



2009/2010 Annual Report

for the

**Equal Opportunity for Women in the Workplace Agency
(EOWA)**

May 2010

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QANTAS AIRWAYS LTD

***Equal Opportunity for Women in the Workplace Agency
Report 2009/2010***

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 2009 to 31 March 2010.

The annual report for 2009/2010 covers the Corporate and Business Segments under the umbrella of the Qantas Group. The Business Segments within the Qantas Group are:

- Qantas Airlines – Commercial (incorporating QantasLink Regional Airlines, Freight, Sales & Marketing)
- Qantas Airlines – Operations (incorporating Engineering, Airports and Catering)
- Jetstar Airways (incorporating domestic, international and Jetstar Asia)
- Jetset TravelWorld Group (majority owned – incorporating Qantas Holidays and Business Travel)
- Loyalty (Frequent Flyer Programs)
- 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 2009/2010

Representation

- Qantas now has a woman on the Executive Committee reporting directly to the CEO
- As a result of the Talent Review Process, 3 critical leadership roles were filled by women
- QantasLink increased its number of female Captains from 6 to 13 and Jetstar increased the number of female pilots from 15 to 22
- Females represented 75% of the total 2010 Graduate intake, in comparison to 43% female Graduates for the 2009 intake

Engagement

Qantas CEO Alan Joyce met with a group of senior women in August 2009 to discuss strategies for attracting, engaging and retaining women across the Qantas Group

- Results from the companywide Engagement Survey showed women to be more engaged than men

Development

- Female students accounted for 27% of the Summer School and 43% of the Winter School programs run by Qantas Engineering
- The Women @ Qantas Development Program has been expanded to include internationally-based participants

Work/Life balance

- An inaugural Women's Health and Wellbeing Expo was held to mark International Women's Day
- The overall retention rate for women returning from maternity leave was 97%, and for female Pilots 100%

2. WORKFORCE PROFILE

As at 31st March, 2010 the Qantas Group has a total workforce (full time, part time and casual employees) of 34,469 employees. The workforce profile is provided in Table A, by level of responsibility.

This includes 2,747 Jetstar Airways employees (full time, part time and casual).

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 (defined by reporting line, e.g. direct reports of Group Executive)
- Level 4: Head of Department (defined by job size)
- Level 5: Manager (defined as a manager of people or manager of a function)
- Level 6: Coordinator/Supervisor (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

HEADCOUNT	Women		Men		Casual		Extended Leave		Total Staff	%	
	Full Time	Part Time	Full Time	Part Time	Women	Men	Women	Men		Women	Men
2 - Group Executive	2*		10						12	17%	83%
3 - Executive Manager	8	2	64				3	2	79	16%	84%
4 - Head Of	34	2	109	1	1		3	1	151	27%	73%
5 - Manager	460	46	1620	4	1	2	39	10	2182	25%	75%
6 - Supervisor/Specialist	1809	224	5411	91	17	9	141	47	7749	28%	72%
7 - Team Member	7216	2822	10924	1108	444	649	1027	107	24297	47%	53%
Total	9529	3096	18138	1204	463	660	1213	167	34469	41%	59%

** Includes Company Secretary

3. ANALYSIS

3.1 CONSULTATION AND ANALYSIS

The Qantas Diversity Council is currently under review, however CEO Alan Joyce has endorsed a proposed model to be launched later in 2010.

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

Regular consultation takes place between the Performance & Culture Team in Corporate HR (which oversees diversity initiatives) and the managers in the business who implement them. All female employees are encouraged to attend women's events and to participate in the various networking forums on offer.

3.2 EOWA EMPLOYMENT MATTERS

The following employment initiatives have been considered since 1st April 2009 until 31st March 2010.

N.B. All Qantas Group figures include Jetstar – where available, the Jetstar figures have also been split out.

3.2.1 RECRUITMENT AND SELECTION

New Hires

- Due to the economic conditions affecting the aviation industry and a companywide restructure, recruitment for the reporting period was lower than normal – although still higher than 2008/09.
- 42% of new hires across all levels were female – slightly down from 45% during the 2008/2009 reporting year.
- However, women account for 50% of new employees within Management Levels 2-6 (Group Executive to Supervisor), up from 47% during the previous year .
- 49% of new hires at Jetstar – across all levels – were female.
- Overall retention rate for female new hires was 90% (based on permanent full-time/part-time positions).

Graduates

- Throughout the reporting period, Qantas has continued its commitment to the recruitment of graduates for the Qantas Graduate Development Program, and significantly increased the proportion of female Graduates hired in 2010.
- Females represented 75% of the total 2010 Qantas graduate intake, in comparison to 43% female Graduates for the 2009 intake.
- Of the 46 employees currently on the two-year graduate program, 25 are female.
- For the Jetstar Graduate Program, females represented 50% of the 2009 intake and 17% of the 2010 intake.

3.2.2 PROMOTION, TRANSFER AND TERMINATION

Qantas Board Presence

- Of the 11 members on the Qantas Board of Directors, two are female (18% female representation).

- Two of the ten directors (20%) on the Qantas Superannuation Fund are female – the Chairman of the Fund and a Company-Appointed Director.
- There are 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 (Refer to Table A)

- Analysis of the workforce profile reveals that:
 - Qantas now has a female in a line role on the Executive Committee reporting directly to the CEO
 - Overall female participation within the Qantas Group has increased slightly from 41% to 42%. Within Jetstar, female participation is 48%.
 - 27% of Heads of Department are female, which is up from 25% last year.
 - 25% of Managers are female – on par with last year.
 - Female participation at the Supervisor level remains steady at 28%.
 - Females represent 40% of all line roles within the Qantas Group and represent 56% of all support/administration roles. At Jetstar, females represent 43% of all line roles (excluding Executive and Head of Department roles).
 - Females now represent 50% of all Indigenous Employees – up from 47%.
- There has been a significant increase (9%) in the number of Executive women gaining promotions with women accounting for 37% of Executive Internal Promotions from 1 April 2009 – 31 March 2010.
- The turnover rate (employee and employer initiated) during the reporting year remained slightly higher for females than males, however overall female turnover dropped from 11% during the previous reporting cycle to 9%. Employee initiated attrition for females remained steady at 7%.
- Female redundancies throughout the reporting year represented 44% of all redundancies, down from 51%. Upon redundancy or retrenchment, most 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:

- While the number of female pilots for Qantas, QantasLink and JetConnect has remained steady overall, QantasLink has significantly increased the number of female Captains from 6 to 13. Jetstar has increased the number of female pilots by 7, from 15 to 22.

Engineers and Apprentices

- The number of female engineers, which includes Professional Engineers, LAMEs (Licensed Aircraft Maintenance Engineers), AMEs (Aircraft Maintenance Engineers) and Apprentices has increased by 9 from 54 to 63. The overall female representation within Engineering division remains steady at 6%.
- Jetstar has 10 Engineering apprenticeships available for 2010/2011, and will actively encourage females to apply for the program.

Case Study: Qantas Finance

Of the 8 graduates hired into the finance stream of the Qantas Graduate Development Program in 2010, 6 of them are female. This 75% figure marks a significant increase on

previous years, where the female proportion of the intake was as follows:

2010	75%
2009	40%
2008	33%
2007	45%
2006	37%
2005	33%

The graduate program is a 2 year program comprising four 6-month rotations in various business units within the Qantas Finance Community. Entry into the program is extremely competitive, with over 600 applications received so far for the 8 available 2011 positions. This ensures a pipeline of female talent for the Finance function.

Reasons for Leaving

- The Qantas Group, in partnership with Deloitte, manages an exit interview process for individuals leaving the organisation. This three-format process: online, telephone and face to face, gives employees a confidential and reliable channel to express their reasons for leaving the organisation.
- A quarterly summary is provided to the business by Deloitte, with both qualitative and quantitative data. Of the 323 interviews conducted between January and December 2009, 45% were female. The exit data is analysed by gender, thus providing insights into how best to attract and retain women within the Qantas workforce.
- According to the Exit Interviews conducted from January to December 2009, the top three reasons for leaving by gender were:

FEMALE

1. Need for greater work-life balance
2. Looking for more interesting / challenging work
3. Limited future promotion opportunities

MALE

1. Limited future promotional opportunities
 2. Looking for more interesting / challenging work
 3. Retirement
- In terms of overall employee experience, the experience by gender was very similar, with the exception of Compensation/Benefits, for which women reported a significantly higher than average positive experience, whilst men reported a below average experience.

3.2.3 TRAINING AND DEVELOPMENT

Emerging Leader Program

- This program assists less experienced executives and professionals fast-track their development as future leaders, providing rich on-the-job and classroom learning experiences. The objective is to help participants to develop the mid-career building blocks that will assist them to advance into more senior roles.
- Of the 38 participants who joined the Emerging Leaders Program during the reporting period, 13 were female. This is a total representation of 34% – the same as last year.

Senior Executive Program

- The Senior Executive Program is currently suspended until group-wide work into developing leadership capabilities is complete. A revised program is scheduled to be launched in late 2010.

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.
- There were 7 people selected for the program this reporting year, of which 1 was female. (in the previous year there were 2 females and 4 males).

Women @ Qantas Development Program

- The aim of the Women @ Qantas Development Program is to attract, develop and retain senior and emerging female leaders. The objective is to assist participants to build their networks and broaden their knowledge of the business.
- There were 29 new participants in this reporting cycle, which takes the total participation to 56 females.

3.2.4 WORK ORGANISATION AND FLEXIBLE WORK ARRANGEMENTS

- The Qantas Group offers its employees access to a range of flexible work arrangements, including part-time hours, job share and working from home. In addition, ad-hoc options may include time-in-lieu, make-up time and flexible use of annual leave entitlements.
- Currently 28% of females within our workforce are on flexible work arrangements including part-time and casual employment. 24% of our female workforce is on part-time agreements, whilst 4% of females are on casual arrangements.
- Currently 10% of females within the Jetstar Airways workforce are on flexible work arrangements, including part-time employment.
- 55% 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 68% of employees who moved from part time permanent to full time permanent in the reporting year were women – an increase of 28%.

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 12% less than the equivalent male salary (excluding Captains) and 19% less than the equivalent male salary (including Captains).
- However the disparity in male and female salaries primarily reflects the under representation of women at senior levels within the Group, rather than an equal pay for equal work issue.
- A comparison of the salaries of males and females working in roles at equivalent levels shows that of the 7 levels within the Qantas Group, there is a pay gap of less than 10% between males and females (excluding Captains) at levels 4, 5, 6 and 7.
- At level 3 (Executive Manager) there is a slightly higher average salary for females
- These results should be viewed as a relatively positive result, considering the overall average gender pay gap for all industry groupings is 18%.

3.2.6 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' 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". An update to this course has been completed and the course is expected to be launched prior to 30 June 2010.

- 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 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.
- Since April 2009, two complaints regarding sexual harassment/discrimination have been lodged under legislation and these are likely to be resolved soon. No such complaints have been lodged for Jetstar Airways.

3.2.7 PREGNANCY, POTENTIAL PREGNANCY AND BREASTFEEDING

- During the reporting year, 519 females went on maternity leave, whilst 13 males took paternity leave. At Jetstar, 62 females went on maternity leave and 22 males took paternity leave.
- Qantas offers 12 weeks of paid maternity leave, 12 weeks of paid adoption leave and has a total period of 104 weeks parental leave (paid and unpaid) for the primary care-giver of a child.
- Of the 801 female employees on maternity leave during the period January 2008 – December 2009, only 25 did not return to work giving a retention rate of 97% (an increase of 4% from the previous period Jan 07 – Dec 08). After 6 months the retention rate was 96% and after 12 months the retention rate was 94%.
- Pregnant pilots are offered ground roles that utilise their specialist knowledge and Flight Operations has continued to maintain a 100% maternity leave retention rate for Pilots.
- Return to work for female Pilots is facilitated by providing access to a reduced line of flying – 'Carer's Line' – where Pilots with primary carer responsibility and appropriate bidding rights may nominate their roster percentage and days of work
- 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 Qantas News and/or information from their individual departments such as minutes of meetings and project status updates.
- Qantas Group employees have access to 3 work-based childcare centres "The Joey Clubs" in Sydney, Melbourne and Brisbane. The Joey Clubs were constructed by and are owned by Qantas, and are managed by KU Children's Services. 235 families currently have children enrolled in the Joey Clubs.

4. ISSUES PRIORITISED

Following on from last year's 2008/09 EOWA Report, the Qantas Group proposed to address the following issues for the 2009/2010 reporting year:

1. A need to review the Qantas Diversity Council and establish a working group to focus on specific issues.
2. A need to bolster the attraction, engagement and retention strategies for women employed within the Qantas Group
3. A need to increase the female representation within the Engineering and Apprentices category.
4. A need to continue to encourage and support the female networking programs within Qantas.
5. A need to strengthen the talent pipeline of women into critical decision making roles, and increase the targeted movement of women into senior P&L roles.
6. A need to refresh the Women @ Qantas program with a focus on an improved mentoring element.
7. A need to promote the Qantas Work-Life Balance and Family initiatives.

5. ACTIONS TAKEN

The following actions were undertaken by the Qantas Group during the 1 April 2009 – 31 March 2010 reporting period to address the identified issues.

5.1 REVIEW THE QANTAS DIVERSITY COUNCIL AND ESTABLISH A WORKING GROUP TO FOCUS ON SPECIFIC ISSUES.

- The Qantas Diversity Council is currently under review, however CEO Alan Joyce has endorsed a proposed model to be launched later in 2010.
- In August 2009, CEO Alan Joyce and Group Executive People Jon Scriven, participated in a focus group with senior women from across the Qantas Group. A number of key themes emerged from the session, many of them linked to the identification, engagement and support of talent across all levels at Qantas.
- In particular, it was identified that there was a need to focus on the following:
 - increasing the efficacy, visibility and transparency of the Group Talent management process, including opportunities to participate in cross-functional teams and networking
 - implementing robust recruitment practices that encourage hiring managers to think 'outside the square' when making hiring decisions
 - the need for greater work/life balance and opportunities to work flexibly
- As a result, a cross-functional 'Inclusion & Talent Working Group' was established to further explore and action these issues. The Group is focusing on five key streams of work:
 1. Recruitment
 2. Work-Life Balance
 3. Talent
 4. Behaviours
 5. Systems
- The Diversity Council will have oversight of the key findings and recommendations arising from this Group.

5.2 BOLSTER THE ATTRACTION, ENGAGEMENT AND RETENTION STRATEGIES EMPLOYED FOR WOMEN WITHIN THE QANTAS GROUP.

For additional information on initiatives in Engineering, see 5.3 below.

Attraction

- The Qantas Careers website 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 on pages for individual business areas, such as the Engineering Apprentices page. This is designed to attract more women to apply for roles in areas seen as 'non-traditional' for females such as Engineering, Flight Crew (pilots) and some operational areas.
- In addition, marketing material designed for the 2010 recruitment campaign for the 2011 Graduate Development Program featured a female employee. (These brochures were distributed throughout University Careers Fairs).
- An 'Employer of Choice' article about Qantas published in the Sydney Morning Herald in January 2010, included photos of three female employees and promoted Qantas diversity initiatives for women in the workplace such as the Women @ Qantas Development Program.

Case Study: Qantas Shared Services

Indigenous Education and Work Experience – Female Participation

Qantas Shared Services has developed an Education and Work Experience program for young Indigenous students with the establishment of Indigenous School Based Traineeships (SBT) and University Cadetships. These programs have attracted 94% female participation.

- Qantas Shared Services has 11 female Indigenous School Based Trainees (SBT). The SBTs rotate through different teams within Shared Services including Financial Services, People Shared Services, Qantas Transport and Corporate Logistics. Each rotation lasts approximately 6 months. The aim is to enable the SBTs to understand different job functions, gain practical experience and to work towards the achievement of a Certificate II in Business Services as part of their Higher School Certificate (HSC).
- Qantas Shared Services has also employed 4 female Indigenous Cadets studying a range of degrees including Arts Law, Construction Management and Commerce/HR. Cadets who study full-time at university and are given the opportunity for paid work experience relevant to their degree. Each cadet is assigned a current Graduate from the Qantas Graduate Program to act as a mentor to provide advice on studying and building a career during the early stages of their working life.

Following the success in Shared Services, the School Based Traineeships have also been rolled out to operational areas such as Airports.

Engagement

- Following his appointment as Qantas Group CEO, Alan Joyce initiated a Leadership Engagement Survey in December 2008. Preliminary results indicated a need to focus on:
 - (1) Performance Management
 - (2) Manager Capabilities and Interactions.
- Consequently, the company moved away from a system-based Performance Management model to focus on quality conversations between managers and employees at least three times a year. As well as giving regular feedback on performance, this was also created opportunities for dialogue about career development.
- To assist in this cultural transition, a series of Skill Bursts workshops was run for managers during 2009/10 to improve their ability to give feedback and coach their employees. In addition, the Senior Leadership Team participated in a series of Senior Leadership Forums (February, May, July, December 2009 and March 2010) in which 100 executives in the company came together to shape a new strategy for the Qantas Group and articulate the company values and desired behaviours.
- This work was then cascaded via a Leadership Community Forum, attended by 500 of the company's executives and managers (including the CEO's Executive Committee) in November 2009.
- At the same time, the Engagement Survey was rolled out to all employees over a 6-month period from March – October 2009. The Engagement Survey presented an opportunity to ask a range of diversity questions, for example, about flexible work practices, Indigenous heritage and gender-based engagement in the company.
- Results showed that, overall, women were more engaged than men. In particular, women indicated a more positive experience than men in response to the following questions:
 - I receive useful and timely feedback on my performance
 - My manager is a good teacher/mentor to me
 - Decisions that affect me are explained to me
 - Senior Management live the company values
 - I would recommend Qantas to friends as a great place to work

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.
- In the reporting period 1 April 2009 – 31 March 2010, there were 1035 eXcel winners, 40% of whom were female.

Jetstar Airways Galaxy Award Program

- The Jetstar Airways Galaxy Award Program has been operational since 2006. Like the eXcel program, anyone in Jetstar can nominate a colleague who has consistently demonstrated excellence in their work.
- There were 30 Galaxy Award winners for 2009, 57% of whom were female

International Women’s Day (IWD)

- Qantas received 155 RSVPs to its annual IWD corporate event, held on the 8th March 2010 to celebrate ‘90 Years of Women at Qantas and 100 Years of International Women’s Day’. This year the event was open to all employees at all levels – male and female.
- The guest speaker was Gabi Hollows, Founding Director of the Fred Hollows Foundation, who spoke about her life’s work and the many other pivotal women around the world helping to restore sight. The event was opened by Lesley Grant, Executive Manager Customer and Marketing, and was attended by two other Executive Committee members.
- The corporate event was followed by a Women’s Health and Wellbeing Expo outside the Qantas offices. (For more information see section 5.7).

Retention

My Mentor Program

- My Mentor is an award-winning, self-guided program, created to help women achieve greater personal development and professional success. Comprising twelve modules, including a kit containing DVDs, CDs and a workbook, the My Mentor program is designed to instil confidence, develop career planning skills, build networks and assist women to maximise their potential within a corporate environment.
- In 2008, My Mentor was piloted with a small group of women in operational areas, culminating in a Graduation Lunch for the 12 participants in April 2009. The focus in this reporting year has been on assessing the success of the first pilot, and fine-tuning the program to be extended to Catering and in Engineering. As part of this process,
- Maureen Frank, Founder of My Mentor addressed senior business leaders and HR Managers at Qantas to promote the second version of My Mentor and share the success of the program in other organisations.

5.3 CONTINUE TO INCREASE THE FEMALE REPRESENTATION WITHIN THE ENGINEERING AND APPRENTICES CATEGORY.

Qantas Engineering (Qantas Mainline figures)

- As at 31 March 2010, females represented 6% (314) of total employees within Qantas Engineering (6 of those female employees are Indigenous)
- Female Apprentices make up 5% of the apprentice workforce (18 out of 371), of which 2 are Indigenous. 5 female apprentices were recruited in the latest intake.
- 6% of the Professional Engineers are female (11 out of 180)

- Since the last reporting year, Qantas Engineering has commenced discussions with various universities around Australia to promote and encourage more women to study engineering at university and to take up engineering as a profession.
- Qantas Engineering has continued to run Summer/Winter School Programs and the Engineering Graduate Program, and to directly appeal to female professional engineers to join Qantas. Collaborative relationships have been established with Deans of Faculties and Academic Staff, and Qantas Engineering has also accepted invitations to sit on Advisory Boards.

Qantas Engineering 2009/2010 Student Work Placement Programs

- The 2009/2010 Summer School Program gave university students the opportunity to be involved in numerous projects across Qantas Engineering over a 12-week period. Female students accounted for 27% of the group – an increase of 7% on the previous year. This is considered a great achievement, given that most universities have not increased their intake of women studying Engineering degrees – females still only account for 15% of all engineering students.
- The 2009/2010 Winter School offered a six month program to both Australian and International students. This program achieved a 43% female participation rate as a result of implementing deliberate gender balance strategies – whilst still maintaining the same high level of selection criteria.

Qantas Engineering Apprentice Ambassador Program

- Qantas Engineering continued its 'Apprentice Ambassador Program' whereby Qantas Engineering Apprentices visited schools to talk about the benefits of embarking on a career within Engineering. Two of the Apprentice Ambassadors are female and they targeted other young women in their discussions to encourage greater female interest in engineering and in applying for apprenticeships.

Amelia Earhart Fellowship

- Qantas Engineering joined forces with the Zonta Club of Sydney to support the 'Amelia Earhart Fellowship' by hosting a community event on 27 March 2010 at the Qantas Jetbase, Mascot Sydney. Zonta International is a global organisation of executives and professionals working together to advance the status of women worldwide through service and advocacy.
- The aim of this event was to:
 - Inform and educate the community regarding the Amelia Earhart Fellowship (awarded annually by Zonta International to women pursuing a Ph.D./doctoral degrees in Aerospace-related sciences and Aerospace-related Engineering)
 - Expand opportunities for women in aerospace-related sciences and engineering
 - Enhance networking opportunities for women in engineering
- Qantas Engineering took the opportunity to further inform women about career opportunities within Qantas Engineering, and to create another networking opportunity for the 'Women in Engineering' group.

Qantas Engineering Assistants Network

- The 'Assistants Network' is a new initiative within Qantas Engineering, launched in March 2010. The group comprises women in various administration roles including personal assistants, secretaries, administration assistants and program coordinators.
- The focus is on providing networking opportunities, sharing best practice and gaining professional development via a bi-monthly forum. This enables Assistants to share

techniques, contacts and experiences, and to improve their skills, service and support to individual Managers and business units.

- Each session has a guest speaker and includes specialist knowledge-skills updates. The focus for 2010 is career development, as well as knowledge-sharing and developing internal and external support networks.

Qantas Engineering 'Keep In Touch' Program

- Qantas Engineering has introduced and maintained a 'Keep in Touch' Program for staff on extended parental leave. This program is an extension of the Qantas Group initiative, whereby employees receive corporate and individual business communications.
- Qantas Engineering Heavy Maintenance Victoria launched its own 'Keep in Touch' program mid-2009. As well as providing employees with regular news updates, staff can also complete various training courses online and can keep up their studies via Qantas College.
- In addition, Heavy Maintenance Victoria held two morning teas during the year, where staff were invited to come into work with their new babies and other family members.

5.4 ENCOURAGE AND SUPPORT THE FEMALE NETWORKING PROGRAMS WITHIN QANTAS.

The key women's networking groups at Qantas are:

- Women @ Qantas
- Making Connections (for women in operational areas such as Airports, Catering, Freight)
- Women in Engineering
- Fast Forward (for women in corporate areas)

Women @ Qantas

- See information in 5.6

Making Connections

- Established in mid 2007, the Making Connections women's networking forum was initiated in response to the need to engage, develop and retain professional women in operational areas. Throughout 2009 the 'member driven' network continued to meet regularly to network, learn from each other and discuss key business issues.
- Talks delivered by external guest speakers in 2009 included 'Managing Motivation during Change', 'Presenting with Confidence' and 'Financial Fitness'. January – March 2010 was spent reviewing and redesigning the network forum, with a plan from May onwards to offer bi-monthly speaker sessions plus an annual networking dinner.
- The combined network in Sydney and Melbourne now provides opportunities for over 150 women across Airline operations to connect on a monthly basis.

Women in Engineering

- As a result of the 'Making Connections' networking forums run for women in operational areas, Qantas Engineering established its own 'Women in Engineering' networking forum for female engineers in Sydney and Melbourne. In the 2009/10 reporting year, 'Women in Engineering' attracted a variety of guest speakers, covering topics such as: work-life balance, behaviour and culture, managing performance, career development and the challenges of working in a 'non-traditional' female role.
- The forums are supported by Qantas Engineering Management, and are open to women at all levels in Engineering. Qantas Group CEO Alan Joyce and Group Executive People Jon

Scriven attended the September 2009 forum to express their support, followed by Executive Manager Customer and Marketing Lesley Grant in October 2009.

Fast Forward

- Fast Forward was started in November 2009 as a group of talented professional women from corporate areas including Risk & Assurance, Loyalty (Frequent Flyer Program) and Business Information Solutions that meets on a monthly basis to:
 - network and build relationships with like-minded peers
 - discuss career development and progression
 - develop an understanding of the challenges faced in other areas of the business including an awareness of what else is happening
 - understand and address challenges presented to women including commencing and returning from maternity leave, breaking through the 'glass ceiling' and balancing work/life/family

5.5 STRENGTHEN THE TALENT PIPELINE OF WOMEN INTO CRITICAL DECISION MAKING ROLES, AND INCREASE THE TARGETED MOVEMENT OF WOMEN INTO 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 are ready to step into management/senior leadership positions when successors are required. Programs to build leadership capability 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 at Qantas Development Program and the Harvard Leadership Program. (For more information see 3.2.3).

Women on Boards

- Qantas continues its partnership with Women on Boards (WOB). Not only does this partnership allow women at Qantas 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.
- In May 2009, Qantas ran two professional development workshops facilitated by WOB: 'Getting Started: Realising Your Board Potential' and 'Getting Serious: Your Directorship Action Plan'. 30 Qantas women attended in total.
- In September 2009, Qantas paid for 8 Qantas women to attend the second annual WOB Diversity Conference and an additional 8 women to attend the Conference Dinner.
- On 30 November 2009, Qantas held its own Women on Boards Networking Event at the Qantas Centre of Service Excellence. The event was attended by 40 Qantas women and 38 WOB Subscribers from other companies. Panel Members included Board Directors from the sporting, health and oil industries.

Chief Executive Women

- Qantas was one of the main sponsors and hosted two tables at the annual Chief Executive Women Dinner in September 2009, attended by Qantas CEO Alan Joyce and Qantas CFO Colin Storrie.

5.6 REFRESH THE WOMEN @ QANTAS DEVELOPMENT PROGRAM WITH A FOCUS ON IMPROVING THE MENTORING ELEMENT

- The aim of the Women @Qantas Development Program is to attract, develop and retain senior and emerging female leaders. The program assists women to build networks, broaden business knowledge, create career development opportunities, enhance people management skills and connect and engage with colleagues across the business.
- 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.
- 30 women joined the program this reporting year, and – for the first time – the program was made available to women based in international ports: 3 new participants joined from UK and New Zealand. This demonstrates a commitment to ensure that access to development opportunities is available regardless of geographic location. This initial pilot will be assessed to determine whether the program can be rolled out further to other international locations.
- In 2009, Qantas partnered with McCarthy Mentoring to provide external mentors for the Women @ Qantas program. The aim of the program is to:
 - Enhance knowledge, skills and confidence
 - Clarify professional development goals
 - Expand professional networks and outlook
 - Provide support and advice
 - Develop strategies to apply this in the workplace
- 8 Qantas women from Sydney, Brisbane and Adelaide were matched with a mentor and 18 meetings were scheduled over a 12 month period February 2009 – February 2010. The 3 women who completed the course reported that the experience was very valuable – the other participants were unable to complete the whole period due to corporate restructuring or travel commitments.

5.7 PROMOTE THE QANTAS WORK-LIFE BALANCE AND FAMILY INITIATIVES.

Qantas supports employees to manage work, family and personal commitments through a range of initiatives including access to Health and Wellbeing programs, child care (Qantas has constructed three on-site day care centres 'The Joey Clubs' in Sydney, Melbourne and Brisbane) and a free Employee Assistance Program counselling service.

-

Health & Wellbeing

- The Health & Wellbeing program at Qantas includes the following initiatives:
 - Group Exercise Classes – including Boxercise, Pilates and Yoga run on-site by professional fitness trainers from Calastica
 - Weight Watchers @ Work – workplace weight loss at a discounted rate
 - Quit Smoking Course – available at work free of charge
 - Massage – a 10–60 minute massage at work with a therapist from Calastica
 - Employee Assistance Program – a free and confidential counselling service provided by Davison Trahaire Corpsych
 - Health Insurance – policies at a discounted rate provided by Medibank/MBF

- An increase in communication about the Health & Wellbeing program via Qantas News (monthly staff newspaper) and Friday Flyer (weekly email publication) has generated more demand and has resulted in more exercise classes – which are particularly well patronised by female employees.

Global Corporate Challenge (GCC) – May-September 2009

- The GCC is a corporate-based health and fitness initiative where participants wear a pedometer every day for four months to track their daily steps. The goal is to get the world moving. This is the third time that Qantas has been part of the GCC and this year fielded 15 teams, finishing 103rd out of the 1000 companies that participated across the globe.
- The 105 Qantas participants averaged 8,636 steps each per day (more than 5km), and the winning Qantas team averaged 13,295 steps. The winning team included two women, and women accounted for around 45% of participants.

Women’s Health and Wellbeing Expo – 8 March 2010

- To mark International Women’s Day, a Women’s Health and Wellbeing Expo was held at the Qantas Mascot campus, and included advice on health and nutrition, skincare samples, and makeup/grooming.
- Exhibitors included Curves Gym, Weight Watchers, MBF Healthcare, Osteoporosis Australia, Breast Cancer Awareness and Breastscreen NSW. The event was very well attended by female employees and generated very positive feedback.

Work-Life Balance and Family

Work-Life Balance

- 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.
- As mentioned in last year’s report (5.3) and consistent with the recent introduction of the right to request flexible work arrangement in the National Employment Standards, the Qantas Group has developed “Flexible Work Arrangements – Procedure and Guidelines”, which apply to all Australian based ground staff. These guidelines not only ensure compliance with the new legislation, but also provide guidance on how employees and Managers can agree upon mutually beneficial working arrangements.

Qantas Airlines – Customer Product & Services

- Customer Product & Service has maintained the part-time opportunities for Cabin Crew introduced last year, as well as flexible rostering arrangements (‘75% rostering’ – working ¾ of full-time hours).
- This has resulted in an increase in uptake for all levels, including Onboard Managers. Given that almost 60% of all Cabin Crew are female, this represents an important initiative to support female employees in the workplace.

Case Study: QantasLink

Upon advising the Company of their pregnancy, Flight Attendants for Eastern Australia Airlines (part of QantasLink) are offered a personalised roster that is constructed in consultation with the employee, their physician and the businesses operational requirements. The rosters are customised according to the type of duties the employee is able to perform safely and the number of days the employee is able to work whilst

pregnant. The rosters are also constructed to include not only ground duties, but also flying on reduced hours to fit with the requirements of the individual.

In addition, the Flight Attendants Enterprise Bargaining Agreement 2008-2010 for Eastern Australia Airlines allows for up to 2 years maternity leave from the *actual date of birth* of the child – rather than the commencement of maternity leave.

Flexibility is promoted in regards to rostering for Flight Attendants to assist in meeting family commitments. Specific days of work can be requested and individuals can also 'trip swap' to ensure specific days off. Priority is also given in rostering when considering requests that relate to family commitments.

In response to the introduction of the Flexible Work Practices Legislation, a number of areas throughout the QantasLink business, including Customer Service Delivery, have introduced forms for employees to request Flexible Work, making the process simpler and clearer.

Carer's Leave Policy

- In January 2010, the Qantas Personal/Carer's Leave Policy was amended to remove the 10 day cap carer's leave usage. It is worth noting that most Qantas Group employees receive 15 days personal/carers leave days per annum (50% more than the statutory minimum). Therefore, the removal of the cap has the potential to benefit employees (often women) who care for long-term ill and injured immediate family or household members.
- Qantas understands that providing these additional benefits to the workforce can ultimately reduce absenteeism, increase employee commitment and ensure greater retention of our employees.
- The carer's leave policy indicates that individuals may use their available personal/ carer's pool for the purposes of providing care and support to an immediate family or household member. During the reporting year, the number of carer' leave days taken across the group remained steady at about 15,000.
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Employer Assistance Program

- During the reporting year, there has been continued support for the Employee Assistance Program (EAP). This is a professional service providing employees of Qantas with counselling and resources to assist with any personal or work related problems. The EAP provider has also attended a number of Qantas Group workplaces to present on topics such as "Getting a Good Night's Sleep", "Not your Normal 9-5 (for shift-workers) and "How to Relax and Stop Worrying".

Childcare

- As part of the company's commitment to helping Qantas Group employees manage work and family life, Qantas has constructed three work-based childcare centres – 'The Joey Clubs' – in Sydney, Melbourne and Brisbane. The centres are owned by Qantas and are operated by KU Children's Services – Australia's largest and most experienced not-for-profit early childhood education and care provider.
- The centres were purpose-built to the highest industry standards and provide a significant benefit for employees – especially women looking to return to work from maternity leave.
- The focus this year has been on raising the profile – while Sydney is oversubscribed the Melbourne and Brisbane facilities, which opened in 2007 and 2008, have not yet reached full capacity. This has been achieved by the following marketing initiatives:
 - Holding Open Days at Melbourne and Brisbane in October 2009, supported by a mailing/telephone communication campaign to all Melbourne/Brisbane based employees
 - Design and distribution of a 2010 Joey Club Calendar – featuring Joey Club children's artwork – to current parents, families on the waiting list and key stakeholders across the Qantas Group

- Personal phone calls made by the Centre Managers to Qantas Group employees recently gone on maternity leave to discuss any child care needs
- Regular articles in Qantas News and Friday Flyer

6. EVALUATION OF ACTIONS

Engagement

- Results of recent Engagement Surveys have shown an increase in the overall engagement score – with women more engaged than men. Engagement of the senior management team has also increased significantly – which indicates that initiatives such as articulating the company vision and values, and work on leadership behaviours has had a positive impact on job satisfaction.

International Women’s Day

- Feedback from a survey completed by attendees of this year’s International Women’s Day Event indicated that 85% found the event to be “Excellent or “Very Good”, 78% found the Guest Speaker’s speech to be very relevant, and 64% thought the Women’s Health and Wellbeing Expo was “Excellent”, “Very Good” or “Good”.
- Feedback was very positive with comments such as:
 - “Well organised and inspirational. Recognised our wins and how far we have to go! Joined Women on Boards as a result of the flyer left on the chair.”
 - “I find these events are great for women in Qantas, also a great opportunity to meet other colleagues within the business.”
 - “It was great to hear Gabi’s perspective on inspirational women within the Foundation – very relevant.”
 - “Very thought provoking and a great demonstration of how women can make a big difference.”

Talent Brokering

- In the reporting year, recruitment activity was limited in many parts of the business due to organisational restructuring. There was however a continued emphasis on ensuring the review of identified successor candidates as part of the appointment process to ensure that the most appropriate individuals are deployed in the right roles for the business and for their continued career development.
- As a direct consequence of the Talent Review held by the Executive Committee in November 2009, a number of critical leadership roles were filled by women in the following business areas:
 - Commercial Planning
 - Product and Service Development
 - Cabin Crew
- This demonstrates the value of the succession charts being the first port of call when a position becomes vacant, as well as planning for those people identified as critical for development.
- The talent Matrix, which is used to identify and support talent through an assessment of potential and performance, shows that women are over-represented in the Matrix (in comparison to workforce participation) at management levels 5 and 6.

Women @ Qantas Development Program

- In 2009, Qantas partnered with McCarthy Mentoring to provide external mentors for the Women @ Qantas program. Qantas women were matched with a mentor and 18 meetings were scheduled over a 12 month period. The 3 women who completed the course reported that the experience was very valuable –
 - “My Mentor’s wealth of experience in very different sectors was really valuable”.
 - “Highly recommended. Ideally, I would stay in touch with my mentor for as long as possible – a wonderful sounding board. It is good to have someone independently challenge your thinking and push you into new areas.”

Women on Boards

- This year, Qantas made its subscription to Women on Boards more broadly available to female employees at all levels within the company. WOB flyers distributed at the Qantas International Women’s Day Event on 8 March 2010 resulted in 9 new members. In total, 70 Qantas women have elected to be Subscribers via the Qantas WOB partnership, which gives them access to quarterly newsletters, monthly announcements of recruitment to Board positions, and other relevant information.

Flexible Work Arrangements

- A training session was held for HR Managers in March 2010 to cover flexible work arrangements under the new National Employment Standards. Feedback received indicated that the session was extremely useful in terms of clarifying the formal process for requests, and working through the options to try and accommodate both employees and operational needs.

Childcare

- As a result of the Joey Club communication initiatives, Melbourne Joey Club received 21 new enrolments/waiting list requests and Brisbane 10.
- In recognition of the quality of the centres and the care provided, The Joey Club Brisbane has been selected as the ‘Queensland Children’s Service of the Year’ and shortlisted for the ‘National Children’s Service of the Year’ in the 2010 Australian Family Child Care Awards. The nomination was put forward by parents.
- In addition, The Joey Club Sydney has received a ‘High Quality’ rating under the Quality Improvement and Accreditation System for long day care centres. The assessment was conducted by the National Childcare Accreditation Council in January 2010.
- June McLoughlin, Chairperson National Childcare Accreditation Council, congratulated The Joey Club on achieving “A High Quality Rating for all Principles in all Quality Areas.”
- Centres are assessed as High Quality, Good Quality, Satisfactory or Unsatisfactory for each of seven Quality Areas:
 1. Relationships with Children
 2. Partnerships with Families
 3. Planning and Evaluation
 4. Children’s Experiences and Learning
 5. Protective Care and Safety
 6. Health, Nutrition and Wellbeing
 7. Managing to Support Quality

7. FUTURE ACTIONS

Based on 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 2010/2011 reporting year:

- Establish the new Qantas Diversity Council as a visible and valued forum for raising the profile and priority of initiatives supporting women in the workplace at Qantas
- Ensure that the Talent and Inclusion Work Group delivers in the three key areas of:
 - increasing the efficacy, visibility and transparency of the Group Talent management process, including opportunities to participate in cross-functional teams and networking
 - implementing robust recruitment practices that encourage hiring managers to think 'outside the square' when making hiring decisions
 - the need for greater work/life balance and opportunities to work flexibly
- Improve the attraction, engagement and retention strategies employed within the Qantas Group for women in 'non-traditional' areas for women – for example, Engineering and Pilots.
- 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.
- Continue to review and consolidate the female networking programs within Qantas
- Develop a proactive approach to Board gender diversity, as per the ASX Corporate Governance Council recommendations on Diversity

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):	The following business names are registered to Qantas Airways Limited - Qantas Business Travel, Jetstar Qantas, Qantas Jetstar. Qantas Flight Catering Holdings Limited holds the registered business name for Q Catering. Jetset Travelworld Group incorporates Qantas Holidays Limited and Qantas Business Travel.		
Total No. of employees:	34,469	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?

QANTAS AIRWAYS Limited

Which organisations are you reporting on in this report?

Qantas Airlines – Commercial (incorporating QantasLink Regional Airlines, Freight, Sales & Marketing)
 Qantas Airlines – Operations (incorporating Engineering, Airports and Catering)
 Jetstar Airways (incorporating domestic, international and Jetstar Asia)
 Jetset TravelWorld Group (majority owned – incorporating Qantas Holidays and Qantas Business Travel)
 Loyalty (Frequent Flyer Programs)
 Finance and Risk & Assurance
 Corporate Services & Technology
 Government & Corporate Affairs and 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:	QF BOC 2009-1 Pty Limited	Jetstar Leasing Pty Limited (effective 30 October 2009)
b) Organisations sold (include details of new owner if available):	QH Cruises Pty Limited – disposal date 29 June 2009 Qanlease Limited – disposal date 29 June 2009 (Both of the above entities were purchased by Captain Cook Cruises)	
c) Organisations that have ceased trading:	No organisations have ceased trading.	

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