



2008/2009 Annual Report

for the

Equal Opportunity for Women in the Workplace Agency

May 2009

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QANTAS AIRWAYS LTD

***Equal Opportunity for Women in the Workplace Agency
Report 2008/2009***

1. INTRODUCTION

The Qantas Group is covered by the Equal Opportunity for Women in the Workplace Act 1999 (Commonwealth) and to comply with the Act is required to:

- develop an equal opportunity for women in the workplace program; and
- report annually (by 31 May) to the Equal Opportunity for Women in the Workplace Agency (EOWA) on the program and its effectiveness.

This report is being submitted on behalf of the Qantas Group and covers our EEO workplace program activities during the reporting period 1 April 2008 to 31 March 2009.

The annual report for 2008/2009 covers the Corporate and Business Segments under the umbrella of the Qantas Group. The Business Segments within the Qantas Group are:

- Qantas Airlines, incorporating Regional's (Qantas Link) and Australian Airlines
- Qantas Airlines Operations, incorporating Engineering, Airports and Catering
- Jetstar Airways, incorporating domestic, international and Jetstar Asia
- Strategy & Investments including Freight and Jetset TravelWorld Group (majority owned)
- Loyalty
- Finance
- Corporate Services & Technology
- Risk & Assurance
- Government & Corporate Affairs
- General Counsel
- People

The content of this report covers the Qantas Group as a whole, however, in certain circumstances special mention of the initiatives that individual Business Segments have implemented will be made.

DIVERSITY HIGHLIGHTS FOR 2008/2009

- Establishment of female networking and development forums- Chief Executive Women, Women on Boards, My Mentor, Making Connections
- Female recruitment campaign in Ms Entrepreneur
- 6% increase in the number of female new hires in layers 2-6 of the Qantas Group
- Creation of the Engineering Summer School, which targeted female participants
- Increase in the female graduate intake by 10%
- Appointment of an additional female to the Qantas Board
- Increase in the number of female pilots within Qantas Airways and QantasLink, and the number of female engineers and apprentices
- Increase in the number of females in the Senior Executive Program from 26% to 33%
- Increase of 13% female participation at the Harvard Leadership Program
- Female retention rate of 93%
- Opening of the 3rd Joey Club child-care facility in Brisbane
- Overall maternity leave retention rate for female employees in 2006 was 93%
- Fifth International Women's Day Event held on the 9th March, 2009
- Continued support for the Women Pilots Forums
- Amendments to the Carer's Leave policy to enable ease of application
- Increased carer's leave entitlements to 2 additional days of unpaid leave when other carer's leave entitlements have been exhausted

2. WORKFORCE PROFILE

As at 31st March, 2009 the Qantas Group has a total workforce of approximately 33,733 (full time, part time and casual employees). The workforce profile is provided in Table A, using the standard ASCO definition.

2.1 WORKFORCE PROFILE: QANTAS DESIGNATOR DEFINITIONS

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

- Level 1: CEO and Managing Director
- Level 2: Group Executive
- Level 3: Executive Manager/ Head of Department (defined by reporting line, e.g. direct reports of EGM)
- Level 4: Head of/ 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)

Table A: Qantas Workforce Profile

ASCO Group	Female FTE				Male FTE				Grand Total
	Full Time	Part Time	Casual	Total	Full Time	Part Time	Casual	Total	
Business and Adm Associate Professionals	427.1	55.1	1.0	483.2	460.4	2.6	1.1	464.0	947.1
Business and Information Professionals	530.1	78.0	0.0	608.1	610.4	2.2	0.5	613.1	1221.2
Cleaners	37.0	23.6	1.3	61.9	91.0	10.5	1.3	102.8	164.7
Education Professionals	21.0	2.6	1.0	24.6	105.7	1.7	6.9	114.3	138.9
Electrical and Electronics Tradespersons					1.0	0.0	0.0	1.0	1.0
Elementary Clerks	4.0	3.8	0.0	7.8	4.0	0.0	0.0	4.0	11.8
Elementary Sales Workers	16.0	2.3	0.0	18.3	5.0	0.0	0.0	5.0	23.3
Elementary Service Workers	1.0	0.0	0.0	1.0	8.0	0.0	0.0	8.0	9.0
Food Tradespersons	563.1	43.7	15.1	621.9	514.6	22.0	8.1	544.6	1166.5
Generalist Managers	57.6	6.8	0.0	64.4	221.0	0.0	0.0	221.0	285.4
Health and Welfare Assoc Professionals	0.0	0.0	1.2	1.2					1.2
Intermediate Clerical Workers	741.8	101.9	3.0	846.7	749.9	7.3	2.0	759.2	1605.9
Intermediate Clerical, Sales & Services	18.1	4.8	0.0	22.8	22.0	1.0	0.0	23.0	45.8
Intermediate Machine Operators	282.7	43.6	14.4	340.6	2055.0	479.9	39.5	2574.4	2915.1
Intermediate Plant Operators	56.0	14.2	0.0	70.2	74.0	2.0	0.0	76.0	146.2
Intermediate Sales and Related Workers	1253.2	383.4	0.0	1636.6	507.9	24.2	0.0	532.1	2168.6
Intermediate Service Workers	1210.4	1030.0	6.5	2246.8	991.2	219.4	2.1	1212.6	3459.5
Managing Supervisors (Sale and Service)	76.7	5.1	0.0	81.8	109.9	0.0	0.0	109.9	191.7
Mechanical and Fabrication Eng Tradespersons	51.0	1.5	0.0	52.5	3550.3	8.4	44.1	3602.7	3655.2
Other Advanced Clerical and Service Workers	4374.0	336.8	339.0	5049.8	2533.5	29.6	95.0	2658.1	7707.9
Other Intermediate Production and Transport	44.0	1.0	0.0	45.0	567.8	3.6	0.0	571.4	616.4
Other Labourers and Related Workers	103.0	0.0	8.3	111.3	153.0	0.0	2.0	155.0	266.3
Other Trades and Related Workers	3.0	0.6	0.0	3.6	104.0	0.0	0.0	104.0	107.6
Other Tradespersons and Related Workers					18.0	0.0	0.0	18.0	18.0
Road and Rail Transport Drivers	34.0	0.0	0.0	34.0	202.0	5.3	0.0	207.3	241.3
Science, Building & Engineering Professionals	9.0	1.8	0.0	10.8	181.0	0.0	0.0	181.0	191.8
Science, Engineering Associate Professionals	19.5	0.0	0.0	19.5	527.0	0.0	0.0	527.0	546.5
Secretaries and Personal Assistants	56.1	2.9	0.0	59.0	2.0	0.0	0.0	2.0	61.0
Social, Arts and Miscellaneous Professionals	122.5	1.0	0.0	123.5	3171.0	5.3	1.0	3177.3	3300.8
Specialist Managers	664.5	38.0	1.0	703.5	1182.2	5.1	0.0	1187.3	1890.8
Unknown - Agency Employee/ Contractor	5.0	0.7	167.9	173.5	6.0	0.0	445.6	451.6	625.1
Total	10781.3	2183.1	559.5	13524.0	18729.6	830.0	649.0	20208.7	33732.6

3. ANALYSIS

3.1 CONSULTATION AND ANALYSIS

The Qantas Group has a high-level Diversity Council comprised of a selection of senior executives, chaired by a Group Executive and is accountable to the CEO and Executive Committee. Of the 12 council members, 7 are female.

The council is responsible for confirming that the diversity strategy underpins and supports the Qantas Group Strategy and business goals and acts as a reporting mechanism, defining and measuring progress against a Diversity Scorecard.

The Council meets several times each year and during the reporting year, the Diversity Council, in addition to specific segments, have undertaken both qualitative and quantitative analysis of our current workforce profile and the activities which we have undertaken in order to improve conditions for women within the workplace. For example, there was an analysis of the Qantas Group Diversity Metrics which highlighted female representation throughout the business.

3.2 EOWA EMPLOYMENT MATTERS

The following employment initiatives have been considered since 1st April 2008 until 31st March, 2009.

3.2.1 RECRUITMENT AND SELECTION

New Hires

- Due to the economic conditions affecting the aviation industry, the Qantas Group implemented a hiring freeze during the reporting period. As such, no new individuals could be hired without the approval of the Executive Committee.
- Analysis of our recruitment patterns indicates that 45% of those new hires, across all designator levels were female. This is a 3% decrease on the 2007/2008 reporting year.
- In comparison to the previous reporting year, there has been a 6% increase in the number of new female employees within levels 2-6.

Graduates

- Throughout the reporting period, Qantas has continued its commitment to the recruitment of Graduates into the Graduate Development Program. Qantas recruited 30 new graduates in 2009, 13 of which were female. Females represent 43% of the total 2009 graduate intake, which is an increase of 10% from the previous reporting year.
- Of the 66 employees currently on the two-year graduate program, 25 of these are female.
- Within the Jetstar Graduate Program for 2009, females represent 50%.

3.2.2 PROMOTION, TRANSFER AND TERMINATION

Qantas Board Presence

- During the reporting year, Ms Barbara Ward was appointed to the Qantas Board as a Non-Executive Director. Of the 11 members on Qantas' Board of Directors, there are now two females (18% female representation).
- Two of the ten directors (20%) on the Qantas Superannuation Fund are female. More specifically, the Chairman of the Fund is female as is a Member Elected Director.
- There are currently two female representatives on the independent Qantas Foundation Board of Directors. This equates to 29% female representation.

- The female representation on each of the boards illustrates Qantas' commitment to encouraging females into diverse senior roles.

Representation in the Qantas Group

- Overall female participation within the Qantas Group is 41%.
- Analysis of the workforce profile reveals that 23% of Executive Managers/ Heads of Departments are female. This has remained constant from the previous reporting year.
- 24% of Managers/ Heads of Departments are female, which represents a 1% increase from last reporting cycle.
- There has been a significant increase of 3% female participation at the Co-ordinator/ Supervisor level within the Qantas Group to 27%
- Females represent 41% of all line roles within the Qantas Group and represent 57% of all administration roles.
- Between April 08 and March 09, there have been 90 Executive Internal Promotions (Levels 3 and 4). Of these, 28% were female.
- The turnover rate during the reporting year remained slightly higher for females than males, however, overall there was a 2% decrease in female turnover from the previous reporting cycle (13% to 11%). In addition, employee initiated attrition for females decreased from 10% in the previous reporting cycle to 7% this reporting cycle.
- A quarterly summary is provided to the business by Deloitte, with both qualitative and quantitative data. Of the 432 interviews conducted between 14 May, 2008 and 31 March, 2009, 48% were female.
- Female redundancies throughout the reporting year represent 51%. Upon redundancy or retrenchment, the majority of employees within the organisation are provided with outplacement support.

Women in non-traditional Occupations

- Non traditional occupations are primarily categorised as Airline Pilots, Engineers and Apprentices.

Airline Pilots:

- There has been an increase in Airline Pilots across Qantas Airways and QantasLink from the previous reporting year. Qantas Airways has increased their female representation by 13% to 4% overall and QantasLink has hired 10 new female pilots, illustrating a 77% increase in female pilots to 7% overall. JetConnect female participation has remained constant, with the promotion of one female from First Officer to Captain.

Engineers and apprentices

- There has been a 2% increase in the number of female engineers and apprentices (excluding LAME's and AME's) within the Qantas Group to 5% during the reporting cycle. This is a result of the active engagement of Qantas Engineering in recruiting, retaining and developing women within their department.
- There are currently 54 females in Qantas Engineering, LAME's, AME'S and apprentice positions within the Qantas Group.

Excel Recognition Program

- The Excel Program has been operational within the Qantas Group since 2004. This program enables anyone in the Qantas Group to nominate a colleague who has consistently demonstrated excellence in their work. By providing this program Qantas is able to recognise contributions at all levels and celebrate these successes.
- There were 284 eXcel winners for 2008, 40% of whom were female.

3.2.3 TRAINING AND DEVELOPMENT

Emerging leaders

- Of the 44 participants who joined the Emerging Leaders Program during the reporting period, 17 of these were female. This is a total representation of 38%. This represents a decrease of 10% from the previous year, however, this is a similar rate to previous reporting years.

Senior executive program

- Throughout the reporting period, there were 27 new participants within the program, of which 9 were female. This indicates an increase in female representation from 26% in the previous year to 33% this reporting year. This demonstrates that the Qantas Group successfully achieved its objective of increasing female participation within this program, as outlined in the 2007/2008 EOWA.

Harvard leadership program

- There were 6 people selected for this program throughout the year, of which 2 were females. As such, female representation increased by 13% from the previous year from 20% to 33%. Consequently, Qantas has achieved its 2007/2008 objective of 2 female attendees within this program.

Women @ Qantas

- There were 27 new participants on the *Women @ Qantas Mentoring Program* throughout this reporting cycle, which takes the total participation to 47 females.

3.2.4 WORK ORGANISATION AND FLEXIBLE WORK ARRANGEMENTS

- The Qantas Group offers its employees access to a range of flexible working conditions including part-time hours, working from home, job sharing and RDO's.
- Currently 20% of females within our workforce are on flexible work arrangements including part-time and casual employment. 16% of our female workforce is on part-time agreements, whilst 4% of females are on casual arrangements.
- 52% of females who occupy part-time and casual employment are in intermediate sales and service related work, such as front line customer service roles.
- Analysis of the workforce indicates that 40% of employees who moved from part time permanent to full time permanent in the reporting year were women.

3.2.5 CONDITIONS OF SERVICE

- Analysis of the overall workforce indicates that the average salary (FTE base salary only) for females within the Qantas Group is on average 11% less than the equivalent male salary (excluding captains) and 18% less than the equivalent male salary (including captains).
- However a comparison of roles at similar levels shows that of the 7 designator levels within the Qantas Group, 4 of these demonstrate a pay gap of less than 10% between males and females, i.e. at levels 3, 5 and 7 the disparity is 95%, 92% and 93% respectively.
- Designator level 4 indicates that female average salary is slightly higher than the average male salary (2% greater).
- This is a relatively positive result, considering the overall average gender pay gap for all industry groupings in 2008 was 16%.

3.2.6 SEX BASED HARASSMENT

- The Qantas Group has comprehensive equal opportunity, anti-discrimination and harassment policies.
- Complaints dealt with via the formal complaints procedure are monitored and dealt with in a timely.
- Since April 2008, 4 complaints regarding sexual harassment have been lodged under legislation, two of those complaints were withdrawn and two complaints are ongoing but are likely to be resolved.

3.2.7 PREGNANCY, POTENTIAL PREGNANCY AND BREASTFEEDING

- During the reporting year, 570 females went on maternity leave, whilst 13 males took paternity leave.
- Qantas offers 12 weeks of paid maternity leave, 12 weeks paid adoption leave and has a total period of parental leave (paid and unpaid) for the primary care-giver of a child of 104 weeks.
- Flight Operations (Pilots and Ground Staff) have achieved a 100% return rate for Pilots who have taken Maternity Leave.
- The overall retention rate for female employees who returned from parental leave in 2006 was 93% and retention at 6 months was 90.6%.
- The carers leave policy indicates that individuals may take up to 10 days leave for the purposes of providing care and support to an immediate family or household member. During the reporting year, the number of carers leave days taken across the group is 15,735.

4. ISSUES PRIORITISED

From our analysis during the reporting period 1 April 2008 to 31 March 2009, the following issues were identified:

1. Need to increase female representation within the engineers and apprentices category
 - a. This is a non traditional occupation area where Qantas acknowledges that we have fewer females in this category than the Australian average.
2. Need to increase new female hires across the Group
 - a. This is an important issue which the Qantas Group recognises as a high priority in order to maintain a diverse gender profile within its workplace.
3. Need to increase the number of female development opportunities to assist females to transition into senior roles
 - a. Networking, influencing and general business skills are fundamental capabilities necessary for females to transition into senior business roles.
4. Investigate work/life balance and flexibility needs of women
 - a. Addressing these issues will result in greater retention of females within the organisation and can increase overall productivity
5. Need to increase support for women with carers/ parental responsibilities
 - a. The organisation acknowledges that enhanced carers/ parental support will assist in employee retention, commitment and morale.
6. Continue to monitor and ensure compliance with EEO policies and practices, in particular sex-based harassment

5. ACTIONS TAKEN

The following actions were undertaken by the Qantas Group during the reporting period to address the identified issues.

5.1 NEED TO INCREASE FEMALE REPRESENTATION IN NEW HIRES, ENGINEERS AND APPRENTICES

- Established recruitment campaigns during the last 12 months specifically targeting females.
- During the reporting year, Qantas launched an advertising campaign in the Ms Entrepreneur Magazine designed to enhance female employment within the organisation. The advertisement utilised the image of a female pilot.
- The graduate recruitment marketing campaign was also designed to promote female employment with the use of a female on the marketing brochure. These brochures were distributed throughout the University Careers Fairs and Qantas Club Lounge in Brisbane.
- The Qantas Careers website has also been targeted as an outlet to increase female participation throughout the business. The homepage banner has been modified to display the image of a female employee, as well as the apprentices homepage. This is designed to address and enhance the small number of apprentices within Qantas and has assisted in the increase of female apprentices and engineers within the organisation. Qantas Careers has also used the same pilots used in the Qantas Pilot Recruitment campaign for the launch of Qantas Careers on Qantas.com.
- In addition, the Qantas Careers website has been used to emphasise the Qantas Group commitment to diversity within the workforce by acknowledging our desire to attract and retain women from diverse personal and cultural backgrounds.
- During the reporting year, the Qantas Group initiated a partnership with Deloitte for the management of an exit interview process for individuals leaving the organisation. This two format process, both online and face to face, enables employees a confidential and reliable channel for expressing their reasons for leaving the organization. The exit data is analysed by gender and can provide insights into how to better attract and retain women within the Qantas workforce.

Case Study: Qantas Engineering

Summer School

- During the reporting year, Qantas Engineering increased the number of women in its work placement programmes by 50%. The 2008/09 Summer School programme had a 20 per cent female representation and this number will increase to 50 per cent in the Winter School intake, which begins in July 2009. Qantas Engineering has been able to achieve these results by using deliberate gender balance strategies whilst maintaining its high level of selection criteria.
- In order to achieve this tremendous outcome, Qantas Engineering has worked extensively with selected Australian universities in order to support women enrolled in non-traditional female engineering disciplines.

Qantas Engineering Talks to Engineers Australia "Girl Talk":

- The Girl Talk program is an initiative of Engineers Australia. Aimed at young women in their senior school years, the program highlights the contribution that women can make to society and the engineering profession. The program acknowledges and promotes the rewarding career opportunities that exist for women in engineering, as well as providing insight into the various pathways of study which can lead to becoming an engineer.
- During the reporting period, Qantas Engineering has initiated discussions with Engineers Australia to determine how we can partner with, and benefit from the Girl Talk program.

5. 2 NEED TO INCREASE NUMBER OF FEMALE DEVELOPMENT OPPORTUNITIES TO ASSIST FEMALES TO TRANSITION INTO SENIOR ROLES

- Qantas has undertaken several initiatives over the reporting period in order to address the issue of skills development for females within the business.

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Women @ Qantas

- Qantas has increased its commitment to the Women @ Qantas program which is designed to attract, develop, and retain senior and emerging female leaders. Participants are provided with an internal or external mentor in their first year, and become mentors themselves in the second year. Qantas provides a series of guest speakers, senior leaders from throughout the business, who discuss a range of industry and company specific topics.
- By developing this program Qantas has committed to providing senior women the opportunity to broaden their knowledge of the business, build networks internally and externally, enhance their people management skills, and ultimately create career development opportunities. There have been 27 participants join the program this reporting year.

Women on Boards

- Throughout the reporting year Qantas has developed a partnership with Women on Boards (WOB). WOB provides a series of professional development workshops for those seeking board roles within their career. Qantas hosted the first of these workshops, "Getting Started: Realising Your Board Potential", in May with 30 women from throughout the business in attendance.
- Not only does this partnership allow women at Qantas the opportunity to gain an understanding of the skills and competencies necessary for a board member, but also provides a strong networking opportunity both internally at Qantas and externally with other members of WOB.

Chief Executive Women (CEW) - Talent Development Program 2009

- This year has seen Qantas implement the Talent Development Program offered by Chief Executive Women. This voluntary organisation seeks to promote the effective use of female talent throughout all industries within Australia.
- This 10 session program began in February 2009 with 8 participants from Qantas selected for the Sydney and Melbourne workshops. The female participants were selected from the top talent in level 4 and level 5 positions across the business, thus demonstrating Qantas' commitment to developing women into senior roles.
- This affiliation is designed to assist top female talent to gain new insights into practical strategies to increase their effectiveness within the workplace, whilst networking with other females from the business community.
- During the reporting period Qantas continued its commitment to the Chief Executive Women's Annual Dinner. During 2008/2009 Qantas was a Silver Sponsor of the Annual Dinner, and hosted two tables of senior women.

My Mentor

- During the reporting year, Qantas piloted the My Mentor Program - a self-paced, educational program designed specifically for women wanting to learn how to effectively manage their careers. The ten module program was sponsored by the Executive Manager People Qantas Airlines and the Manager Components and was accessible through a kit of CD's, DVD's and a workbook. Whilst it is essentially a self-paced program, Qantas complimented the modules with a range of face to face forums. This enabled the 12 female participants from operational areas of the business, who expressed interest in trialing the program, the opportunity to engage and network with one another.
- In April, the My Mentor Graduation Lunch was held for the 12 participants, commending them on the successful completion of the program. This enabled both the Group Executive Qantas Airlines Operations, and the co-sponsors, the opportunity to emphasise Qantas' increased desire to attract, retain and progress women in all areas of the business.

Making Connections

- Established in mid 2007, the Making Connections women's networking forum was initiated by the Executive Manager People, Qantas Airline Operations, responding to the need to engage, develop and retain professional women in operational areas. Throughout the 2008/2009 year the "member driven" network has continued to meet monthly to network, learn from each other and discuss key business issues. Examples of the 2008 business topics include Work Life Balance and Face Mapping, Influence and Persuasion, Networking, Performance Planning, Skill Sharing and Development Planning, in addition to senior leaders from throughout the business addressing the cohort.
- During the reporting year, a third Making Connections network was established in Melbourne, joining the previous networks in Sydney and Engineering. The combined network now provides opportunities for over 150 women across Airline operations to connect on a monthly basis.

Sponsorship and participation at women's events

- Qantas has continued its tradition of honoring women for International Women's Day by hosting its annual event on 9 March, 2009. The keynote speaker for this event was Leanne Preston, CEO Wild Child and Telstra Businesswoman of the Year 2007.
- The launch of the Women on Boards occurred at the International Women's Day event on 9 March, 2009.

Centre of Service Excellence

- During the reporting period, the Qantas Group committed to the construction and development of The Centre of Service Excellence. This facility is designed to provide 18,000 employees within the business the opportunity to experience a standardised training focused on enhancing the customer service experience and the organisations service behaviours. Opened in January 2009, over 3000 employees have participated in the eXceptional program offered by this facility. Female participation has been strong, particularly as there is high female representation in customer facing roles within the organisation.

Talent Brokering

- Throughout the reporting year, Qantas continued its focus on monthly talent brokering sessions designed to target women for recruitment into line and development roles. This process, which helps guard against inadvertent discrimination, is becoming embedded in the organisation and is an accepted way of managing talent. Brokering processes in 2008 identified 79 senior business people for key appointments. As at May 2008 (the last talent brokering analysis), 37 of these were female appointments.

Qantas Airlines - Customer Product and Services

- During the reporting period, approximately 60% of all participants in the Qantas Airline Leadership program (which is directed at developing emerging talent), were women. This illustrates the business commitment to investing in female employees and developing them for leadership positions.

Flight Operations (Pilots and Ground Staff)

Flight Ops Female Pilot's Forum

- The Flight Ops people team have continued to host Women's Forums' on a quarterly basis to both Qantas mainline and QantasLink female pilots to gather and network with one another. Topics for 2009 include: International Women's Day, Work/Life Balance, Leadership and Decision Making Skills and Pink Ribbon Day.

Case Study: Qantas Engineering

International Conference of Women Engineers and Scientists

- INWES runs a series of conferences, continuing the ICWES series (International Conference of Women Engineers and Scientists) that began in 1964. The last conference, ICWES14, was held in Lille, France, and was attended by over 550 participants from around the world. The main theme was "A changing world: new opportunities for women engineers and scientists". The next conference, ICWES15, will be held in Adelaide, Australia in the summer of 2011.
- Qantas Engineering for the first time got involved with ICWES. In July 2008, a Senior Engineer was asked to represent Qantas Engineering at the conference to gauge the suitability for an ongoing commitment to participate in the networking process. The recommendation was that we support the network as an avenue for women in engineering to network around the world. Considering that the next conference will be held in Australia, Qantas Engineering will be holding discussions with Engineers Australia (sponsors of the 2011 conference) as to our involvement.

5. 3 INVESTIGATE WORK/LIFE BALANCE AND FLEXIBILITY NEEDS OF WOMEN

- In order to retain and support women at all levels of the business, the Qantas Group has continued its commitment to flexibility and work/life balance. The Qantas Group provides a series of services to assist staff in balancing the demands of work and life. The six initiatives include Life Assist, Health Assist, Trauma Assist, Manager Assist, Money Assist and Family Assist.

- The Qantas Group is also committed to providing its female employees with varying degrees of flexibility with work conditions. Examples include shift work, where tolerance to shift swap requests is promoted, flexible work hours and time off in lieu of overtime, working from home and part time or job share employment. Throughout the reporting period the EEO department has conducted a review of the current flexibility policies offered by Qantas and will deliver their findings later this year.

Employer Assistance Program

- During the reporting year, there has been continued support for the Employee Assistance Program. This is a professional service providing employees of Qantas with counselling and resources to assist with any personal or work related problems. There has been continued growth of the online counselling, designed to assist employees absent from their home base for significant periods.

Segment Initiative: QANTAS AIRLINES – CUSTOMER PRODUCT & SERVICES

- In 2008/09 Customer Product & Service introduced further part-time opportunities for Cabin Crew, as well as flexible rostering arrangements (75% rostering). This has resulted in an increase in uptake for all categories, including Onboard Managers. Given that almost 60% of all Cabin Crew are female, this represents an important initiative to support our female employees in the workplace.

Case Study: QantasLink

In the QantasLink Customer Service area there have been a number of flexible working and rostering arrangements put in place to assist with individuals caring responsibilities.

For example an individual's roster has been developed and changed to meet the shared caring responsibilities of an elderly relative.

Other rostering changes in this area have accommodated the child care arrangements of individuals and include job share arrangements.

Also in this area, during the school holiday periods over Christmas and Easter a more flexible use of annual leave has been authorised.

As a majority of employees in the area care for school age children, and are shift workers, they have been permitted to roster work around the weekends and take single days of annual leave to enable more consecutive time off between shifts.

As a result they have been able to only work weekends enabling them to care for children whilst on school holidays during the week. They are then able to arrange work on weekends which provides them with more options for providing other sources of care.

Case Study: Qantas Loyalty

The Qantas Loyalty Management group comprises 43% women. As part of a strategy of retaining and building this level of female talent, one key emerging talent was given extended leave without pay to travel and was brought back and promoted into a key development role supporting a major new frequent flyer partner, Woolworths.

5.4 INCREASE SUPPORT FOR WOMEN WITH CARERS/PARENTAL RESPONSIBILITIES

Employer Sponsored Childcare:

- On 6 October 2008, Qantas opened the third of its childcare centres, The Joey Club, Brisbane. Located at 6 – 8 The Boulevard, Brisbane Airport, the centre was opened by Geoff Dixon, CEO, emphasising Qantas' commitment to ensuring employees work/life balance. All of the childcare facilities are managed by the not-for-profit organisation KU Children's Services.
- Qantas understands that an effective return to work is largely dependant on the quality and availability of childcare and has increased its portfolio of childcare centres in order to reduce the stress and anxiety for parents. To support all employee groups likely to use the centre, the Joey Club, Brisbane offers irregular bookings for shift workers and cabin crew. There are currently 46 children enrolled in the Joey Club which has a maximum capacity of 75 children per day. Since 2003, the Joey Clubs have assisted approximately 600 Qantas families.

Carers Leave Policy

- Two amendments to our carers leave policy were implemented in July 2008 in order to assist those with carer responsibilities to better manage their work and life requirements. The revision now allows Managers more discretion when granting carer's leave absence. Employees requesting leave no longer need to require supporting evidence of carer responsibilities.
- There have been additional changes to the carers leave policy entitling employees up to 2 days unpaid carer's leave where they exhaust their paid carer's leave entitlement (subject to them providing appropriate supporting documentation).
- Qantas understands that providing these additional benefits to our workforce, this can ultimately reduce absenteeism, increase employee commitment and ensure greater retention of our employees.

Qantas Keep in Touch Program

- Qantas has a 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.

Segment Initiative: QantasLink

In our Cabin Crew area, new provisions have been added to the Eastern Australia Airlines Flight Attendants EBA 2008-2010, in relation to Maternity Leave and return to work.

Under this agreement a flight attendant is entitled to request to return from a period of parental leave on a part-time basis, until the child reaches school age, to assist the flight attendant in reconciling work and parental responsibilities. In the past year since the introduction of this clause, 2 flight attendants have applied and 2 flight attendants requests have been accepted.

Also in the Cabin Crew area upon return to work, Cabin Crew must attend compulsory training prior to returning to the line (this is a regulatory requirement). This training is 6 weeks in duration on a full-time basis. To assist those returning to work, who are in a part-time position, this training has been redesigned to facilitate part-time employees returning from Maternity Leave. The course is now able to be completed across two training courses, allowing individuals the flexibility to undertake sections of the course, and successfully return to work on a part-time basis.

Case Study: Flight Operations (Pilots and Ground Staff):

In accordance with our Industrial Agreements and in the interest of duty of care, Flight Operations cater for pregnant pilots by offering them challenging and interesting ground roles that utilise their specialist knowledge.

Return to work for female Pilots is facilitated by the Industrial Agreements, providing access to a reduced line of flying, Carers Line, where Pilots with primary carer's responsibility, and appropriate bidding rights, may nominate their roster percentage and days of work. Approximately 21.5% of female Pilots are currently accessing a Carers Line of reduced flying.

5.5 MONITOR AND ENSURE COMPLIANCE WITH EEO POLICIES AND PRACTICES, IN PARTICULAR SEX BASED HARASSMENT

- 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.
- Continue to monitor and ensure compliance with EEO policies and practices, in particular sex-based harassment
- All new starters within the organisation are given the Standards of Conduct Policy which specifically outlines Qantas' EEO standards, in addition to Qantas' intolerance of sexual harassment.
- All employees must complete a compulsory online compliance course titled "Equal Employment Opportunity and Harassment Awareness".
- 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.

6. EVALUATION OF ACTIONS

Women @ Qantas: An evaluation of the Women @ Qantas Program was conducted in January 2009. 83% of participants indicated that participation in the program is a worthwhile investment for their career, citing the guest speakers as a key to the programs success. Some other feedback includes:

"It is a great initiative and the content is relevant to our development. The presenters have stretched us and we get to have a good interaction in the Q&A."

"It helps to see other professional women in a forum which encourages discussion, but not too formal. The presentations from the guest speakers has been inspiring and insightful, particularly the Patricia Cross event - she was fabulous and presented a great view on working women with children."

"Great opportunity to hear first hand views and different perspectives from business leaders and key influencers."

Making Connections: An evaluation of the Making Connections network was conducted in October 2008, with the participants rating the impact the network has had on four key areas:

- Professional development - 80% respondents felt it had some to medium level impact
- Work life balance - 60% respondents felt it had some to medium level impact
- Help Me Help You - 60% respondents felt it had some impact to medium level impact

- Fun with Focus - 100% respondents felt it had medium impact to significant level impact

Other key findings:

- 100% of respondents said the forum was meeting some or all of my needs
- 70% of respondents said they were interested in being part of a working group responsible for the planning and delivery of events and activity

Engineering Summer School: The female participation within the engineering summer school has been a positive step towards increasing the number of females in this non-traditional area. A review of the program indicated that the females performed successfully within the summer school, and has consequently created the precedent for the upcoming winter school, where Qantas Engineering intends to increase its female participation rates. Qantas Engineering is now actively employing a recruitment strategy targeting females within engineering both in Australia and internationally.

International Women's Day 2009: The 2009 International Women's Day was once again an enormous success with 122 senior women from across the Group attending the function. An evaluation conducted of the event was extremely positive, with attendees indicating that the guest speaker presented an inspirational and interesting story. Feedback includes:

"Fabulous day, well planned and attendance reflects enthusiasm for these sort of days."

"It was very inspiring and great to have the Telstra business women of the year speak."

My Mentor: In April 2009, Qantas commissioned Emberin to conduct a program evaluation of the My Mentor Pilot. Feedback from the evaluation indicated that the program was a success, with participants emphasising the flexibility of the program, the content, exposure to leaders in the organisation, face to face sessions and guest speakers as their key highlights.

100% of participants specified that the program content was relevant to their professional goals and that Qantas would benefit from expanding the program to more women.

Key recommendations from this evaluation have indicated that a further roll out strategy should be put in place to ensure a wider range of female participation, in addition to extending the program from 10 weeks to 15 weeks.

Qantas Diversity Council: The Diversity Council is currently reviewing its role in advocating women's issues within the business, and evaluating the most effective techniques for engaging all segments for the promotion of women.

7. FUTURE ACTIONS

Based on our ongoing analysis and evaluation, the focus of the future actions planned for the Qantas Group will be around attracting, retaining and developing women in all areas of the Qantas business, whilst continually promoting flexible work conditions.

More specifically, the Qantas Group proposes to address the following issues for the 2009/2010 reporting year:

- Review, re-energise and re-launch Qantas' Diversity Council.
- Review the attraction, engagement and retention strategies employed within the Qantas Group for women in blue collar areas.
- Continue to increase the female representation within the Engineering and Apprentices category.

- Consolidate and streamline the female networking programs within Qantas.
- Strengthen the talent pipeline of women into critical decision making roles, and Increase the targeted movement of women into senior P&L roles.
- Review the Women @ Qantas program with a more targeted focus on skill building and succession planning.
- Review and update the Qantas Work and Family program.

The 2008/2009 Equal Employment for Women in the Workplace Report for QANTAS AIRWAYS LTD is accepted as a true and accurate record.

ORGANISATIONAL DETAILS COVER SHEET

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):	<p>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</p> <p>Jetset TravelWorld Group incorporates Qantas Holidays Limited and Qantas Business Travel</p>		
Total No. of employees:	33,733	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?

Qantas Airlines, incorporating Regional's (Qantas Link) and Australian Airlines, Qantas Airlines Operations, incorporating Engineering, Airports and Catering, Jetstar Airways, incorporating domestic, international and Jetstar Asia, Strategy & Investments including Freight and Jetset TravelWorld Group (majority owned), Loyalty, Finance, Corporate Services & Technology, Risk & Assurance, Government & Corporate Affairs, General Counsel, People

(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:	Qantas Holidays purchased by Jetset TravelWorld Limited	
b) Organisations sold (include details of new owner if available):		
c) Organisations that have ceased trading:		

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