



**2011 / 2012 Annual Report**

**for the**

**Equal Opportunity for Women in the Workplace Agency**

**(EOWA)**

**May 2012**

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## **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
- Report annually (by 31 May) to the Equal Opportunity for Women in the Workplace Agency (EOWA) on the program and its effectiveness.

The report is being submitted on behalf of the Qantas Group and covers our workplace program gender diversity activities during the reporting period 1 April 2011 – 31 March 2012.

## **Diversity Highlights for 2011/2012**

### ***Representation***

- The Qantas Board of Directors appointed one additional woman, increasing female representation to 25%, up by 8% since the last reporting period
- Qantas has 57% female representation on the Qantas Foundation Board, as 4 of the 7 Directors are women.
- 2 of the 10 Directors of the Qantas Superannuation Board, including the Chairman are women, representing 20% of the Board.
- During the reporting period, the number of women employed on the Qantas Executive Committee (ExCo), reporting directly to the CEO increased to 3 or 27%. This is a significant increase from having zero representation 3 years ago in 2009
- Qantas' Company Secretary is female
- The number of women in Senior Management roles (levels 2-4 in Table A) increased by 2% to 29% during the reporting period
- Female Qantas Pilots remain steady at 3.6% from the previous reporting year
- Female QantasLink Pilots increased to 8.6% up from 7.3% in the previous reporting year
- Female Jetstar Pilots remained steady at approximately 4%, however the overall number of Female Pilots increased from 30 to 36
- 66% of new hires in Human Resources were female and 75% of new hires in Qantas Airlines Finance were Female

### ***Work/Life Balance***

In the reporting period, the overall retention rate for women returning from maternity leave was 98.2%, down slightly from 99% during the prior reporting period.

There was 100% retention of female Pilots returning from maternity leave during the reporting.

### ***Workforce Profile***

- As at 31 March 2012 the Qantas Group has a total workforce (full time, part time and casual employees) of **35,160** employees.
- The workforce profile is provided in **SECTION 1** by level of responsibility or job size.

### ***Workforce Profile: Qantas Designator Levels***

For reference purposes 'Designator Levels' are used when referring to positions and levels within the Qantas Group.

|                 |   |
|-----------------|---|
| <b>Level 1:</b> | CEO   |
| <b>Level 2:</b> | Executive Committee (ExCo)/Senior Executive                                     |
| <b>Level 3:</b> | Executive Manager   |
| <b>Level 4:</b> | Head of Department/Senior Manager   |
| <b>Level 5:</b> | Manager (defined as a manager of people or manager of a function)               |
| <b>Level 6:</b> | Coordinator/Supervisor (non-management position, with people supervisory tasks) |
| <b>Level 7:</b> | Team Member (performs as a team member or as an individual contributor)         |

Unless otherwise stated, the statistics provided in this report are based on the reporting period of 1 April 2011 to 31 March 2012 and includes the following:

- Qantas and Qantas wholly and majority owned subsidiary companies
- Full-time, Part-time, and Casual employees
- Permanent, Contractors and Temporary employees
- Staff on both active and non-active assignments (leave without pay, disability and long-term sick leave, maternity and paternity leave)

## SECTION 1: WORKFORCE PROFILE

|                            | Women        |              | Men           |              | Casual     |            | Extended Leave |            | Total Staff   | %          |            |
|----------------------------|--------------|--------------|---------------|--------------|------------|------------|----------------|------------|---------------|------------|------------|
|                            | Full Time    | Part Time    | Full Time     | Part Time    | Women      | Men        | Women          | Men        |               | Women      | Men        |
| 1 - CEO                    |              |              | 1             |              |            |            |                |            | 1             | 0%         | 100%       |
| 2 - EXCO/Senior Executive  | 13           |              | 43            |              |            |            |                |            | 56            | 23%        | 77%        |
| 3 - Executive Manager      | 46           | 6            | 117           |              |            |            | 2              | 1          | 172           | 31%        | 69%        |
| 4 - Head Of/Senior Manager | 58           | 9            | 150           | 2            |            |            | 6              | 1          | 226           | 32%        | 68%        |
| 5 - Manager                | 450          | 54           | 1,474         | 5            | 3          | 8          | 42             | 17         | 2,053         | 27%        | 73%        |
| 6 - Supervisor/Specialist  | 1,872        | 253          | 5,873         | 117          | 226        | 100        | 144            | 139        | 8,724         | 29%        | 71%        |
| 7 - Team Member            | 7,101        | 2,787        | 10,497        | 1,375        | 635        | 624        | 789            | 120        | 23,928        | 47%        | 53%        |
| <b>Total</b>               | <b>9,540</b> | <b>3,109</b> | <b>18,155</b> | <b>1,499</b> | <b>864</b> | <b>732</b> | <b>983</b>     | <b>278</b> | <b>35,160</b> | <b>41%</b> | <b>59%</b> |

## SECTION 2: ANALYSIS

### ***a) Consultation***

During the reporting period, there were several platforms for consultation with the broader business to identify issues for women in the workplace across the 7 Employment Matters. The consultative process is facilitated by the Performance & Culture team who oversee diversity initiatives within the organisation.

These include:

- Annual Engagement Survey – distributed to all employees, Qantas achieved a 60% completion rate which showed that women were significantly more engaged in every category of the survey
- Women @ Qantas (W@Q) Program – all female employees are encouraged to attend the regular events and participate in the various development and networking forums on offer. Each event includes a post-review survey where they are asked for feedback/suggestions on content, topics and relevance
- Focus Groups – with external partners and other organisations to benchmark and identify best practice on programs and initiatives specifically for women with a key focus on gender diversity

During the reporting period Qantas re-established its Diversity Council which gives a platform for diversity matters to be discussed at Executive Committee (ExCo) and Board level.

The Diversity Council is chaired by a member of ExCo, and consists of a team of 2 other ExCo and 7 senior executives representing diverse areas of the Qantas business. The Diversity Council are accountable for driving gender strategies and broader diversity initiatives within the organisation.

### ***b) Analysis***

As part of the Annual Reporting process, a Qantas Group Diversity Profile is prepared twice a year, highlighting female representation, the ratio of women in management roles and in the talent pipeline, female turnover and attrition, maternity leave retention and the prevalence of flexible work arrangements.

### ***c) Employment Matters***

#### **Employment Matter 1: Recruitment & Selection**

##### **New Hires**

- Women accounted for 48% of all new hires across the business. This is an increase of 2% from the previous reporting year
- Women accounted for 49% of new hires across Management Levels 2-6 (ExCo/Senior Executive to Supervisor). This is an increase of 14% from the previous reporting year
- During the reporting period, overall retention rates for female new hires decreased slightly to 88% (based on permanent full-time and part-time positions)

- Areas which had higher success levels with female new hires were Qantas Airlines Finance with 75%, Qantas Cabin Crew with 76% and Australian and International Sales with 76%
- Areas with less representation of female new hires were Flight Operations with 20%, Qantas Aviation Services with 15%, Qantas Engineering with 18%; and Freight with 23%

### **Graduate Development Program**

The Qantas Graduate Program comprises four, six month rotations over two years, and offers University Graduates a unique, accelerated career start and development path. Graduates experience on-the-job training, exposure to real business projects and the opportunity to work with great people across four streams of Finance, Human Resources, IT and General (made up of Corporate and Operations), Qantas Graduates earn a competitive salary, have access to industry benefits, and enjoy a supportive and social graduate alumni network

Qantas received 2,033 applications for the 2013 Graduate Development Program of which 47% were female applicants.

50% of the 44 Graduates currently on the Program are female.

### **Indigenous School Based Traineeship Program**

The School Based Traineeship (SBT) is a two year program, available to Indigenous students entering year 11. The SBT program allows the Trainee to work one day per week at Qantas and full time over the school holidays. Trainees gain practical workplace skills in a range of roles, earn an income and work towards a Certificate II qualification while completing their HSC. At the end of the reporting period, Qantas had a total of 58 first and second year Trainees, and 53% are female.

### **Indigenous University Cadetship Program**

Indigenous University students are eligible to undertake a Cadetship at Qantas whilst completing their tertiary studies. In conjunction with the Department of Education, Employment and Workplace Relations (DEEWR), students gain real work experience in a large organisation by completing 12 weeks paid work per year in a field related to their area of study. There are currently 4 University Cadets working within Qantas, and 75% are female.

### **Women in Non Traditional Occupations**

At Qantas non traditional occupations are primarily categorised as Airline Pilots, Engineers and Apprentices.

The number of Qantas female pilots has remained steady, increasing by 0.1% from 80 to 81 during the reporting year

QantasLink increased the number of female pilots by 8 or 1.3%, from 33 to 40.

Similarly, Jetstar have increased the number of female pilots by 6 or 20% in the last reporting year.

The number of female Engineers, which includes Professional Engineers, Licensed Aircraft Maintenance Engineers (LAMEs), Aircraft Maintenance Engineers (AMEs) and Apprentices has increased by 16, from 65 to 81. This is a marked increase compared to last years reporting period. Females now represent 2.2% of the Engineers, LAMEs, AMEs and Apprentices, up from 1.8% in the last reporting period.

## **Recruitment Advertising**

The Qantas Careers Website [www.qantas.com/careers](http://www.qantas.com/careers) promotes female participation throughout the Qantas Group by displaying banners of female Qantas employees. This occurs both on the home page and individual business areas. For example a female apprentice is featured on the 'Apprentice' section of the careers website, and a female pilot is featured on the 'Why Qantas' section of the Careers Website.

Under the 'Why Qantas' section of the website, the Qantas Group addresses diversity noting that Qantas' "recruitment and development strategies include programs to attract and retain men and women from diverse personal and cultural backgrounds". The following statement also appears on Job Description pages of the website;

*"Qantas is an Equal Opportunity Employer, and we invite you to be a part of an organisation that fosters a diverse workplace, supports many charities and environment initiatives and is actively committed to Australia's youth, the arts and sport. Aboriginal and Torres Strait Islander people are encouraged to apply"*

## **Employment Matter 2: Promotion, Transfer & Termination**

### **Qantas Board Presence**

- 3 of the 12 Directors of the Qantas Board are women, representing 25% of the Board. This is an increase of 5% from the previous reporting year.
- 4 of the 7 Directors of the Qantas Foundation Board are women, representing 57% of the Board.
- 2 of the 10 Directors of the Qantas Superannuation Board, including the Chairman are women, representing 20% of the Board.

### **Representation in the Qantas Group (Refer to Table A)**

Analysis of the Qantas workforce profile reveals:

- Overall female participation within the Qantas Group has remained steady at 41%.
- 27% of the Executive Committee are female, an increase of 9% since the last reporting period
- 23% of ExCo/Senior Executives are female, an increase of 3% since the last reporting period
- 31% of the Executive Managers are female, a slight decrease of 2% since the last reporting period
- 32% of Heads Of/Senior Managers are female, an increase of 3% since the last reporting period
- 27% of Managers are female, an increase of 2% since the last reporting period
- 29% of Supervisors/Specialists are female, an increase of 2%
- 47% of Team Leaders are female, which is consistent with the last reporting period
- Females represent 39% of all line roles and 53% of all support and administration roles within the Qantas Group
- Females represent 48% of all Indigenous employees



- In Qantas overseas ports, women account for 59% of employees
- Overall, women account for 29% of Senior Management Roles (Levels 2-4)
- Women accounted for 37% of promotions from non-executive into executive positions during the reporting year, an increase of 5% from the last reporting period.
- The turnover rate (employee and employer initiated) during the reporting year was slightly higher for females and increased from 7% to 8%. By comparison the turnover rate for males was 7%
- Employee initiated attrition for females remained steady at 7%.
- Female redundancies represented 44% of all redundancies, an increase from the last reporting period. Where possible redeployment offers are considered and employees are provided with outplacement support.

### **Employment Matter 3: Training & Development**

#### **Women @ Qantas Development Program**

The Women @ Qantas (W@Q) Program is aimed at senior women in Qantas and is designed to assist women to build networks, broaden business knowledge, create career development opportunities, enhance people management skills, network and engage with colleagues across the business. Currently there are 100 women on the W@Q Program, who have come to be known as the W@Q Alumni.

During the reporting period, Qantas revised the format of W@Q to a program that was events driven and focussed on three key elements of development, support and networking.

As part of the revised W@Q format, Qantas launched "Invite A Guest", a concept to increase the internal female network as well as the number of women attending each event. The Alumni were asked to invite a female guest from within Qantas to each of the events. For subsequent events, the guests were asked to invite a guest and so forth. The internal women's network has now increased to approximate 260 women across Qantas.

#### **Emerging Leaders Program**

The aim of the Emerging Leader Program (ELP) is to identify and fast track the development and career progression of our high potential, high performance 'emerging talent' into leadership and management roles. The program helps participants to develop the mid-career building blocks that will assist them to advance into more senior roles. During the reporting period there were 34 participants in the program, the percentage of women increased slightly to 44%.

#### **Harvard Leadership Program**

This program provides a small group of senior talent with an intensive one week executive education experience led by some of the world's best professors from Harvard. During the reporting period 6 senior executives from Qantas participated in the program, two of which were women, representing 33% female participation.

### **Graduate Development Program**

The Graduate Development Program is a two year accelerated development program which aims to identify, engage, develop and retain graduate talent. The program is structured to provide graduates with four six month developmental rotations in a specialised stream of Human Resources, Finance, General (Corporate & Operational) and IT.

Currently there are 44 Graduates on the program, 50% of which are female.

### **My Mentor**

My Mentor is a self paced development program for women within the workplace, challenging them to 'make it happen'. The program covers 12 core modules via CD, DVD and Workbook designed to instil confidence, develop career planning skills, build networks and assist women in maximising their potential within a corporate environment. The program is aimed at women who are aspiring to, or on the cusp of undertaking a supervisory or managerial role, in either managing a team, a project or a piece of business.

Qantas facilitated a very successful My Mentor pilot program with the intent of establishing it as part of the suite of development tools for women. However, during the reporting period, a larger rollout of the program has been suspended in order to incorporate it strategically and systematically into the broader strategy for development programs for women across Qantas.

## **Employment Matter 4: Work Organisation**

### **Flexible Work Arrangements**

The Qantas Group have 'Flexible Work Arrangements – Procedure and Guidelines' in place, which apply to all Australian based ground employees. These guidelines not only ensure compliance with the National Employment Standards legislation (regarding the right of employees to request flexible work arrangements), but also provide guidance on how employees and Managers can agree upon mutually beneficial working arrangements.

Flexible Work Arrangements that are available at Qantas include; Part-time, Job-Share, Home based work, Make-up time, Time in lieu of overtime, Using leave, Flexible use of Annual Leave, Twentieth Days (accrued rostered days) Personal/Carer's Leave, Long service leave, Bereavement and compassionate leave and Leave without pay.

As at 31 March 2012, 29% of females were undertaking flexible work arrangements.

- 23% of our female workforce are on part time agreements
- 6% of our female workforce are on casual arrangements
- 61% of females who occupy part time and casual employment are in intermediate sales and service related work, such as front line customer service roles

An analysis of the workforce indicates that 67% of employees who moved from part time permanent to full time permanent in the reporting year were women.

## **Employment Matter 5: Conditions of Service**

- The disparity in male and female salaries primarily reflects the under-representation of women in Senior Management (Levels 2-4), rather than an equal pay for equal work issue.
- The average Fixed Annual Remuneration (FAR) for women in Senior Management (Levels 2-4), at 31 March 2012 was 2% higher than the average FAR at 31 March 2011
- On average, those women who were Senior Management (Levels 2-4) for the full 12 months of the reporting period, received a FAR increase of 7%
- On average, the gap between male and female salaries at Senior Management (Levels 2-4) for the full 12 Months, decreased by 0.9% (excludes promotions into and out of this senior management group)
- A comparison of the salaries of males and females working in equivalent roles at Levels 3-5 (excluding Pilots), shows that there is a pay gap of less than 8% between males and females

## **Employment Matter 6: Sex-Based Harassment**

- The Qantas Group has comprehensive equal opportunity, anti-discrimination and harassment policies.
- All new starters within the Group are given the Standards of Conduct Policy which specifically outlines Qantas' Equal Employment Opportunity (EEO) standards, in addition to Qantas' intolerance of sexual harassment.
- Compliance with Qantas' EEO standards is a term in Qantas' current and recent employment contracts.
- In late 2011/early 2012 Qantas designed a new 2 hour face-to-face compulsory training program called "Our Values: Standards of Conduct". This training program will be launched across the entire Qantas Group. The program explores Qantas Values and the Standards of Conduct Policy via an interactive workshop involving the use of DVD scenarios to illustrate behaviour which is unacceptable and unlawful sexual harassment in the workplace and the consequences of such behaviour. This compulsory training program will be rolled out to all employees over the 2012/13 financial year.
- A compulsory online compliance course titled "EEO and our Standards of Conduct" is currently available for all employees to complete. This on-line course will be reviewed and relaunched to reflect the "Our Values: Standards of Conduct" face-to-face workshop.
- The EEO Department also provides other classroom training, workshops and personalised one on-one-training on EEO, grievance handling and the Qantas Group's Standards of Conduct.
- The EEO Department monitors compliance standards for ongoing training in this area and for the effective resolution of complaints, with a continuing focus on refresher training for people across Qantas Group.
- Qantas continues to send managers and front line supervisors to a 2 day Workplace Investigations and Disciplinary Procedures Training Program run by Ashurst. (formerly Blake Dawson). 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.

- Since April 2011, one complaint regarding sex based discrimination has been lodged under legislation. This complaint has not yet been resolved.

### **Employment Matter 7: Pregnancy, Potential Pregnancy & Breast Feeding**

During the reporting year, 488 females went on maternity leave, whilst 29 males took paternity leave.

Of the 1005 female employees on maternity leave during the period January 2010 – December 2011, only 18 did not return to work giving a retention rate of 98%. This rate held true for 12 months, and after 12 months the retention rate was 96%.

### **Parental Leave Policy**

For the Primary Carer (including Adoptions), Qantas offers eligible employees up to 104 weeks of parental leave with a maximum of 12 weeks paid parental leave. Secondary Carer's leave (including Adoptions), includes 1 week of paid leave and 2 weeks unpaid.

### **Keep in Touch Program**

This program is available for women on maternity leave. Under the program, employees can elect to receive Group wide communications such as Qantas News and/or information from their individual departments such as minutes of meetings or project status updates. During the reporting period, this program was reviewed and changes / enhancements will be tabled with the Diversity Council to determine how any resulting actions or outcomes will be implemented.

### **Flexible Work Arrangements**

For eligible employees, there is a parental part-time arrangement for employees returning to work from parental leave or who have responsibility for the care of a child. Job Sharing is another arrangement available at Qantas that may benefit eligible employees returning to work from parental leave.

### **The Joey Clubs**

Qantas Group employees have access to 3 work-based childcare centres in Sydney, Melbourne and Brisbane. The Joey Clubs were constructed and are owned by Qantas and managed by KU Children's Services. Sydney and Melbourne both cater for 65 placements, while Brisbane caters for 75 places.

### **Expect a Star**

Qantas has partnered with Expect a Star, a child and aged care solutions provider to launch a corporate program called 'Family Support'. Family Support is dedicated to enabling and empowering Qantas employees to commit to their work and family responsibilities by providing both the Parental and Senior Living Programs to their Australian based employees.

The Parental Support Program offers childcare solutions to parents including emergency childcare, before and after school care, the ability to make online bookings for nannies and babysitters, as well as a Child Care Centre and School search for parents to easily locate these facilities. The program also supplies parents with useful resources including up to date articles, the latest news on the childcare industry, tips and issues relevant to parents, family activity recommendations and a section designed to assist employees to find out what funding and benefits they may be entitled to as a parent, and professional consultants are available to help Qantas employees with personal requests. Additionally, the program also has regular competitions for Qantas employees to enter and win prizes.

The Senior Living program offers a range of options including emergency aged care, ongoing aged care, a senior living support network as well as access to a variety of informative and practical senior living resources. In addition to this, the program also provides practical information for employees considering retirement or life after work.

Qantas employees and their families have responded well to the program by accessing resources, articles, tips and services provided by Expect a Star.

Family Support was launch in early March 2012 and by the end of the reporting period, there has been 7% utilisation of both the Parental and Senior Living Programs.

## **SECTION 3: ISSUES PRIORTISED**

In the 2010/11 EOWA Report, the Qantas Group proposed to address the following issues during the reporting year of 1 April 2011 – 31 March 2012:

### **1. Implement the recommendations of the Talent & Inclusion Working Group**

- a) Commence a project to investigate the work/life balance and workplace flexibility needs of our employees
- b) All shortlists for roles at Level 5 and above to include at least one suitably qualified and motivated female candidate, and to have involved a review of the internal pool
- c) All succession plans to include at least one suitably qualified female candidate
- d) Proactively broker development opportunities for women identified as talent – replicating the current bespoke talent development model
- e) Deliver training to managers on the Qantas Talent Review Process – focus on process, roles and responsibilities
- f) All members of ExCo to mentor at least one senior female leader from a different part of the business
- g) Develop a set of Talent Review metrics to assess efficacy of process and number of appointments

### **2. Strengthen and support the talent pipeline of women into critical decision making roles and increase the targeted movement of women into senior P&L Roles**

### **3. Strengthen the Women @ Qantas program to include a focus on mentoring, networking and critical skills development**

### **4. Implement measurable objectives for achieving gender diversity per the ASX Corporate Governance Principles and Recommendations**

## SECTION 4: ACTIONS TAKEN

### Supplementary Commentary for Section 4.1

In order to address Subheadings b) to g) under “Implement the recommendations of the Talent and Inclusion Working Group” Qantas includes this additional commentary as supporting evidence.

During the reporting period Qantas undertook a review of the overall Talent process, including a strategic review of a gender balance that is integrated into the broader gender diversity objectives for Qantas.

In January 2012, Qantas re-established its Diversity Council. The council is chaired by a member of the Executive Committee (ExCo), who is a direct report of the CEO. There are an additional two ExCo members and seven senior executives who form the rest of the Council. The Council has 60% female participation and all members represent different and diverse areas of the organisation. The Diversity Council has agreed to place a strategic focus on Gender Diversity in the medium term and will be the advocate and sponsor of all related initiatives.

The Council's contribution to Gender Diversity is a strategic and systematic approach, focussing on a few key initiatives, rather than several ad-hoc and disparate programs. Having the Council's sponsorship of these initiatives will deliver sustainable, longer term outcomes for our women. As the Council has only recently been established, outcomes are not immediately evident and as a result not all areas under Subheadings b) to g) have been fully addressed.

### 4.1. Implement the recommendations of the Talent and Inclusion Working Group

#### a) Commence a project to investigate the work/life balance and workplace flexibility needs of our employees

In order to retain and support women at all levels of the business, the Qantas group has continued its commitment to flexibility, work/life balance and health and well-being through a variety of programs and initiatives.

During the reporting period, Qantas updated its Leave Policies partly to encourage and promote work/life balance and opportunities to work flexibly. The key changes made were:

- The release of Leave Guidelines which established principles such as encouraging employees to take leave as it accrues, and creates an expectation for the business to release employees on leave wherever practicable
- Allowing employees to cash out leave in conjunction with taking leave which provides additional flexibility whilst also respecting the importance of employees taking time off for rest and recreation
- Allowing employees to take a portion of long service leave in advance of it accruing and an undertaking to consider the option of allowing long service leave to be taken by agreement in periods shorter than the current 15 calendar day minimum
- As previously mentioned in Employment Matter 7, Qantas has partnered with Expect a Star, a child and aged care solutions provider to launch a Corporate program called ‘Family Support’. The

resources within Family Support enable Qantas employees to commit to their work and family responsibilities by providing both the Parental and Senior Living Programs to their Australian based employees.

These changes have been well received by employees who increasingly seek flexibility in achieving work/life balance. Qantas is currently undergoing a Workplace Transformation which is also expected to facilitate telecommuting and other flexible work arrangements.

The Qantas Group continues to provide a series of Employee Assistance Programs (EAP) to help balance work and life, which include six initiatives; Life Assist, Health Assist, Trauma Assist, Manager Assist, Money Assist and Family Assist.

During the reporting year, there has been continued utilisation of the EAP Program. In the reporting period, female employees accounted for approximately 58% of all self referrals to this service. The EAP Provider has also attended a number of Qantas Group workplaces to present topics such as 'Balancing Work and Home', 'Not Your Normal 9-5' (for shift workers) and 'Emotional Resilience'.

Other health and well being initiatives include;

### **Group Exercise Classes**

The classes are provided in several locations free of charge to employees and managed by Peak Health Management. The Pilates and Yoga classes have over 85% of female participation in our corporate campus as the classes take place during or after work hours. This enables our employees with family obligations to find the time to attend classes in the workplace. Due to the location of our offices, this may be the only viable option for many of our employees.

### **Health Assessments**

Various health assessments are conducted during the year and include health heart checks, skin cancer, eyesight and hearing checks and comprehensive medical assessments. These services are offered at varying times through-out the year as required by Qantas business areas. During Safety Week (annually in October) these health checks are available to any staff member that wishes to attend. Uptake from our female employees tends to be slightly higher than their male counterparts.

### **Global Corporate Challenge (GCC) May – September 2011**

The GCC is a corporate based health and fitness initiative where participants wear a pedometer everyday for 16 weeks to track their daily steps (walk, bike or swim). The goal is to get the world moving with each person doing at least 10,000 steps per day. Last year was the sixth time that Qantas has been part of the GCC with 1,022 employees participating, made up of 146 teams each with 7 members. Qantas subsidises the entry fee by 50% and also provides pre GCC health checks to all participants. The Qantas participants averaged 12,879 steps each per day and in total the Qantas teams tallied up 1,221,102,709 steps. Women accounted for approximately 60% of Qantas participants.



## Other Initiatives

- Qantas Safety regularly provides health promotion and information sessions on women's health issues including breast and bowel cancer, heart disease, diet and reproductive health.
- Regular communication about the Health and Well Being program via Qantas News (monthly newspaper) and Friday Flyer (Weekly email publication) has generated more demand for these services
- Weight Watchers @ Work – workplace weight loss at a discounted rate
- Quit Smoking Course – available free of charge at work
- Massage – a 10-60minute massage service is provided at work with a qualified therapist. Currently 53% of participants are female and rely on the service being provided during work hours.
- Health Insurance – policies at a discounted rate provided by Medibank, Bupa and other health insurers

Qantas continues to monitor the flexible work needs and the health and well being of its employees.

**b) All shortlists for roles at Level 5 and above to include at least one suitably qualified and motivated female candidate, and to have involved a review of the internal pool**

*and*

**c) All succession plans to include at least one suitably qualified female candidate**

During the reporting period, Qantas commenced a review of our broader Diversity initiatives and the newly formed Diversity Council has since determined the strategic imperative is to focus on Gender Diversity.

We have explored this with other organisations, researched the literature, benchmarked best practice and as a result we are not entirely committed to the Talent & Inclusion initiatives as reported last year. There is also uncertainty that setting policies or guidelines at such a granular level will provide the critical factors to create equal employment opportunities and assist Qantas women with progression and promotion into our leadership ranks.

We will continue the review and in the coming reporting year, either validate this decision or commit to other initiatives and alternative ways to make the greatest difference to our women.

**d) Proactively broker development opportunities for women identified as talent – replicating the current bespoke talent development model**

During this reporting period Qantas undertook to prioritise the Talent Process and Talent Brokering Process, which included all Qantas Senior Management irrespective of gender.

The objective was to place rigour around Talent, review it as a whole, identify process improvements, and agree to refocus on specific female Talent as a subset of the revised Talent process.

As a result, Qantas did not place a strong focus on brokering development opportunities for women as intended by last year's report.

**f) All members of ExCo to mentor at least one senior female leader from a different part of the business**

During the reporting period, ExCo and Senior Management agreed to become mentors. At the end of the reporting period mentors were being matched to mentees. Objectives have been set in accordance with the ASX Guidelines, to have this program launched by the end of this year.

**g) Develop a set of Talent Review metrics to assess efficacy of process and number of appointments**

The gender breakdown of our total Talent and appointment at Senior Executive level is reviewed at the bi-annual ExCo Talent Review process.

During the reporting period the ExCo Talent Review revealed that of the total Talent Population, more than 60% of High Potential employees are male. Of the total Talent Population, almost 50% of the High/Solid Performer employees are female. High Performer represents High Performer with Potential. Qantas has set clear targets for our Senior level female representation for 2015 and 2018 in line with the ASX guidelines. We have also implemented a target for all our Talent Programs to achieve 40% female representation. We have four talent programs in 2011-2012:

- Graduate Program – female representation is 50%
- Emerging Leader Program – female representation is 34%
- Broader Talent – 24%
- Key Talent – 22%

Additionally, during the reporting period, Qantas commenced developing broader talent metrics that will be reported on a bi-annual basis from June 2012, and which will include a specific metric of the number of promotions and internal appointments from the talent pool cut by gender, and which will also look at our talent groups beyond the specific talent programs.

**4.2. Strengthen and support the talent pipeline of women into critical decision making roles, and increase the targeted movement of women in senior P&L roles**

The Qantas Group identifies and develops talented employees from across the company to be future leaders. This ensures a pipeline of suitable candidates is ready to step into management/senior leadership positions when successors are required.

During the reporting year, 16 'Best Bets' and 35 'Broader Talent' employees were identified who, with specific development could be ready for an ExCo appointment or a broader more complex role in a few years.

Of this group, 24% are women who have been targeted and assessed for specialised development. The focus for these women will be leveraging those critical experiences, enhancing their skill base and building capability to execute senior executive roles.

### **4.3. Strengthen the Women @ Qantas program to include a focus on mentoring, networking and critical skills development**

Qantas has a suite of programs to build leadership capability which are designed around the needs of the business and help individuals to develop a versatile set of skills. Current programs include the Graduate Development Program, Emerging Leader Program, Women @ Qantas Development Program and the Harvard Leadership Program.

Qantas has continued to strengthen the Women @ Qantas (W@Q) program, by holding regular events that focus on mentoring, networking and critical skills development.

#### **Networking Event**

In August 2011, a W@Q event was held to develop Networking skills was for the W@Q Alumni.

An external speaker, Professional Networker Sue Henry facilitated the session which included how to use networking to your advantage, tips for successful networking and a role played network activity. This was the initial event where W@Q Alumni were asked to "Invite a Guest" with the objective of expanding the internal women's network across Qantas. Approximately 60 W@Q Alumni and their guests attended this event.

#### **Development Event**

In November 2011, a W@Q held an event themed "Connecting You to Your Greatness" in partnership with The Hunger Project. This inspiring session focused on personal and professional development, and was based on the theory "that by re-energising the spirits and shifting the mindset to one of optimism, people can be the source of their own success"

This theme was specifically orientated around skilling women to think differently and creatively when faced with a major change situation. Lesley Grant – Group Executive Customer & Marketing opened the proceedings and welcomed keynote speaker, Cathy Burke CEO of The Hunger Project. Cathy spoke of her experiences with communities in third world countries, and was able to give our women exposure to new ideas, inspire different ways of thinking and share experiences which enhance personal and professional development. Approximately 50 W@Q Alumni and their guests attended this event.

#### **International Women's Day Event**

The annual Qantas International Women's Day (IWD) Event and Expo was held in celebration of IWD in March of this year. The event was themed "Your Personal Brand – Presenting and Promoting the Best You!" and was designed to give women an insight into how to create and utilise their personal brand for personal and professional self development.

Keynote speaker Kellie Tomney from Standout Advantage presented a session which gave insight on the unique differences between women and men and how these differences can be used to advantage and increase your personal brand. The National Institute of Dramatic Art (NIDA) facilitated three interactive workshops which focused on Voice and Communication, Physical Presence and Image and Presentation.

The Expo featured a range of Qantas' corporate partners who specialised in products and services for women. This year a higher number of organisations participated with representation from Bupa, World Kindness Australia, Dress for Success, Expect a Star, Black Dog Institute, National Breast Cancer Foundation, Bowel Cancer Australia, Fernwood Gym, Weight Watchers Australia, Petrina Hair & Makeup, and Judie Rolin Massage Therapy

The day was divided into two sections with the facilitated sessions in the morning and the Expo in the afternoon. This year over 80 W@Q Alumni and their guests attended this event.

### **McCarthy Mentoring Program**

Since 2008, Qantas has partnered with McCarthy Mentoring to provide W@Q Alumni the opportunity to be matched with an external mentor as an element of their structured, formal program. Mentors are generally senior executives who hold positions on Boards, or who are Directors, CEOs, or Managing Directors of organisations across various sectors and industries. During the reporting period, 24 of the W@Q Alumni had a mentoring partnership.

In October 2011 a meeting was scheduled with several of the external mentors and two Qantas ExCo members to discuss the mentoring program, current business challenges, potential opportunities and a general Q+A. The meeting was successful and mentors commented that it was invaluable to get a detailed business insight from members of the Qantas ExCo.

### **Women on Boards / Chief Executive Women Programs**

The ongoing partnership with Women on Boards (WOB) and Chief Executive Women provides Qantas women with strong networking opportunities both internally and externally, and allows them to gain an understanding of the skills and competencies necessary to be successful for becoming a member of Board or working towards CEO level.

In the reporting period, WOB facilitated two development workshops, entitled 'Recognising Your Career Potential' and 'Getting Started: Realising Your Board Potential'. Both workshops were attended by approximately 30 W@Q women. These specialised and targeted sessions were exclusively for W@Q women and there was no opportunity for guests to be invited.

#### ***4.4. Implement measurable objectives for achieving gender diversity per the ASX Corporate Governance Principles and Recommendations***

During the reporting period, Qantas established measurable objectives (internal and external) in three key areas, based on the Qantas Group People Strategy:

- Leadership
- Talent and Development
- Recruitment and Selection

##### **Leadership**

- Establish a Group Diversity Council, to be chaired by a member of the Executive Committee ('EXCO')
- Progress against gender targets to be included in management reporting (e.g., CEO Report)

##### **Talent and Development**

- All members of ExCo to mentor at least one Senior Female Executive
- No less than 40% participants in Group Talent Programs to be women
- 50% graduate recruitment of women by 2015 (from 45%)

##### **Recruitment and Selection**

- Senior Executive targets as follows:
  - 35% women by 2015 (increase from 29%)
  - 40% women by 2018

## SECTION 5: EVALUATION OF ACTIONS TAKEN

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| <ul style="list-style-type: none"><li>• <b>This section is required to be submitted</b> but may be kept confidential (by EOWA removing it from the Public Report once assessed)</li><li>• Please indicate if you wish your <b>Evaluation</b> to be removed from the Public Report by placing an 'X' in the box to the right</li></ul> | <div style="border: 1px solid black; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">X</div> |
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Although Qantas reviewed the W@Q Program during the reporting period, Qantas maintained the profile of the program by holding regular events focusing on mentoring, networking and critical skills development.

During the reporting period W@Q held several events and workshops as well as the annual International Women's Day Event and Expo. Feedback is gathered verbally and via online surveys after each event in order to monitor content and continually improve the program's offerings to our women. Below is a snap shot of this feedback:

### W@Q Networking Event

- 100% of respondents found the event to be a valuable networking activity were interested in attending the next W@Q Event – Connecting You to Your Greatness featuring the team from the Hunger Project”
- “Great guest speaker, Sue made networking achievable for everyone, interacting with everyone!”
- “Practical advice and tips from the speaker, then immediate practical application worked well for the event”
- “Guest speaker was great – very positive and energetic and “forced” people to network with others”
- “Great cross section of attendees”

### International Women's Day Event & Expo

- “This was a brilliant session!” – Regarding the NIDA Workshop
- “The guest speakers, workshops and lunch were fantastic! It was a wonderful event and I hope I'll be invited to attend again next year!”
- “Well timed and well balanced morning activities, combined with an excellent concept for the afternoon. Practical tips and exercises, not just ‘soft’ ideas!”
- “An interesting event which would have taken a lot of hard work, time and effort to pull together. Well done. It was good to be able to have the morning session for the Women @ Qantas team and still have something for everyone in the organisation in the afternoon. A good balance of inclusivity for all females”

### **McCarthy Mentoring Program**

- “The McCarthy Program has given me the confidence to tackle a large career change after positively working through the issues with my mentor”
- “My confidence level has increased, motivation increased and it has given me clarity on where to go. It has had a positive impact personally and professionally”
- “My mentor is excellent. The relationship works well and I feel like I have got a lot of benefit from it”
- “McCarthy Mentoring matched me perfectly with my mentor and this has helped me both personally and professionally over the year”

### **Women on Boards – Workshops**

- “Realised a number of important elements from the workshop around effectively representing yourself”
- “Was a great transfusion career advice, confidence building and resume improvement”
- “Great refresher of extremely relevant information. Fabulous and practical tips!”
- “Allowed me to see how you can present yourself to the marketplace and also set a benchmark of where Qantas positions are placed”
- “Motivating and informative”
- “Very empowering and to recognise the value you could bring to a Board”
- “I felt both exercises were very useful & highlighted gaps I hadn't thought about that I can fix”
- “I think it is a great organisation helping empower women to strive to be on Boards”

## **SECTION 6: FUTURE ACTIONS**

Based on ongoing analysis and evaluation, the focus of future actions planned for the Qantas Group will be on embedding our Gender Diversity strategy into the business and it becoming part of our business as usual (BAU) practices.

More specifically the Qantas Group proposes to address the following issues for the 2012/2013 reporting year:

1. Move towards Gender Diversity targets under the ASX Guidelines to increase the number of women in Senior Management roles (Levels 2-4) and in the Graduate Program
2. Implement actions and outcomes of the revised Talent process, incorporating the strategic review of gender balance to ensure that it is integrated into the broader gender diversity objectives for Qantas.
3. Develop a consistent Workforce process which supports the ongoing need for greater work/life balance, workplace flexibility and health and wellbeing of Qantas employees