

QantasGroup 

2007/2008 Annual Report

for the

Equal Opportunity for Women Agency

May 2008

CONTENTS

INTRODUCTION	3
• DIVERSITY IN QANTAS	3
• DIVERSITY HIGHLIGHTS	4
1. WORKFORCE PROFILE	4
1.1 WORKFORCE PROFILE: QANTAS DESIGNATOR DEFINITIONS	4
2. ANALYSIS – QANTAS GROUP	6
2.1 QANTAS BOARD PRESENCE	6
2.2 FEMALE REPRESENTATION IN THE QANTAS GROUP	6
2.3 WOMEN IN NON-TRADITIONAL OCCUPATIONS	6
2.3.1 AIRLINE PILOTS	6
2.3.2 ENGINEERS & APPRENTICES	7
2.4 COUNTRY OF ORIGIN	7
3. ACTIONS TAKEN	7
3.1 DIVERSITY COUNCIL	7
3.2 RECRUITMENT AND SELECTION	8
3.3 PROMOTION AND TRANSFER	9
3.3.1 GENDER AND TALENT	9
3.3.2 BUSINESS SEGMENT INITIATIVES - CORPORATE GROUPS INCLUDING RISK & ASSURANCE	11
3.3.4 BUSINESS SEGMENT INITIATIVES - QANTAS FREIGHT ENTERPRISES	11
3.3.5 BUSINESS SEGMENT INITIATIVES - LOYALTY	11
3.3.6 BUSINESS SEGMENT INITIATIVES - QANTAS AIRLINES	12
3.3.7 BUSINESS SEGMENT INITIATIVES - JETSTAR	13
3.3.8 BUSINESS SEGMENT INITIATIVES - SERVICES	13
3.3.9 BUSINESS SEGMENT INITIATIVES – QANTAS ENGINEERING	13
3.3.10 PEOPLE	14
3.4 TRAINING AND DEVELOPMENT	14
3.4.1 STANDARDS OF CONDUCT TRAINING	14
3.5 WORK ORGANISATION, FLEXIBLE WORK ARRANGEMENTS AND OTHER SUPPORT INITIATIVES	14
3.5.1 PAY EQUITY	14
3.5.2 FLEXIBLE WORK ARRANGEMENTS	14
3.5.3 PARENTAL LEAVE	15
3.5.4 QANTAS KEEP-IN-TOUCH PROGRAM	15
3.5.5 EMPLOYER SPONSORED CHILDCARE	15
3.5.6 QANTAS HEALTH AND WELLBEING PROGRAM	16
3.5.7 EMPLOYEE ASSISTANCE PROGRAM	16
4. EVALUATION AND FUTURE ACTIONS	16
4.1 SUMMARY	16
4.2 FUTURE ACTIONS – 2008/09	17



QANTAS AIRWAYS LTD

***Equal Employment for Women in the Workplace
Report 2007/2008***

INTRODUCTION

The annual report for 2007/2008 covers the Corporate and Business Segments under the umbrella of the Qantas Group. There have been organisational changes throughout the course of the reporting year with the establishment of two new segments – Qantas Freight Enterprises and Loyalty. The Business Segments within the Qantas Group are:

- Qantas Airlines, incorporating Regionals (Qantas Link) and Australian Airlines
- Jetstar Airways, incorporating domestic, international and Jetstar Asia
- Qantas Engineering
- Services (Catering and Airports)
- Finance and Strategy, incorporating Qantas Shared Services and IT Services
- Risk and Assurance
- Qantas Freight Enterprises
- Loyalty
- 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

Diversity Strategy at Qantas is managed at a high level by Qantas' Diversity Council. The Diversity Council is responsible for confirming that the Diversity Strategy underpins and supports the Qantas Group Strategy and business goals and for championing diversity and issues and programs.

To support this high level strategy diversity is embedded in key business processes eg talent management, workforce planning, succession planning and management development both centrally and within each Business Segment.

Over the last 12 months the Diversity Portfolio has focussed on the following issues:

- Group wide initiatives that strategically develop, retain and connect women;
- Linking diversity initiatives to strategic business issues;
- Establishing more open discussions regarding talent and diversity where vacancies for senior roles occur; and
- Working with the business to support Segment Diversity Initiatives.

DIVERSITY HIGHLIGHTS FOR 2007-08:

- Refresh of the Qantas Diversity Council;
- First ever recruitment campaign focussed on women;
- Establishment of targets for recruitment of women into senior roles;
- Establishment of female networking forums in Qantas Engineering and Services Segments;
- Establishment of Female Pilot's Forum;
- Focus on the representation of women at senior levels as part of the 2007-08 EXCO Talent Review;
- Development of a more systemic approach to the development of women for managerial roles;
- Introduction of talent database to link key talented women linked to appropriate vacancies;
- Sponsorship of Ms Entrepreneur Magazine. Link between this sponsorship and Qantas' Inflight Entertainment Program by running short films on the successful business women profiled in Ms Entrepreneur;
- Continued expansion of *Women @ Qantas Mentoring* Program;
- Promotion of 19 women to senior roles across the Group;
- Recruitment of 9 women into senior roles;
- Fourth International Women's Day Event held on 7 March, 2008.
- Increase in the number of women represented in the top talent group from 21% to 26%;
- Project management of new child-care centre near Brisbane airport scheduled to open in October 2008
- Increase in paid maternity leave from 10 to 12 weeks;
- Increase in entitlement to total maternity leave period from 12 to 24 months

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

ASCO Group	Female FTE				Male FTE				Grand Total
	Full Time	Casual	Part Time	Total Female	Full Time	Casual	Part Time	Total Male	
Business and Adm Associate Professionals	388.8	1.0	38.0	427.7	373.9	6.1	2.6	382.5	810
Business and Information Professionals	573.4	0.0	71.6	645.0	683.1	1.0	1.4	685.5	1330
Cleaners	30.0	3.6	18.7	52.2	71.0	2.6	4.6	78.1	130
Education Professionals	26.0	0.0	2.0	28.0	107.2	14.5	0.0	121.7	149
Electrical and Electronics Tradespersons					1.0	0.0	0.0	1.0	1
Elementary Clerks	6.0	0.0	3.7	9.7	8.0	1.0	0.0	9.0	18
Elementary Sales Workers	1.0	0.0	0.5	1.5					1.5
Food Tradespersons	618.0	32.1	55.2	705.2	532.0	17.8	23.5	573.3	1278.5
Generalist Managers	58.6	0.0	3.3	61.9	219.0	0.0	0.0	219.0	280.9
Health and Welfare Assoc Professionals	1.0	3.2	0.0	4.2	0.0	1.0	0.0	1.0	5.2
Intermediate Clerical Workers	874.3	3.0	114.8	992.1	861.2	2.0	10.6	873.8	1865.9
Intermediate Clerical, Sales & Services	22.2	0.0	2.3	24.5	20.1	0.0	0.7	20.8	45.3
Intermediate Machine Operators	206.8	7.2	39.4	253.4	1886.3	53.8	496.4	2436.5	2689.9
Intermediate Plant Operators	54.7	0.0	13.6	68.2	79.1	0.0	3.9	83.0	151.2
Intermediate Sales and Related Workers	1304.9	3.4	375.8	1684.1	537.0	0.0	26.6	563.6	2247.7
Intermediate Service Workers	1163.5	10.1	1003.4	2177.1	1002.8	2.6	202.7	1208.1	3385.2
Managing Supervisors (Sale and Service)	78.0	0.0	5.1	83.1	93.0	0.0	0.0	93.0	176.1
Mechanical and Fabrication Eng Tradespersons	50.0	0.5	0.6	51.1	3516.9	33.3	4.8	3554.9	3606.0
Other Advanced Clerical and Service Workers	4409.5	488.0	331.6	5229.1	2567.1	135.0	30.8	2732.9	7962.0
Other Intermediate Production and Transport	52.0	0.0	0.0	52.0	616.7	1.0	6.8	624.5	676.5
Other Labourers and Related Workers	172.0	8.9	0.0	180.9	189.0	2.0	0.0	191.0	371.9
Other Trades and Related Workers	2.0	0.0	0.0	2.0	116.0	1.0	0.0	117.0	119.0
Other Tradespersons and Related Workers					17.0	0.0	0.0	17.0	17.0
Road and Rail Transport Drivers	25.0	0.0	0.0	25.0	218.8	0.0	12.0	230.8	255.8
Science, Building & Engineering Professionals	5.0	0.0	1.1	6.1	160.1	0.0	0.0	160.1	166.1
Science, Engineering Associate Professionals	18.5	0.0	0.4	18.9	502.9	0.0	0.0	502.9	521.9
Secretaries and Personal Assistants	58.0	0.0	7.4	65.4	1.0	0.0	0.0	1.0	66.4
Social, Arts and Miscellaneous Professionals	119.0	0.0	0.0	119.0	3063.1	2.0	2.5	3067.6	3186.6
Specialist Managers	615.4	1.0	34.8	651.3	1180.3	0.0	3.5	1183.8	1835.1
Unknown - Agency Employee/ Contractor	1.0	288.6	1.0	290.6	6.0	629.5	0.0	635.5	926.1
Grand Total	10934.7	850.5	2124.1	13909.3	18629.4	906.1	833.5	20369.0	34278.3

2. ANALYSIS – QANTAS GROUP

2.1 QANTAS BOARD PRESENCE

During the reporting year, the Chair, Ms Margaret Jackson AC, did not seek re-election. The Board currently has one female director Non-Executive Director, Ms Patricia Cross.

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: 31%
 - Level 3 23%
 - Level 4 23%
 - Level 5 36%
- Female representation in Australian-based operations: 39%
- Female representation in overseas operations: 60%
- Female representation of new hires for the reporting period: 48%
- Female representation as a percentage of our Indigenous employees: 48%

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:** 72 female pilots 3%
 - Of these, 13 are Captains, 32 are First Officers, 27 are Second Officers
- **QantasLink (Regionals):** 13 female pilots 3%
 - Of these, 5 are Captains, 7 are First Officers, with 1 Training Captain
- **Jetstar:** 14 female pilots 3%
 - Of these, 4 are Captains, 10 First Officers
- **JetConnect (NZ operation):** 2 Female pilot with ranking as First Officer 2.5%

2.3.2 ENGINEERS AND APPRENTICES

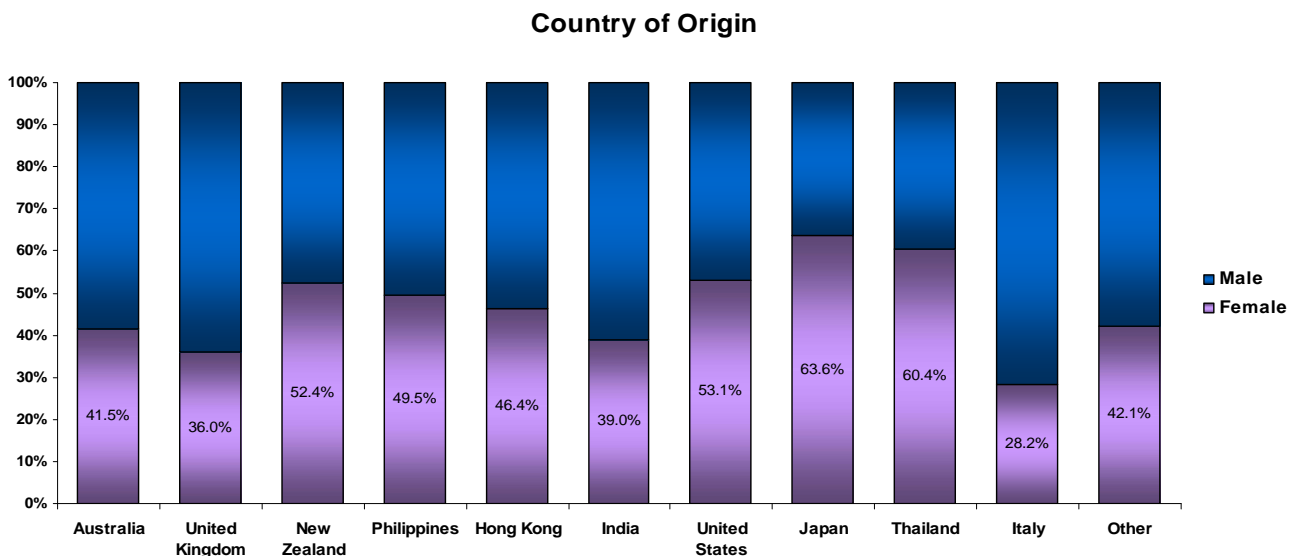
- There is a total of 117 females represented in this category. 3%

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 24.6% and the following graph (B) identifies the major ethnic and racial groups represented.

Approximately 8.3% of employees across the Qantas Group have a foreign language skill.

GRAPH B – COUNTRY OF ORIGIN



3. ACTIONS TAKEN

3.1 DIVERSITY COUNCIL

This year saw the refresh of Qantas' Diversity Council. The Council was established to provide a governance and reporting mechanism, a forum for championing diversity issues and a link to senior line management.

The Council is comprised of a selection of senior executives and is chaired by an Executive General Manager and is accountable to the CEO and Executive Committee. The Council meets 10 times per year.

The Diversity Council is accountable for:

- Confirming that the Diversity strategy will underpin and support the Qantas Group Strategy and business goals;
- Championing diversity issues and programs, eg the Indigenous Program across the Qantas Group;
- Defining and measuring progress against a Diversity Scorecard which is a subset of the Sustainability Report;

- Sharing Diversity best practice across the Qantas Group;
- Removing roadblocks to resolving Diversity issues;
- Promoting a diverse and inclusive corporate culture;
- Monitoring the diversity of our employees, customers, and shareholders, and reflecting this in our policies, programs, communications and service offerings; and
- Communicating our Diversity journey to key stakeholders.

During the reporting period the Council reviewed the Diversity Scorecard and established targets for a percentage of women to be employed at senior levels.

3.2 RECRUITMENT AND SELECTION

Female representation of new hires for the reporting period is 48% of total hires.

In the Qantas Graduate Program, 36 graduates were recruited in 2008, 12 of these were women, representing 33% of total graduate intake.

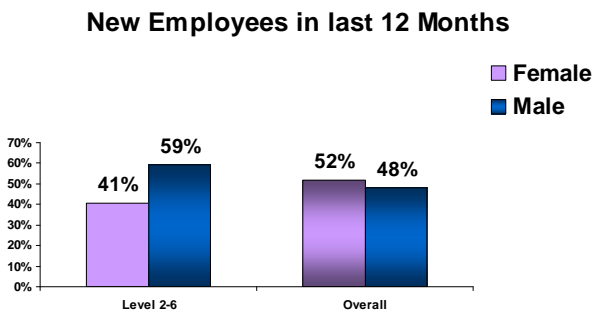


FIGURE 1

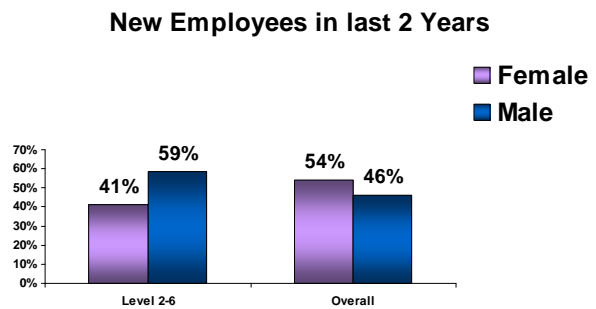
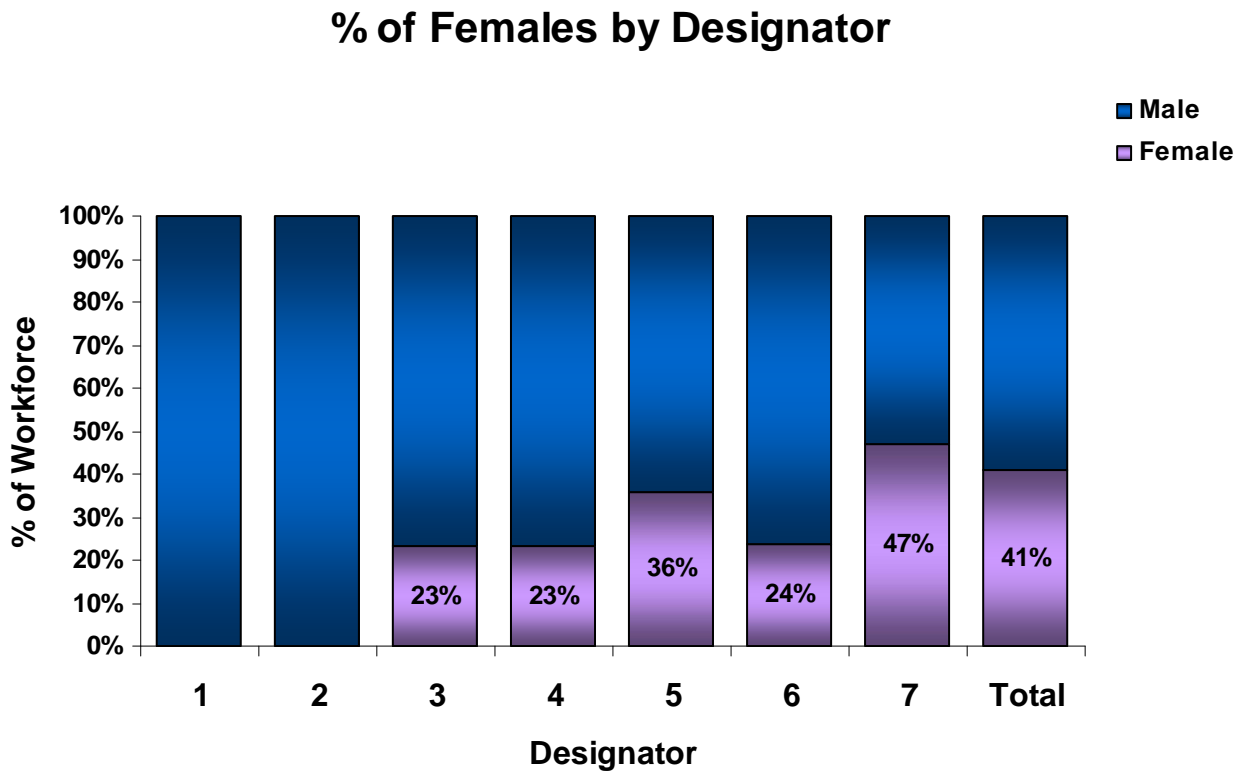


FIGURE 2

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



Of concern is the fact that there continues to be no female representation at Level 2 (direct report to the CEO). Female representation in Qantas’ workforce overall has decreased slightly from 42% to 41%. There has been a slight increase in the representation of females at Levels 3, 4, 5 and 6 (1%, 2%, 2% and 4% respectively) since the last reporting period.

3.3 PROMOTION AND TRANSFER

This year there has been a significant increase in the number of women promoted into senior roles. Specifically 31% of promotions Level 3 and 4 roles have been women. This is a 11% increase on this figure for the last reporting year. Additionally 34% of external hires recruited into Levels 3 and 4 for the reporting year were women. This is similar to last years’ figures.

3.3.1 Gender and Talent

The Talent Portfolio has a strong focus on Diversity, with a special focus on supporting and developing talented senior women within the organisation. During the course of the reporting year Qantas has adopted a more systemic approach to talent identification and succession planning, which has been an important platform for the attraction, retention and development of women. The Chief Executive Officer has advocated for greater representation of women into senior roles across the organisation and regularly challenges direct reports in talent conversations.

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; and
3. Connect talented women internally and externally to broaden careers, and enhance networks.

To support this strategy the Qantas Group has used the available talent infrastructure to create tangible goals and commitments to our senior women. For example, there are targets for women to participate in our key development programs and mentoring is offered to all women promoted into senior roles. Additionally, the subject of women appointed to senior roles is a standing topic of discussion at the CEO led group talent review.

The talent portfolio has coverage of the identification, development and retention of the talent pipeline from graduates to emerging leaders (levels 5-7) to top talent (levels 3-4). A report on these activities and key wins follows:

- Sound improvement in the number of women rated as Top Talent from 21% to 26%.
- Increase in the number of female participants in our most senior talent development program, the Senior Executive Program, from 13% female participation last reporting year to 26% this year.
- Solid 45% female participation rate in our mid level talent development program, the Emerging Leaders Program.
- Continued commitment to the *Women @ Qantas Mentoring Program* with 20 new participants.
- Ongoing support for Qantas' Diversity Dialogue Series – a series of events focussed on women held over the course of the year. Events held during this year included:
 - Qantas' Annual International Women's Day Event, keynote speaker, Linda Burney MP, 120 senior women from across the Group attended this function;
 - Women @ Qantas Mentoring Launch for 2008 – 50 senior women attended this launch which had a focus on networking for senior women across the Group; and
 - Business Forum - keynote speaker female non-executive member of the Qantas Board.

These forums were very well attended and received.

- Increase in the frequency of talent brokering sessions from quarterly to monthly conducted at Top Talent level to target women for line and development roles. This process, which helps guard against inadvertent discrimination, is becoming embedded in the organisation and an accepted way of managing talent. Brokering processes in 2008 identified two senior women for key appointments within the Sales and Internal Audit areas.
- Representation at the Harvard Leadership Program by one senior female executive. The Harvard Leadership Program is an intensive one-week program, which was attended by five Qantas executives.
- Continued commitment to the Chief Executive Women's Dinner. This year Qantas Hosted a table of 10 senior women at this function.
- Qantas joined women on Boards. Membership of Women on Boards provides additional development for the alumni of our *Women @ Qantas Mentoring Program* women. All alumni of *Women @ Qantas Mentoring Program* were invited to attend the launch of this initiative.
- Sponsored the Annual Women, Management and Employment Relationship Conference.

MENTORING OUTREACH

During the course of the year Qantas conducted a qualitative review of the *Women @ Qantas Mentoring Program*. This provided us with an opportunity to meet one on one with the senior women who are participants in this Program and understand the benefits that they have gained as a result of their participation.

The results from the review found that the benefits of participation in the Program included building networks and contacts within different business segments, being able to talk through difficult work issues and also discuss career and an opportunity to discuss work life balance issues.

As a result of this internal review of the Program we have made minor adjustments to the Program to ensure that it continues to meet its objectives.

3.3.2 BUSINESS SEGMENT INITIATIVES – CORPORATE GROUPS

The Corporate Groups at Qantas are committed to attracting, developing and retaining women within senior management. For the purposes of this report Corporate Groups comprises Chief Financial Officer and Strategy (CFO&S) and Risk and Assurance. The initiatives in this reporting year include:

- Providing external mentoring and/or coaching for key senior women and/or women in highly specialised positions or who have moved into management positions within the Risk and Assurance arm of the Corporate Groups
- The establishment of a Future Leaders' Program within Risk and Assurance which at present is composed of 33% female employees.
- CFO&S approved a number of leave without pay requests to female staff to assist them with activities outside the workplace or developmental opportunities. An example of this was the approval of 2 years leave without pay application for a Senior Manager in Internal Audit to enable her to undertake travel and gain work experience with a top accounting firm in London.
- Creation of two part-time General Manager level roles and promotion of women into these roles.
- Presently 43% of the Qantas Corporate Emerging Leaders within the CFO & Strategy segment are female.
- Promotion of woman to Group General Manager Shared Services role.
- 50% of the top leadership team reporting to the Chief Finance Officer are female.
- The Corporate Group supports a variety of flexible work arrangements for women with carers responsibilities including working from home, job share arrangements, extended maternity leave and part time work.

3.3.4 BUSINESS SEGMENT INITIATIVES – QANTAS FREIGHT ENTERPRISES (QFE)

Over the last reporting year QFE has put in place or further developed a range of practices and measures designed to assist and promote women within this business.

- QFE has accommodated a variety of requests from women with carers responsibilities to allow for flexible working arrangements. These includes part-time work and working from home arrangements.
- Over the last reporting year a number of employees who are currently on maternity leave have, by agreement, extended their period of leave from 12 months to 2 years.
- Freight has adjusted its' shift patterns and rostering practices to accommodate set shifts for a number of female staff with family responsibilities. For example in Perth there are lines on the clerical roster with "parent hours" ie 0700-1500 (FT) or 1000-1500 (PT) that staff with children can request.
- During the reporting year QFE has accommodated requests to move women to less demanding work areas during periods where they were experiencing stressful situations at home.
- In the previous 12 months, 2 women have been promoted into Freight senior management – one as General Manager People and one as General Manager Strategy
- A founding member of the Making Connections Network in Services.

3.3.5. BUSINESS SEGMENT INITIATIVES - LOYALTY

Qantas Loyalty formed as an individual segment within the Qantas Group in July 2007. Women represent 62.5% of all new-hires into the segment, with 35% of these appointed into Management positions. Within the reporting period four women have been promoted into Management roles. The total female representation in Qantas Loyalty is 54%.

Qantas Loyalty has implemented a new process that enables employees to negotiate their own transitional arrangement when returning to work from parental leave. This provides employees with the opportunity to contribute to ensuring that their work can be managed in a suitable way for the employee whilst also addressing the needs of the business. Qantas Loyalty recently had its first male employee return from paternity leave on a part-time basis. In the past 12 months Qantas Loyalty has implemented multiple Leave

Without Pay arrangements to accommodate employees commitments outside of work and as a retention initiative. 16% of the Loyalty workforce is permanent part-time.

Qantas Loyalty supports the professional development of our female talent and leaders by advocating their participation in Corporate Development Programs including Emerging Leader Program and the Women@Qantas Mentoring Program.

3.3.6 BUSINESS SEGMENT INITIATIVES - QANTAS AIRLINES

The Qantas Airlines segment comprises two of the four flying businesses operated by the Qantas Group and incorporates International, Domestic and Australian Regional Flying (QantasLink). It is the largest of the Qantas Group's businesses, employing more than 16,000 staff across Cabin Crew, Pilots, Sales and Distribution, Marketing, Pricing, Finance and a number of other areas. Over the last year there have been a number of promotions of women into senior roles within Qantas Airlines – in particular there was the promotion of women into the Group General Manager Marketing and Regional General Manager Sales roles.

QANTAS AIRLINES – REGIONAL AIRLINES

During the course of the reporting year the QantasLink Customer Service Area implemented an innovative rostering system to accommodate a number of requests for part-time and more family friendly full-time shift hours. The QantasLink Customer Service Area has 50 employees working shifts across 7 days. Four staff in this area were returning to work from maternity leave around the same time and were seeking to return to work on a part-time basis. A further three employees were working full time in the area having recently returned from maternity leave.

Feedback from these employees suggested that even though part time hours were available they provided limited flexibility. These employees requested changes to the roster that would allow them to choose their days of work as well as their hours. QantasLink accommodated this request by setting the minimum number of hours per week for these staff at 12 with a minimum of two days per week. This meant that employees could now choose to either concentrate their hours over two days or spread them across the week depending on their own requirements.

This initiative has been well received by staff and has made good business sense by ensuring that key skills have been retained within the business.

QANTAS AIRLINES – CUSTOMER PRODUCT & SERVICES

We reported last year that Customer Product & Services had introduced unlimited part-time opportunities for all Cabin Crew. In 2007/08 Cabin Crew sick leave has decreased by 20% which is an excellent result for the business and demonstrates that flexible work practices can bring solid business benefits. Cabin Crew is a female dominated area of the business.

The reporting period also saw the promotion of a female into the General Manager Customer Experience Delivery role.

QANTAS AIRLINES – FINANCE, NETWORK, OPERATIONS & PRICING (FNAOP)

In Finance, Network, Operations & Pricing 46% of employees are female. 56% of new hires into FNAOP in the last 12 months were female. The following are a number of examples of how this Division is providing and promoting equal opportunity for women:

- 2 of the 3 nominations for the Emerging Leader Program were women;
- 2 senior women participating on the Women @ Qantas Mentoring Program;
- 43% of promotions to executive level roles were women; and
- There is an open policy for the assessment and consideration of part-time/job-share opportunities.

QANTAS AIRLINES – FLIGHT OPERATIONS (PILOTS AND GROUND STAFF)

During the course of the reporting year there has been a number of initiatives within the Flight Operations area which have supported Qantas' overall Diversity policy. In particular:

FEMALE PILOTS FORUM

In March 2008 Qantas hosted an open forum for female pilots. The purpose of the forum was for female pilots to discuss candidly the issues that affect them in their highly visible role. The group spoke candidly and positively during the course of the forum and also expressed their interest in attending similar meetings. As a result of this the planning for a Female Pilots Forum commenced. This forum, due to meet for the first time in June, will provide Qantas mainline and QantasLink female pilots an opportunity to meet and network. This forum has the strong support of the Chief Pilot.

RECRUITMENT

10% of pilots recruited this year were female. This is an increase on the percentage of females recruited in previous years.

3.3.7 BUSINESS SEGMENT INITIATIVES - JETSTAR

Overall the number of females in Jetstar's workforce remains at 53% of the total workforce. Over the past twelve months 55.3% of all new hires were female – a 2.5% increase on last year. At management level, women represent 54% of the Top Talent identified (an increase of 16% from last year). At the management level there has been a decrease in the number of female managers from 39% to 32%. 33% of junior managers are women and women represent 40% of the 2008 cohort for the Jetstar Graduate Program.

In order to assist the development of women within Jetstar women have participated in a number of leadership development opportunities. Some of the programs include the *Women@Qantas Mentoring Program*, participation in the Emerging Leaders Program, participation in the the Jetstar-Swinburne People Management Program and attendance at external programs for example the Asialink Leaders Program.

18% of women working in Jetstar work on a part-time basis to balance caring and personal responsibilities. Part-time positions are across all levels within Jetstar from frontline shift workers to managerial level.

3.3.8 SERVICES

During the course of the reporting year the Services Segment (comprising Airports and Catering) commenced a women's networking forum "Making Connections". This forum was initiated by the Group General Manager People within the Segment who saw the need to engage, develop and retain emerging and executive women, especially in operational areas, within this Segment. The Group General Manager People had also been a participant in the Women@ Qantas Mentoring Program and was aware of the benefits of being involved in women's networks when employed in male dominated work environments. The concept for the forum was for a "member driven" network to share thoughts, develop ideas, take time out to reflect, energise and to build safe networking opportunities for women within Services. The Forum now has about 50 members with 20-30 meeting each month to discuss ideas for shaping how women can excel at Qantas. Topics for discussion at the Forum have included influencing skills, the art of networking and presentation skills.

An offshoot of the Making Connections Network has been the establishment of a peer mentoring program for women across the Segment. This peer mentoring initiative is an opportunity for peers to connect with other women from within the Segment outside the regular monthly forums.

3.3.9 QANTAS ENGINEERING

In December 2007 senior women from within the Qantas Engineering business who had attended the Services Making Connections Forum established a similar forum within Engineering. The Forum originally

met quarterly and is now meeting bi-monthly. The format is to have an external guest speaker address the group followed by networking among the invitees. The theme of topics for discussion has been around the issue of women working in non-traditional environments.

The Making Connections Forums have received very positive feedback and has strong support of the Executive General Manager Qantas Engineering.

3.3.10 PEOPLE

The Qantas People function promoted 4 women into General Manager roles and 1 Manager into a Group General Manager role over the 2007/08 reporting period. The promotion of these women into the senior roles confirms that Qantas are able to develop people internally and then promote them.

The Qantas People function also co-facilitated a 10 day residential development program – the Practitioner of Change Program. This Program had a 71% female participation. Talented HR professionals are nominated onto this Program from across the Qantas Group. Alumni of the Program experience good rates of promotion into more senior roles.

3.4 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. These programs are available to all our people.

3.4.1 STANDARDS OF CONDUCT TRAINING (INCLUDING EEO AND HARASSMENT AWARENESS TRAINING)

During the course of the reporting year there has been a targeted approach to developing our front-line managers in fundamental people management skills. We have trialled programs in Catering and Telephone Sales. One component of the Program is designed to educate supervisory level managers in relation to their responsibilities to manage harassment and discrimination issues/complaints as they arise in their work environment and to provide skills to manage these issues.

The EEO Department monitors our compliance standards for ongoing training in this area and for the effective resolution of complaints – we continue to focus on training and refresher training for our people across Qantas Group.

Qantas continues to send managers and front line supervisors to a 2 day Investigations and Disciplinary Procedures Training Program run by Blake Dawson Waldron, Lawyers. The aim of this training course is to ensure a consistent understanding of Qantas' policies and procedures as well as legal obligations when investigating disciplinary matters.

3.5 WORK ORGANISATION, FLEXIBLE WORK ARRANGEMENTS AND OTHER SUPPORT INITIATIVES

3.5.1 PAY EQUITY

An analysis of gender equity in pay has been undertaken by the Remuneration and Recognition division in preparation for the July 2008 pay and performance review process for executive and managerial staff. This review, and the analysis of current pay differentials plus trend increases since 2005, will be an input to the Groupwide July 2008 Executive Fixed Annual Remuneration review.

3.5.2 FLEXIBLE WORK ARRANGEMENTS

The Qantas Group recognises that our female staff in particular need to balance a range of work and personal commitments, especially family responsibilities. While there is no single solution to the diverse demands of work, social and family responsibilities, Qantas is committed to helping staff balance these demands. To this end there are a number of support initiatives provided by the Qantas Group under the umbrella of its Work-Life Program.

The availability of these initiatives is dependent on the Business Segment's operational requirements. However, as detailed earlier in this report, Qantas has found that in many areas the use of flexible work arrangements has benefited both the business and the individual employee.

Examples of support initiatives include:

- Flexible work practices including part-time and job-share;
- Flexible leave arrangements including time off in lieu of overtime and make up time; and
- Access to a 15 day personal/carer's leave "pool" each year (which accumulates).

3.5.3 PARENTAL LEAVE ANNOUNCEMENT

While Qantas staff already enjoyed parental leave entitlements, that compared favourably with similar sized organisations in corporate Australia, on 27 November 2007, Qantas announced it would further enhance these benefits including:

- increasing paid maternity leave from 10 to 12 weeks;
- increasing paid adoption leave from 10 to 12 weeks;
- continuing paid paternity leave of 1 week; and
- increasing the total period of parental leave (paid and unpaid) for the primary care-giver of a child from 52 weeks to 104 weeks.

Those currently on maternity leave were informed of the changes and given the ability to extend (unpaid) parental leave in line with the announcement.

3.5.4 QANTAS KEEP-IN-TOUCH PROGRAM

Qantas currently has 837 women on maternity leave. Qantas has a well-developed Keep-in-Touch Program for women on maternity leave. Under the Program, employees can elect to receive Group wide communications such as the Qantas News and/or information from their individual departments such as minutes of meetings and project status updates.

To support women returning to the workplace following maternity leave, Qantas engages FamilyBiz to provide training seminars on topics such as coping with being a parent whilst resuming a career.

These initiatives have helped Qantas achieve a retention rate of 92% for employees post a period of maternity leave.

3.5.5 EMPLOYER-SPONSORED CHILDCARE

Qantas is increasing its portfolio of childcare centres with the construction of a third "Joey Club". Details are below:

The Joey Club, Brisbane: Located at 6-8 The Boulevard, Brisbane Airport, The Joey Club Brisbane will be opened to families in October 2008 and plans to cater for 75 places per day. To support all employee groups likely to use the centre, the Joey Club, Brisbane will offer irregular bookings for shift workers and cabin crew.

The Joey Club, Melbourne: Located at 450 Melrose Drive, Melbourne Airport, The Joey Club Melbourne opened to families in a state of the art complex on 8 January 2007 and caters for 65 places per day. The Melbourne Joey Club also allows irregular booking for shift workers and cabin crew.

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. After a successful trial, the Sydney Joey Club has extended its closing time in response to family needs.

Families utilising the Joey Clubs are reporting high levels of satisfaction and often comment on the calm and serene environment enjoyed by their children.

3.5.6 QANTAS HEALTH AND WELLBEING PROGRAM

Qantas recognises that staff want to improve their health and fitness. To assist in this pursuit:

- Qantas has engaged Weight Watchers to facilitate the Weight Watchers at Work program. This program has run in Sydney, Melbourne, Perth and Brisbane and been utilised by approximately 200 (mostly female) employees. The program is around 30% cheaper than the cost of Weight Watchers community programs and is paid for by participating staff members;
- Qantas has funded Quit smoking information sessions and programs in various locations including Sydney, Perth and Tamworth, to assist staff who wish to stop smoking;
- Staff are able to use Qantas premises for on-site health and fitness classes (including yoga, pilates and boxing) run by professional instructors at favourable rates negotiated by Qantas; and
- Qantas sponsored 280 staff to participate in the 2007 Global Corporate Challenge where teams of 7 recorded their daily steps and competed in a virtual race around the world. Qantas will be participating in the Challenge again this year.

3.5.7 QANTAS EMPLOYEE ASSISTANCE PROGRAM (EAP)

The Employee Assistance Program is a self-referral program available to all employees across the Qantas Group. As foreshadowed in last year's EOWA Report, in August 2007, Qantas expanded the EAP to allow on-line counselling and resources, in particular to allow employees absent from their home base for significant periods (eg. cabin crew and pilots), to easily access the service.

4. EVALUATION AND FUTURE ACTIONS

4.1 SUMMARY

Qantas has made a number of significant achievements in the Diversity Portfolio during the 2007/2008 reporting period. This progress spans systems, networking forums, gender and diversity and policy. Some of the key initiatives are detailed below:

- Establishment of Networking Forums in two large segments, Qantas Engineering and Services and the preparation for a similar networking forum for female pilots. These changes signify the profile that Diversity now has across the organisation.
- Refresh of the Diversity Council and the establishment of solid diversity metrics is another great achievement which adds to the other initiatives that raise the profile of the Diversity strategy overall.
- Additionally there has been a noticeable shift to more systemic activities that support women across the Group. The embedded nature of the Diversity Portfolio in key businesses processes has assisted raising the profile of talented women to the most senior level. This has been a strong contributing factor in numbers of women who have achieved promotion and in the percentage increase in the number of women seen as top talent across the organisation.
- Qantas' continued focus on providing flexible work practices to all staff has seen the extension of unpaid maternity leave to 2 years and the increase in the paid maternity leave allowance for women to 12 weeks. The work of individual segments in increasing flexible work arrangements such as the initiatives described within this report are becoming more common place and are seen as positive outcomes for the business

- While there have been some good successes it is still a concern that there is no representation of women at Executive Committee level (direct reports to the CEO). While we have made significant progress in the Diversity Portfolio over the course of the last 12 months there is still work to do in identifying women for our most senior roles and developing and supporting them. This will continue to be the focus of the program for the next 12 months.

There is now considerable momentum around the Diversity strategy and we anticipate that over the course of the next reporting year we will continue to build on the current strong foundations and add to them.

4.2 FUTURE ACTIONS – 2008/2009

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 2008/09 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 2008/2009.

1. Attendance by two women to the 2008 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
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 2009.
5. Develop and roll out a program to assist senior women in career planning.
6. Embed the use of the talent database to provide information on female talent as candidates for senior roles and to ensure we can 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. Participation in the Women on Boards development program for designated senior women.

The 2007/2008 Equal Employment for Women in the Workplace Report for QANTAS AIRWAYS LTD is accepted as a true and accurate record.

Signed by: EGM People

Print name: Kevin Brown

Title: Executive General Manager, People, Qantas Airways Ltd

Date: 31 May 2008

Signed by: CEO

Print name: Geoff Dixon

Title: Chief Executive Officer, Qantas Airways Ltd

Date: 31 May 2008

Legal name of your organisation:	QANTAS AIRWAYS Limited		
If name has changed since your last EOWA report please indicate previous name:	N/A		
Trading name (if applicable):	The following business names are registered to Qantas Airways Limited - Q2B, Qantas Business Travel, Jetstar Qantas, Qantas Jetstar. Qantas Flight Catering Holdings Limited holds the registered business name for Q Catering. Qantas Holidays Limited is the registered owner of Viva! Holidays.		
Total No. of employees:	36,474	Organisation's ABN: 16 009 661 901	
Major business (earning) activity:	Scheduled Air Transport		
What is your ANZSIC Code (Aust. & NZ Standard Industrial Classification) AND industry description. Refer www.abs.gov.au :-			
Switchboard	Number: 02 9691 3636	Facsimile: 02 9691 3277	
Physical	Address: Building A, Level 4, 203 Coward Street Mascot	State: NSW	Postcode: 2020
Postal Address:	As above	State:	Postcode:

Who is the ultimate responsible Australian company (parent) for your organisation? For complex organisational structures, you may wish to include an organisational chart indicating parents and subsidiary companies.

QANTAS AIRWAYS Limited

Which organisations are you reporting on in this report?

Please see the attached schedule for the detailed Corporate Structure as at 31 March 2008.

Finance & Strategy, Qantas Airlines, Jetstar, Qantas Engineering, Risk and Assurance, Services (Catering and Airports), Qantas Freight Enterprises, Loyalty and People

Note: Risk and Assurance includes Group Security, Group Safety, Group Environment, Group Risk, Group OH&S, Internal Audit, Aviation Health Services

Sunstate Airlines (Qld) Pty. Limited, Southern Australia Airlines Pty Ltd, Airlink Pty Limited and Eastern Australia Airlines Pty Ltd operate / have operated under the trading name "QantasLink"

(If any of the above organisations are listed on the Aust. Stock Exchange, please provide their ASX code/s):

QANTAS AIRWAYS Limited –QAN (ASX code)

Have any of the companies you reported on last time a) changed their name, b) been sold, or c) ceased trading? YES X NO		
	a) Previous Name	a) New Name
a) Organisations that have changed their names:	Minor changes during the year. Please see attached schedule for detail.	
b) Organisations sold (include details of new owner if available):		
c) Organisations that have ceased trading:		

CEO DETAILS: Title: Mr First Name: Geoff Family Name: Dixon
Job Title: Chief Executive Officer e-mail (or PA's): lynettecollins@qantas.com.au
Telephone: 02 9691 3477 Fax: _____
Address: Building A, Level 9, 203 Coward Street Mascot NSW 2020

REPORT CONTACT DETAILS:

Title: Ms First Name: Liz Family Name: Pearce
Job Title: Development Manager People Community e-mail: lpearce@qantas.com.au
Telephone: 02 9691 4534 Fax: 02 9691 4278
Address: Building A, Level 4, 203 Coward Street Mascot NSW 2020