 women into Manager level roles.
- Promotion of a number of women within the Payroll and Financial Services area to supervisor and coordinator level;
- Nomination of 2 women onto the Emerging Leaders Program;
- Within the Shared Services function there has been a focus on flexibility with a number of women returning from maternity leave being offered part-time and job sharing roles. Shared Services also has a strong culture of openness about work/life balance issues.
- Corporate Groups have also piloted an unusual home based request. In this circumstance a senior woman working within Taxation was relocating to remote Western Australia, as the result of a pressing domestic necessity, and put a proposal that she continue to work for Qantas in her current role but work remotely. The proposal was considered by senior management and trialled for a period of twelve months. This trial has just been extended. The business was keen to retain the knowledge and talent of this woman and it made good business sense to trial her request. This arrangement has been very successful and has established a precedent for similar proposals.
- There is now a common practice within Finance to offer flexible opportunities to women returning from maternity leave.

3.2.3 BUSINESS SEGMENT INITIATIVES - QANTAS AIRLINES

Qantas Airlines is one of the biggest segments within the Qantas Group. Qantas Airlines is made up of Cabin Crew, Pilots, Sales and Distribution, Marketing, Customer Relationship (Loyalty Program), Pricing and a number of other smaller areas. This segment employs approximately 16,000 people. 53.4% of employees within Qantas Airlines are women.

QANTAS AIRLINES – CUSTOMER PRODUCT & SERVICES

During the 2006/07 reporting year Customer Product and Services, in particular Cabin Crew, have adopted a number of significant flexible initiatives that are available to all Cabin Crew. In particular the Department has introduced unlimited part-time opportunities for all Cabin Crew. All applications for part-time work are granted. Since introducing this initiative there has been a 4% increase in the number of cabin crew who are working part time up to 19%. There has also been a decrease in the amount of sick leave applications from Cabin Crew which is an excellent result for the business.

Another flexible initiative within this Department has been the introduction of the option for all crew to release duty and pick up alternative duty that fits in with family responsibilities.

Cabin crew now have the option to increase their maternity leave to 2 years.

QANTAS AIRLINES – SALES & DISTRIBUTION, FINANCE, NETWORK OPERATIONS & PRICING, CUSTOMER RELATIONSHIP & MARKETING

In these Departments there are a large number of women working at the senior professional and executive level. During the course of the Reporting year the business has brokered an increasing number of flexible working arrangements including transitional part-time arrangements and job-sharing opportunities for women returning from maternity leave.

Across these Departments there are now 10 job share arrangements within the senior professional group. The business benefit of these arrangements has been in retaining key skills and experience. Job-sharing arrangements are providing a seamless transition for individuals and the business with respect to managing significant specialist functions.

Within this group there has also been an initiative by business managers to improve the contact with women while on maternity leave.

QANTAS AIRLINES – REGIONAL AIRLINES

Promotion of a female Captain into position of Fleet Manager. This is the first time a female has been appointed into this senior category and provides a good role model for women pilots across the business.

QANTAS AIRLINES – FLIGHT OPERATIONS

Flight Operations has introduced a number of part-time and job sharing arrangements for ground staff in the last 12 months. The introduction of these more flexible arrangements is a new initiative within Flight Operations and has been very successful.

For pilots there has been an increasing number of part-time opportunities made available. This initiative has been positively received within the Pilot group. The business has also seen a greater return rate of these highly skilled and trained professionals from maternity leave.

Additionally within Flight Operations, Qantas has sponsored the attendance of a number of female pilots to attend external conferences on women in business. These conferences promote the role of females in Aviation within the community and recognise the contribution of our female pilots to the Company's achievements.

Across Qantas Airlines there has been a number of key external hires of women into senior executive roles. These appointments have been into the Sales and Distribution and Finance Departments.

3.2.4 BUSINESS SEGMENT INITIATIVES - JETSTAR

Female representation at Jetstar is 53% of the total workforce, up 4% from last year. Of the new hires over the past twelve months, women represented 52.7%, this is slightly down on last years figure of 58%. At the management level, women at Level 4 have increased their representation to 39% in 2006/2007 (2005/06 – 23%). Women now represent 38% of the Talent pool identified throughout Qantas Talent Process (2005/06 – 20%).

During 2006/07 there have been a number of key female promotions into senior executive positions. This is consistent with Jetstar's commitment to placing women into senior roles. Additionally there have been a number of key female external hires into senior management roles.

28% of women working in Jetstar work on a part-time basis or have undertaken Leave Without Pay for specific periods related to care for young families. Part-time positions are available not only in Jetstar's head office but also at management level and frontline shift workers.

3.2.5 QANTAS ENGINEERING

Qantas Engineering is predominantly a male workplace. As reported last year Qantas Engineering has a strong commitment to increase the level of female representation at management and apprenticeship levels.

During the 2006/07 reporting year there have been a number of key external hires of women into managerial and professional roles. In December 2006 Qantas Engineering appointed its' first female General Manager into an operational role. Additionally there has been the internal promotion of a woman into a senior executive position.

Qantas Engineering has 2 female participants on the Emerging Leaders Program, 1 female participant on the Senior Executive Program and 3 senior executives have attended the Qantas Engineering Leadership Program.

The networking forum for female Trades and Apprentices established in 2006 has continued to meet over the course of the Reporting year. The Sessions have been well attended. Guest speakers have included senior women from Qantas Engineering.

3.2.6 ASSOCIATED BUSINESSES (AIRPORTS, FREIGHT, CATERING, HOLIDAYS)

This Segment is predominantly male. During the course of the Reporting year there has been the appointment of 6 women into senior executive roles (Manager and General Manager Level). This has been across all businesses.

The 2007 Talent Review process identified 6 women as Top Talent. Women represent 50% of Associated Businesses nomination on the Emerging Leaders Program.

3.2.7 PEOPLE

The Organisational Effectiveness and Management Development (OE&MD) division has carriage of the Practitioner of Change (POC) learning series, which is targeted to the HR professional. The Practitioner of Change is a four months multi-module program with an action-learning component. This course was conducted during the Reporting period with 80% female participation. This program will assist senior HR practitioners to build not only their HR careers but increases likelihood of being able to move into a line management role. An alumnus of this program was recently promoted into a senior leadership role in one of the least diverse workplaces in Qantas.

3.2.8 RISK & ASSURANCE

Within this Segment there has been 2 high profile promotions of women into senior positions. Qantas now has its first female Group General Manager Audit and first female Company Secretary. Both of the women promoted into these roles came through the Qantas Graduate Program and have been developed within the organisation. This is an achievement the business is particularly proud of.

3.3 TRAINING AND DEVELOPMENT

Qantas College is a registered training organisation and provides a wide range of learning programs that are self-paced, via the on-line interactive medium and class-based. During the course of the year there has been an on-going training review which has involved a review of all training run across the Group with a view to making our training more targeted and cost effective. This review is ongoing and will ensure more funds are available to target training as a diversity lever.

Other development courses for senior women within the organisation are highlighted earlier in this report (3.2.1 Gender and Talent).

3.3.1 STANDARDS OF CONDUCT TRAINING (INCLUDING EEO AND HARASSMENT TRAINING)

Qantas continues to provide comprehensive in-house training for staff, supervisors and managers on a range of EEO-related issues, including harassment awareness, through Qantas College. The delivery options available include on-line awareness training and face-to-face group sessions.

During the course of the Reporting year HR staff attended a 2-day *Investigations, Disciplinary Action and Dismissals Training Program* run by Blake Dawson Waldron Lawyers. The aim of this training course was to ensure a consistent understanding of Qantas' policies and procedures as well as legal obligations when investigating disciplinary matters.

The EEO Department monitors our compliance standards for ongoing training in this area and for the effective resolution of complaints. During 2006/2007, approximately 4,726 employees (14% of total workforce) undertook EEO and Harassment training throughout the Qantas Group.

3.4 WORK ORGANISATION, FLEXIBLE WORK ARRANGEMENTS AND OTHER SUPPORT INITIATIVES

3.4.1 PAY EQUITY

An analysis of gender equity in pay was last undertaken by the Remuneration and Programs division prior to the annual pay and performance review process for executive staff conducted in June 2005. The outcome of this review culminated in advice to the Executive General Manager People highlighting areas of discrepancy that were addressed with each Business segment.

In light of the challenging operating conditions faced at the time with historically high fuel prices, Qantas deferred its June 2006 review of executive salaries until January 2007. The Remuneration and Programs division are currently undertaking a similar gender equity review of pay to that conducted in June 2005 to assess whether any further gender pay inequities are identified that can be addressed in the upcoming July 2007 executive salary review.

3.4.2 FLEXIBLE WORK ARRANGEMENTS

The following support initiatives are provided to the Qantas Group under the umbrella of its Work and Life Program. Take-up of these initiatives is dependent on the Business Segment's operational requirements; however from information provided earlier in this report, the business opportunities that arise from the use of flexibility are benefiting the business as well as the individual employee.

Support initiatives include:

- Flexible work practices, including part-time, job-share and home-based options
- 10 weeks' paid maternity leave (including adoption) and 1 week's paid paternity leave
- 10 days carer's leave

3.4.3 PARENTAL LEAVE AND THE QANTAS KEEP-IN-TOUCH PROGRAM

Parental Leave guidelines are available for all Qantas staff in either hard copy or via the Qantas Intranet site.

Qantas has a well-developed Keep-in-Touch Program for women on maternity leave to ensure that women on maternity leave are kept up to date with what is happening across the organisation but also at individual departmental level.

Our maternity leave rate is 94%.

EMPLOYER-SPONSORED CHILDCARE

Qantas is increasing its portfolio of childcare centres through the construction of two new establishments located close to the airports of Melbourne and Brisbane. The status of these centres is as follows:

The Joey Club, Melbourne: Located at 450 Melrose Drive, Melbourne Airport, The Joey Club Melbourne opened to families on 8 January 2007 and caters for 65 places per day. The centre provides quality educational and play spaces both through the carefully designed interior and playground. The centre was built on a green field site adopting environmentally friendly elements including rain water tanks which collect water from the butterfly shaped roof line. Unlike other child care services, the Melbourne Joey Club allows irregular booking for shift workers and aims to maximise the benefit for employees. KU Children's Services manages the services and as expected in the first year of operation, enrolments are steadily growing. Families are reporting high levels of satisfaction and often comment on the calm and serene environment enjoyed by their children.

The Joey Club, Sydney: Located at 14 Bourke Road, Mascot [opened in May 2003] the centre caters for 65 children per day and continues to have high utilisation across the week. In response to meeting family needs the centre managed by KU Children's Services is currently trialing a slightly extended closing time and providing children with an evening meal. The trial results and evaluation are due by end July 2007. Overall, high levels of satisfaction continue to be reported through centre surveys. Centre staff compile detailed children's development records and these are reported to be greatly appreciated by families.

The Joey Club, Brisbane: The design and documentation for the 75 place centre was completed by the end of 2006. Since then leasing issues have prevented the progression into construction. The centre was due for completion mid-2007. Work on the unresolved issues continue.

3.4.4 QANTAS HEALTH AND WELLBEING PROGRAM

As reported last year Qantas launched its Health and Wellbeing Program. Qantas continues to fund the following initiatives within this Program. The Program activities are disproportionately taken up by women.

- Weight Watchers at Work
- Quit Smoking
- Health and Wellbeing Expos
- On-Site Health and Fitness Classes

3.4.5 QANTAS EMPLOYEE ASSISTANCE PROGRAM (EAP)

The Employee Assistance Program is a self-referral program available to all employees across the Qantas Group.

3.4.6 QANTAS *BE SAFE!* PROGRAM

Qantas has adopted a comprehensive Occupational Health and Safety Management System (S.A.F.E. – Safe Airline for Everyone), a behavioural safety program facilitated by Du Pont Safety Resources, an Alcohol and Other Drugs Program and a wide range of supporting sub-programs and tools.

3.4.7 DIVERSITY REFERENCE GROUP & DIVERSITY COUNCIL

The Diversity Council continued to meet as planned. After finalising a number of work streams it was agreed to focus on the following. These were the number of women in management; benchmarking and best practice. The Chair will be rotated to another Executive Committee member in June 2007 and this is expected to re-energise the Council.

The Diversity Reference Group completed its designated work and will cease to meet formally. Many of the participants remain keen to be involved in the diversity agenda and will be leveraged by the Council as required.

4. EVALUATION AND FUTURE ACTIONS

4.1 SUMMARY

There have been a number of initiatives that have occurred during the course of the reporting year across the Group at all levels that have enhanced the position of women working at Qantas. In particular the availability of part time work to cabin crew, the establishment of high profile leadership programs, the expansion of the Women@ Qantas Mentoring Program and the opening of the Joey Club in Melbourne. There continues to be a steady stream of women appointed to senior roles across the organisation, even in areas that are predominantly male. We expect to see this trend accelerate in the next reporting year.

However, while women continue to contribute strongly in all areas of the Qantas Group, representation at senior management and professional levels remains low. This is in contrast to representation at the middle management level where the figures are healthier. This illustrates that Qantas needs to continue to work at identifying women who could be part of future senior management, retaining this pipeline and accelerating their development. The strategy to address this issue will focus on continuing to encourage and develop talented women at junior levels, developing commercial skills and experience at the critical manager level, and exposing women to key development roles as they emerge. The programs and initiatives that have been launched in the past year provide the platform for delivering this strategy. The key will be to drive these platforms harder, get more managers involved and maintain focus.

More broadly, the focus will be continuing to identify ways to make work practices more flexible. This will ensure a good representation of women in frontline and operational roles. The success with Cabin Crew and the Joey Club are good first steps. There are further opportunities to extend the success in Cabin Crew, Shared Services and Finance and assess other work areas to determine whether flexible work practices can be implemented.

The Diversity Scorecard has been an effective tool to measure our progress and allows the organisation to focus on the key dimensions that will define our success in the attraction and retention of women in the business and defines accountability.

Through these collaborative partnerships there has been a greater acceptance and interest expressed by various Segments, in recognising, valuing and managing our diverse workforce. 2007/2008 will provide the opportunity to consolidate diversity initiatives and continue to extend our efforts in this area.

The Career Resilience Program flagged in the 2005/06 report was deferred due to operational requirements. Work has commenced on developing a program to be known as the 'Career Planning Program' and will be piloted in Cabin Crew in the second half of the year.

The Work Essentials Program was deemed to be too narrow in focus and will not be implemented. Instead, we will review the Employee Assistance Scheme with a view to broaden the offering.

4.2 FUTURE ACTIONS – 2007/2008

With a clear Diversity Strategy based on attracting and retaining talented women, creating a flexible workplace and connecting and engaging women at all levels, future actions for 2007/08 stem from these areas of focus. Future actions will be less about identifying the issues and raising awareness and more about action and creating change.

The following is a sample of initiatives proposed for the reporting year 2007/2008.

1. Attendance by two women to the 2007 Harvard Leadership Program.
2. Increase the number of nominations from women for our Senior Executive Program to 30% and increase the number of women for our Emerging Leaders Program to 50%.
3. Continue to target women to attend external development forums, including the annual *Serious Women's Business Conference* and the *19th Women Management and Employment Relations* conference amongst others.
4. Facilitation of women's networking forums, both internal and external for women at all levels of the organisation including the coordination of the Qantas International Women's Day event in March 2008.
5. Develop and roll out a program to assist senior women in career planning.
6. Develop a data base that allows us to search on female talent in an effort to fuel the talent pipeline and more accurately report on our talented women.
7. The launch of a program to support the development of women in leadership positions in the non-traditional areas of Freight, Catering and Airports.
8. Externally facilitated focus groups of senior women as a continuation of the work we commenced in highlighting the experiences of senior women in management in Qantas.
9. Track and maintain progress on the construction of the Joey Club Brisbane.
10. Participation in the Chief Executive Women Mentoring Program to augment the internal program.
11. Participation in the Women on Boards development program for designated senior women.
12. Redevelopment and relaunch of the inter-cultural Communication Training to support new off-shore Ventures.
13. Career program to be piloted in Cabin Crew.
14. Enhance Employee Assistance Scheme with a view to broaden offering into more on-line preventative tools to provide greater support to employees.

The 2006/2007 Equal Employment for Women in the Workplace Report for QANTAS AIRWAYS LTD is accepted as a true and accurate record.