



2010/11 Annual Report

for the

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

May 2011

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QANTAS AIRWAYS LTD

***Equal Opportunity for Women in the Workplace Agency
Report 2010/2011***

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
- 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 workplace program gender diversity activities during the reporting period 1 April 2010 to 31 March 2011.

The annual report for 2010/2011 covers the Qantas Group as a whole, with special mention of the initiatives that individual Business Segments have implemented. The Business Segments under the umbrella of the Qantas Group are:

- Qantas Commercial – including Alliances, Commercial Planning, Freight, Marketing, QantasLink and Sales & Distribution
- Qantas Operations – including Cabin Crew, Catering, Customer Experience, Engineering, Flight Operations (Pilots), Ground Operations (Airports and IOC) and Qantas Aviation Services
- Jetstar Airways
- Loyalty Programs (Qantas Frequent Flyer)
- Corporate Centre – including Finance, Strategy & IT, People and Corporate Groups

DIVERSITY HIGHLIGHTS FOR 2010/11

Representation

- Qantas now has 3 women on the Executive Committee reporting directly to the CEO. In addition, the Company Secretary is a woman.
- 4 of the 7 Directors on the Qantas Foundation Board are female
- 75% of new hires in Commercial areas were female
- QantasLink increased the number of female Pilots by 9, from 24 to 33, and Jetstar increased the number of female Pilots by 8, from 22 to 30.

Development

- As a result of the Talent Review Process, a number of critical leadership roles were filled by women in Corporate Strategy and Cabin Crew.

Work/Life Balance

- The overall retention rate for women returning from maternity leave was 99%, and for female Pilots 100%

2. WORKFORCE PROFILE

As at 31 March 2011 the Qantas Group has a total workforce (full time, part time and casual employees) of 34,731 employees. The workforce profile is provided in Table A, by level of responsibility or job size.

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: ExCo/Group Executive/Senior Executive

Level 3: Executive Manager (defined by reporting line, e.g. direct reports of Group Executive)

Level 4: Head of Department/Senior Manager

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)

N.B. Some Qantas Executive level employees (approximately 1700) were re-classified this year according to job size, which prevents some workforce comparisons with the previous reporting period.

All Qantas Group figures include Jetstar (excluding Jetstar Asia). Jetset Travelworld Group (Qantas Holidays and Qantas Business Travel) employees are no longer included as the company ceased to be majority owned by Qantas.

Table A: Qantas Group Workforce Profile

HEADCOUNT	Women		Men		Casual		Extended Leave		Total Employees	%	
	Full Time	Part Time	Full Time	Part Time	Women	Men	Women	Men		Women	Men
1 – CEO			1						1	0%	100%
2 – ExCo/Group Executive / Senior Executive	10		41						51	20%	80%
3 – Executive Manager	43	5	104				3		155	33%	67%
4 – Head of Department / Senior Manager	52	2	148	2			8		212	29%	71%
5 – Manager	410	58	1523	6		1	43	9	2050	25%	75%
6 – Supervisor/Specialist	1763	227	5677	96	14	39	136	65	8017	27%	73%
7 – Team Member	7238	2801	10788	1262	577	632	855	92	24245	47%	53%
Total	9516	3093	18282	1366	591	672	1045	166	34731	41%	59%

3. ANALYSIS

3.1 CONSULTATION AND ANALYSIS

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.

Diversity matters are also discussed at Board level, with the Nominations Committee overseeing the introduction of the new Qantas Diversity Statement. The Qantas Diversity Council is currently under review, following the recent organisational restructure,

3.2 EOWA EMPLOYMENT MATTERS

The following employment initiatives have been considered from 1 April 2010 until 31 March 2011.

3.2.1 RECRUITMENT AND SELECTION

New Hires

- Women accounted for 46% of all new hires across the business – up 4% from 42% during the 2009/10 reporting year.
- Areas where there were particularly high success levels for women were in Customer & Marketing (including Cabin Crew) where 69% of all new hires were female and in Commercial where 75% of all new hires were female.
- Areas of less representation of women in new hires were Operations (35% of new hires were female) and Freight (25% of new hires were female). Whilst Qantas does promote careers in these areas to women the demanding physical nature of the work can mean that less female applicants are interested in working in these areas.
- Women accounted for 35% of new employees within Management Levels 2-6 (ExCo to Supervisor), down from 50% last year.
- Overall retention rate for female new hires remained steady at 90% (based on permanent full-time/part-time positions).

Graduates

- Throughout the reporting period, Qantas has continued its commitment to the recruitment of graduates. 2,288 applications were received for the 2012 Qantas Graduate Development Program, of which 48% of applications were from females and 52% from males (this is an increase of 3% for female applicants compared with last year).
- Of the 36 employees currently on the two-year graduate program, 19 are female.

3.2.2 PROMOTION, TRANSFER AND TERMINATION

Qantas Board Presence

- 2 of the 10 directors of the Qantas Board are women (20% female representation).
- 2 of the 10 directors on the Qantas Superannuation Board are women (20% female representation).
- 4 of the 7 directors of the Qantas Foundation Board are women (57% 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:

- Overall female participation within the Qantas Group has decreased slightly from 42% to 41%
 - 20% of ExCo/Group/Senior Executives are female
 - 33% of Executive Managers are female
 - 29% of Heads of Department/Senior Managers are female
 - Overall, women account for 29% of 'Senior Management' roles (Levels 2-4: ExCo, Group Executive/Senior Executive, Executive Manager, Head of Department/Senior Manager)
 - 25% of Managers are female
 - 27% of Supervisors are female
 - 47% of Team Members are female
 - Females represent 38% of all line roles within the Qantas Group and represent 52% of all support/administration roles
 - Females represent 50% of all Indigenous Employees
 - In overseas ports, women account for 60% of employees
-
- Women accounted for 32% of Executive Internal Promotions from 1 April 2010 – 31 March 2011.
 - The turnover rate (employee and employer initiated) during the reporting year remained slightly higher for females than males, however, overall female turnover dropped from 9% during the previous reporting cycle to 7%. Employee initiated attrition for females remained steady at 7%.
 - Female redundancies throughout the reporting year represented 38% of all redundancies, down from 44% last year. 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 Qantas female pilots has remained steady, QantasLink has significantly increased the number of female Pilots by 9, from 24 to 33. Similarly, Jetstar has increased the number of female Pilots by 8, from 22 to 30.

- Qantas actively aims to raise the profile of female airline pilots by using female pilots in external recruitment advertising as well as in internal publications. Female pilots also feature in the safety video shown onboard all Qantas flights.

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 2 from 63 to 65. The overall female representation (all job roles – not just Engineers) within the Engineering division has increased slightly to 7%.

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 68 participants currently on the Emerging Leaders Program during the reporting period, 27 are female, (40% of current participants).

- 2 female participants attended the residential component of the Emerging Leader Program whilst on maternity leave.

Senior Executive Program

The Senior Executive Program remains suspended whilst a review of leadership capabilities is completed. A revised program is likely to be launched in early 2012.

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 nominated for the program for this reporting year, 4 of which were female (a significant increase from the previous year where only 1 attendee was female).

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 27 new participants in this reporting cycle, which takes the total number of alumni who have participated in the program to 85 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.
- 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.
- 40% 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 70% of employees who moved from part time permanent to full time permanent in the reporting year were women – an increase of 2%.

3.2.5 CONDITIONS OF SERVICE

- Analysis of the Qantas workforce* (excluding Pilots) indicates that the average salary (FTE base salary only for 2010) for females overall (Levels 1-7) is on average 9% less than the equivalent male salary.
- The disparity in male and female salaries primarily reflects the under-representation of women in at senior levels (Levels 1-4), 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 there is a pay gap of less than 7% between males and females (excluding Pilots) at Levels 5-7 (Managers, Supervisors and Team Members).
- These results should be viewed as a relatively positive result, considering the overall average gender pay gap for all industry groupings is 18%.

*Does not include subsidiary companies, overseas employees or casual employees. Pilots have been excluded due to pay amendments during 2010.

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.

- Compliance with Qantas' EEO standards is a term in Qantas' current and recent employment contracts.
- All employees must complete a compulsory online compliance course titled 'EEO and our Standards of Conduct'. This course was updated and re launched in 2010.
- The EEO Department also provides classroom training, workshops and personalised one-on-one training on EEO 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 two-day Investigations and Disciplinary Procedures Training Program run by 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 2010, one complaint regarding sex based harassment/discrimination has been lodged under legislation. This complaint has been resolved.

3.2.7 PREGNANCY, POTENTIAL PREGNANCY AND BREASTFEEDING

- During the reporting year, 480 females went on maternity leave, whilst 28 males took paternity leave.
- Qantas offers 12 weeks of paid primary carer's parental 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 957 female employees on maternity leave during the period January 2009 – December 2010, only 9 did not return to work giving a retention rate of 99% (an increase of 2% from the previous period January 2008 – December 2009). After 6 months the retention rate was 98% and after 12 months the retention rate was 97%.
- 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. 207 families currently have children enrolled in the Joey Clubs.

4 ISSUES PRIORITISED

Following on from last year's 2009/10 EOWA Report, the Qantas Group proposed to address the following issues for the 2010/2011 reporting year:

1. A need for the Talent and Inclusion Work Group to focus on 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.
2. A need to bolster the attraction, engagement and retention strategies employed within the Qantas Group for women in 'non-traditional' areas for women – for example, Engineering and Pilots.
3. A need to 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.

4. A need to continue encouraging and supporting the female networking programs within Qantas.
5. A need to develop a proactive approach to Board gender diversity, as per the ASX Corporate Governance Council recommendations on Diversity.

5 ACTIONS TAKEN

The following actions were undertaken by the Qantas Group during the 1 April 2010 – 31 March 2011 reporting period to address the identified issues.

5.1 FOCUS THE WORK OF THE TALENT AND INCLUSION WORK GROUP ON 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.**

The Talent and Inclusion Working Group met on a number of occasions to address the three key areas outlined above, and in addition, identified the need to review the Qantas systems, process and behaviours that underpin each of these areas.

The Working Group developed seven key recommendations, which have been endorsed by the Executive Committee as follows:

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

These recommendations will provide the platform for the Talent and Inclusion strategy for the financial year 2011/12, and will be implemented over that period.

Case Study: Qantas Finance

In October 2010, the Finance department conducted a gender diversity review of Finance and held focus groups to gain direct feedback from both female and male Finance employees at all levels. A number of recommendations were submitted to the CFO Leadership Team, all of which were endorsed:

- **Diversity Advisory Committee:** A mixed diversity advisory committee comprising representatives from across the finance community will meet quarterly to review progress of the diversity action plan. This committee will drive diversity initiatives and will report back to the CFO leadership group biannually on progress made.
- **Gender Diversity Target:** An Office of the CFO gender diversity target has been set at 45% of all executives in Finance to be female by 2014. Our current standing is 41%. In relation to senior

executives, the diversity action committee will closely monitor recruitment activity to facilitate positive outcomes.

- **Senior Vacancies & Succession Planning:** All vacancy shortlists for senior executive roles (job grade 5 and above), as well as succession plans compiled as part of the annual talent review, are to include at least one *suitably qualified and motivated* female candidate. Managers will work with the People Team at the commencement of the recruitment process for senior vacancies to assist in the identification of appropriate female candidates. Shortlists will be submitted to the relevant Executive Manager for review with a goal to include suitable female applicants.
- **Return-to-Work Planning:** A review and relaunch of the 'Keep in Touch' program will be undertaken with the objective of maintaining regular contact with employees on extended leave and managing their return to work in a more proactive way.
- **Female Role-Models:** Increased visibility of female finance role models: for example profiling through employee communications such as the CFO Podcast.

Work/Life Balance and Flexible Working

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 wellbeing.

The Qantas Group has '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.

Case Study: Airports

In order to assist employees with family responsibilities, Qantas Airports has implemented the following flexible work arrangements:

- **Job Share Rosters ('fixed line' and 'rotating'):** In a fixed line roster, employees work the same days and times each week. In a rotating roster, employees work an ordinary line of the full time roster and the days/hours vary each week accordingly in line with the full time roster. In both cases, the job sharers advise the company which partner is working which shift.
- **Flexible Work Rosters:** employees have the choice of working 2, 3, 4 or 5 days per week with a range of shifts over those days
- **Leave Without Pay:** for employees caring for sick or special needs children

Requests for flexible working are considered on a case by case basis with the intention of supporting employees where operationally possible. Arrangements may be offered on a short term (1-6 months) or long term basis (up to 5 years).

The Qantas Group provides a series of services to assist employees 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.

Employee 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. In the reporting period, female employees accounted for around 55% of self-referrals to this service. The EAP provider has also attended a number of Qantas Group workplaces to present on topics such as 'Making the Most Out of Your Workday', 'Not Your Normal 9-5' (for shift-workers) and 'Emotional Resilience'.

Childcare

As part of the company's commitment to helping Qantas Group employees manage work and family life, Qantas provides 3 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.

Update to Parental Leave Policy

In October 2010, in anticipation of the introduction of the Government's historic paid parental leave scheme on 1 January 2011, Qantas took the opportunity of updating its Parental Leave Policy. The policy makes clear that the Government scheme will operate independently to Qantas policy. Therefore, employees who are eligible for 12 weeks' paid parental leave under Qantas policy, will receive this entitlement in addition to any Government payment they are eligible for.

In addition, the terminology in the policy was updated in line with best practice and to better reflect the various caring arrangements utilised by our employees. The key changes to the policy were:

- making the language gender neutral, by changing maternity/paternity to primary/secondary carer's leave
- removing old-fashioned language, such as changing 'date of confinement' to 'date of birth'

Case Study: Cabin Crew

Qantas Cabin Crew are offered part-time opportunities and flexible rostering arrangements ('75% rostering' – working $\frac{3}{4}$ of full-time hours). In the reporting period there has been 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.

QantasLink (Regional Airlines) also offers its Cabin Crew flexible rostering 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 addition, pregnant QantasLink Flight Attendants receive personalised rosters 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.

Another benefit is that the QantasLink Flight Attendants' EBA (Enterprise Bargaining Agreement) allows for up to two years' maternity leave from the actual date of birth of the child – rather than the commencement of maternity leave.

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 qualified therapist
- 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 and other health insurers

Regular communication about the Health & Wellbeing program via Qantas News (monthly employees newspaper) and Friday Flyer (weekly email publication) has generated more demand for these services – which are particularly well patronised by female employees.

Global Corporate Challenge (GCC) – May-September 2010

- The GCC is a corporate-based health and fitness initiative where participants wear a pedometer every day for 16 weeks to track their daily steps (walk, bike or swim). The goal is to get the world moving.
- This is the fourth time that Qantas has been part of the GCC and this year fielded 189 teams (1,323 employees). Qantas subsidises the \$99 entry fee by 50%.
- The Qantas participants averaged 12,053 steps each per day (nearly 8km), and in total Qantas teams racked up 1,497,795,530 steps – the equivalent of 2.5 trips to the moon.
- Women accounted for around 45% of Qantas participants.

5.2 BOLSTER THE ATTRACTION, ENGAGEMENT AND RETENTION STRATEGIES EMPLOYED WITHIN THE QANTAS GROUP FOR WOMEN IN ‘NON-TRADITIONAL’ AREAS FOR WOMEN – FOR EXAMPLE, ENGINEERING AND PILOTS.

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.
- The almost equal gender split (male 51% / female 49%) of new hires across the Qantas Group is an indication that attraction strategies are well balanced with promotion of all careers paths to both men and women equally, reflecting the mixed nature of our workforce.
- In addition, marketing material designed for the 2011 recruitment campaign for the 2012 Graduate Development Program featured a current female graduate. (These brochures were distributed throughout University Careers Fairs).

Case Study: Indigenous Education and Work Experience – Female Participation

As part of the Qantas Reconciliation Action Plan, Qantas aims to increase employment prospects for Aboriginal and Torres Strait Islander people offering opportunities across Australia in all areas of our diverse business.

In early 2009, Qantas, in partnership with the Aboriginal Employment Strategy (AES), embarked on the School-Based Trainee (SBT) program – initially in Qantas Shared Services and Qantas Airports.

The SBT program is specifically for Indigenous high school students commencing Year 11. The program runs for 2 years and allows students to complete a Certificate II qualification which contributes to their Higher School Certificate, whilst also giving them the opportunity to gain valuable skills and development in the workplace.

Now in its 3rd year of operation at Qantas, the number of Trainees in Shared Services and Airports has continued to grow, and the program has been expanded to Cabin Crew, Freight, Catering, Ground Service Equipment (Maintenance) and Commercial (Sales and Yield Management). The program has also expanded geographically from Sydney to Adelaide, Alice Springs, Brisbane, Canberra, Darwin, Melbourne and Perth.

40 new Trainees commenced in 2011, and to date, Qantas has provided traineeship placements to 55 Indigenous students, of which 40 are female. In December 2010, 9 Trainees were the first to graduate from the program, with 3 Trainees (all female) securing permanent employment with Qantas.

In addition to the SBT program, Indigenous university students are eligible to undertake a Cadetship at Qantas via the Indigenous University Cadetship Program. In conjunction with the Department of Education, Employment and Workplace Relations (DEEWR), students complete 12 weeks of paid work per year at Qantas. The work they do is directly related to their area of study, and students gain real experience in a large organisation. There are currently 3 University Cadets in Qantas, all female.

Engagement

The Qantas Engagement Survey seeks feedback from employees on a range of issues including performance management and recognition, training and career development, working conditions, safety and health & wellbeing. It also presents an opportunity to ask a range of diversity questions, for example, about flexible work practices, Indigenous heritage and gender-based engagement in the company.

Qantas undertook a review during the 2010/11 reporting period, and subsequently made the decision to transition to a new survey provider. The new survey, once fully implemented, will provide more detailed insight into the issues that have the greatest impact on levels of engagement, and will also provide the ability to benchmark against both industry peers and cultural normative data.

The 2011 Engagement Survey was conducted from March to April, with 63% of employees responding. The 2011 results will be available by the end of May 2011, which will allow any gender-based themes emerging across the Group to be reported on in next year's EOWA Report.

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 2010 – 31 March 2011, there were 1,361 eXcel winners, 39% of whom were female.

Leadership

The Senior Leadership Team (comprising 100 senior leaders in the company, including the Executive Committee) participated in a Senior Leadership Forum in August 2010. The forum included a leadership coaching skills workshop to align leaders in communicating the business strategy consistently across the Qantas Group and to embed the on-going cultural transformation program at Qantas.

The broader Qantas Leadership Community (500 of the company's key leaders and people managers, including ExCo) attended two Leadership forums in May and December 2010. The first forum introduced 'Leadership Navigator' – the new Qantas Management Toolkit which defines the standards for Qantas People Managers and provides tools and resources to support managers in the development of people leadership skills and practices.

The second forum in December provided an opportunity to cascade the key messages from the Senior Leadership Forum in August. It was also an opportunity to gain commitment from the broader Leadership Community to communicate the Qantas Group Strategy to their teams and to ensure that all employees understand the company direction and their part in achieving the company goals.

Case Study: Jetstar

Women make up 44% of the Jetstar Australia/New Zealand workforce (1203 of 2755). In the year 1 April 2010 – 31 March 2011 Jetstar ran a number of Leadership Training Courses for which women accounted for the following numbers:

Leadership Fundamentals

- 47% of attendees in Australia were female (24 of 51)

- 80% of attendees in New Zealand were female (4 of 5)
- 50% of total participants Jetstar were female (28 of 56)

Quality Conversations

- 45% of attendees in Australia were female (19 of 42)
- 75% of attendees in New Zealand were female (3 of 4)
- 48% of total participants were female (22 of 46)

International Women’s Day (IWD)

Around 120 employees (women and men at all levels) attended the annual corporate event held on 8 March 2011 to celebrate the centenary of International Women’s Day. This year, Qantas staged an interactive panel discussion hosted by Qantas Chief Economist Dr Tony Webber. The panel comprised Strategy & Technology Group Executive Jayne Hrdlicka, Executive Manager Cabin Crew Samantha Taranto and Head of Risk & Resilience John Valastro, all of whom engaged in a fun and lively debate on contemporary issues facing women in the workplace.

Key themes raised and discussed included:

- The need for women to be clear minded about their priorities in order to maintain a healthy balance between work and life commitments
- The fact that women often discount themselves from applying for jobs or promotions in the belief that they do not meet all of the criteria (whereas men often apply for jobs or promotions even if they do not meet most of the criteria)
- The importance of strong leadership at senior levels to implement supportive strategies to remove the unconscious bias towards gender inequalities in the workplace

The corporate event was followed by an Expo featuring a range of organisations specialising in products and services for women.

Women’s Health and Wellbeing Expo – 8 March 2011

- Following the success of the inaugural Women’s Health and Wellbeing Expo in 2010, the Expo was held again this year with women at the Qantas Mascot campus enjoying health and nutrition advice and complimentary makeovers & manicures. This year, a higher number of organisations participated, with representation from National Breast Cancer Foundation, Breast Screen NSW, Sydney Breast Clinic, Arthritis + Osteoporosis NSW, Weight Watchers, Curves Gym, MBF Health Insurance, The Life Institute and CARE Australia.
- The event was well attended by female employees and generated positive feedback.

Retention

Case Study: Pilots

- Pregnant Qantas 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 Qantas 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.
- QantasLink (Qantas’ regional airline) also assists with work and family life by enabling Pilots returning from maternity leave to work part-time rosters at approximately 50% of the full-time flying hours.

My Mentor

My Mentor is a self-paced development program for women within the workplace, challenging them to 'make it happen'. Created by leading Australian businesswoman and gender diversity specialist, Maureen Frank, the award-winning program covers 12 core modules in CD, DVD and workbook format, and acts as a tool to assist women in managing and optimising their careers.

At Qantas, the My Mentor program is aimed at women who are aspiring to, or on the cusp of, undertaking a supervisory role. It is designed to instil confidence, develop career planning skills, build networks and assist women in maximising their potential within a corporate environment.

Following the initial pilot of the My Mentor program, a second larger My Mentor pilot was launched in July 2010 with 32 women participating – 22 in Engineering and 10 in Catering – across Sydney, Melbourne, Brisbane and Perth. Participants were nominated and selected based on individual performance, personal motivation and the strength of their application.

Participants completed one module per week over the 12 week period, with regular communication, networking opportunities and catch-ups scheduled to maintain the momentum and keep participants on track. The program culminated in a graduation event in November 2010, with all 32 participants successfully completing the program. The graduation was attended by the Participants, their Managers, Executive Manager People Operations Gabrielle Curtin, Group Executive People Jon Scriven, Group Executive Qantas Operations Lyell Strambi and CEO and Founder of the My Mentor program Maureen Frank.

Following the great results experienced by participants (see Section 6 for Participant Feedback) further groups are planned for 2011.

Case Study: Qantas Engineering

Qantas Engineering's workforce currently comprises 378 women including:

- Executive Leadership Team – 2 women
- Head of Strategy – female
- Broader Leadership Team – 5 women
- Leadership Team – 30 female managers
- Professional Engineers – 10 women
- Licensed Aircraft Maintenance Engineers (LAMEs) – 10 women
- Tradespeople – 19 women
- Apprentices – 22 women

Qantas Engineering Apprentice Ambassador Program

Qantas Engineering continued its 'Apprentice Ambassador Program' whereby Qantas Engineering Apprentices visited schools, and represented the company at numerous forums and expos, to talk about the benefits of embarking on a career within Engineering. This provides a good opportunity for the female Apprentice Ambassadors to target other young women in their discussions to encourage greater female interest in engineering and in applying for apprenticeships.

Student Work Placement Programs

Qantas Engineering has continued to run its Summer/Winter School Programs to allow graduating engineers to come and experience the workplace for an extended period of time. The aim is to attract the interest of up and coming female engineers by giving them the experience they need to succeed in obtaining full time employment in their chosen field.

Of the 18 students that participated in the 2010/11 Qantas Engineering Summer School, 7 were female. The 2011 Winter School program will again focus on giving as many females as possible first hand experience in a top tier engineering company.

Qantas Engineering Assistants Network

The 'Assistants Network', launched last year, continues to meet on a regular basis. Each session has a guest speaker and includes specialist knowledge-skills updates. 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.

My Mentor Program

The My Mentor program is designed to provide women in operational areas with the opportunity to build confidence, develop career planning skills, build networks and maximise their potential. In the reporting period, 22 Qantas Engineering employees undertook the 12 week program and all graduated successfully. Qantas Engineering intends to run this program again in the second half of the 2011 calendar year.

International Women's Day

In celebration of the centenary of International Women's Day, Women in Engineering organised a special event held at the Qantas Heritage Collection in the Sydney Domestic Terminal on 9 March 2011. Speakers included Romilly Madew CEO Green Building Council of Australia, Nisha Prichard of UN Women and Daniela Marsilli Head of Strategy Engineering. More than 120 employees attended from Qantas Engineering maintenance bases throughout Australia.

Focus on Women's Health Issues

February was Ovarian Cancer Awareness Month. In line with Qantas Engineering's focus not only on professional development for women, but also on work-life balance and health and wellbeing, a number of information sessions were held. Medical specialists were invited to the workplace to present to employees on ovarian cancer, the symptoms, treatments, sources of information and other topical issues.

5.3 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.

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.

As a result of the October 2010 Talent Review, a group of 18 were identified as executives most likely to be promoted to the Executive Committee in the next five years. Of this group, 7 were women. These women participated in significant management assessment and development focused on addressing individual development needs. This program was specifically designed to address the needs of the business.

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 on the individual programs see the Training and Development Section 3.2.3).

Women @ Qantas Development Program

- 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.

- Qantas continued its relationship with McCarthy Mentoring to provide external mentors for the Women @ Qantas program. The aim of mentoring 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

- Of the 27 new Women @ Qantas participants this year, 12 were provided with external mentors from a range of industries, and the remaining participants were partnered with internal mentors.

Following last year's extension of the program to overseas locations, a number of difficulties were encountered with international mentoring, particularly when the participants were partnered with an Australian-based internal mentor. The program will continue to be made available to women based in international ports, however the focus will be on providing a suitable locally-based external mentor.

- The program continued to create opportunity for networking for senior women. For example, in March 2011 to coincide with International Women's Day, a breakfast networking event was held, with Sally McDonald, CEO of the Orotan Group and Jayne Hrdlcka, Group Executive Strategy presenting to the group on their experiences as successful senior business women. The event was followed by an Expo showcasing McCarthy Mentoring, Women on Boards and the Life Institute.

Women on Boards/Chief Executive Women

Qantas has continued its relationship with Women on Boards and Chief Executive Women. This provides a strong networking opportunity both internally at Qantas and externally, and also allows women to gain an understanding of the skills and competencies necessary at Board/CEO level.

Snapshot: Loyalty Programs (Qantas Frequent Flyer)

- Women make up 53% of the Loyalty workforce (50 out of 95)
- Women make up 39% of the Loyalty executive grade (management) workforce (24 out of 61), including 3 women promoted to senior executive roles in the reporting period
- Women make up 22% of the Loyalty Management Team (2 out of 9). The 2 women were promoted in the last reporting period – prior to that there were no women on the Loyalty Management Team.
- 11 women work part time
- The 8 women currently on Parental Leave will all be provided with job share and part time opportunities upon their return
- Several women with carer's responsibilities are making use of flexible start and finish times
- The Manager Program Delivery is participating in the Women @ Qantas Development Program this year
- At the most recent Talent Review, the two people in the High Future Potential / High Current Performance box were both women
- 10 current members of the Fast Forward networking group for women in corporate areas are Loyalty employees

5.4 CONTINUE TO 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 Section 5.3

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. The aim of the 'member driven' network is to meet regularly to network, learn from each and discuss key business issues. External and internal speakers are also invited to address the group.

Following an organisational re-structure of the operational areas within Qantas, the Making Connections network forum is currently under review, with a plan to relaunch with a new format later in the year.

Women in Engineering

Women in Engineering is a networking forum open to women at all levels in Engineering and is held bimonthly. It was established in 2009 to engage, develop and retain professional women in operational areas. Throughout the reporting period the 'member driven' network continued to meet regularly to network, learn from each other and discuss key business issues.

The Women in Engineering forums attract 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 / workplace. The events continued to be well-attended during 2010/11.

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

Speakers during the 2009/10 period included Jayne Hrdlicka, Qantas Group Executive Strategy & Technology and Vanessa Morley, Qantas Head of Talent & Inclusion.

5.5 DEVELOP A PROACTIVE APPROACH TO BOARD GENDER DIVERSITY, AS PER THE ASX CORPORATE GOVERNANCE COUNCIL RECOMMENDATIONS ON DIVERSITY

The Qantas Group continues to work on its approach to Board Gender Diversity. In February 2011, the Qantas Board Nominations Committee approved the Qantas Diversity Statement, detailing Qantas' commitment to diversity, promotion of a corporate culture that embraces diversity and programs and initiatives supporting diversity practices.

Management is developing diversity related quantitative and qualitative objectives to implement for the financial year commencing 1 July 2011. Qantas enhanced its reporting of diversity statistics in the 2010 Annual Report (through the 2010 Annual Review, and the 2010 Qantas Data Book).

Following the recent organisational restructure, the Diversity Council is under review.

6. EVALUATION OF ACTIONS

International Women's Day

Attendees at both the Panel Discussion and Women's Expo were canvassed about their overall IWD experience. Below is a sample of the feedback received:

- "It was really good! I want to pursue a career and climb the corporate ladder at Qantas, so it is great to hear senior female Qantas managers discuss challenges with their career progression and work life balance."
- "It was very interesting to see some of women's issues addressed. Q&A session was really good."
- "It is great to see such a fantastic turnout and celebrate some of the great work that women do within Qantas."
- "It is important to celebrate our diversity and great to think Qantas invests this much energy to ensure that it is on the agenda."
- "Good opportunity to learn about things that you didn't know. Fantastic that Qantas supports it and makes it a positive thing for us to be involved in."
- "A good range of stalls and lots of information on women's health. It was good that Qantas provided this information and celebrated the day."

Women @ Qantas Program

Feedback from a survey completed by participants at Women @ Qantas networking events indicates that senior women continue to find the opportunity invaluable:

- "Hearing other women's stories is motivating."
- "Great speakers and the networking opportunity is invaluable."
- "The people. A genuine interest in each other and promotion of women throughout our company."

Talent Brokering

- In the reporting year, recruitment activity was limited in many parts of the business due to organisational restructuring and tough operating conditions for the airline industry as a result of the hike in oil prices and natural disasters (earthquakes, flooding). 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 process, a number of critical roles were filled by women in Corporate Strategy and 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 – as reported last year – women are again over-

represented in the Matrix (in comparison to workforce participation) at management levels 5 and 6.

My Mentor Program

The following feedback was collected from 27 of the 32 participants:

- **97%** of participants said the My Mentor program had changed their understanding of their skills
- **90%** of participants said they felt motivated to practice the new skills they had learned
- **89%** of participants said their managers had been supportive of their involvement
- **70%** of participants met with their manager 2 or more times
- **86%** of participants said they felt the My Mentor program had a positive impact on them and they had applied their learnings at work
- **85%** of participants agreed Qantas would benefit by expanding the program to more women

This was summed up by one participant as follows:

“All of us need from time to time, some kind of push to take time and re-strategise our career. As women, we get caught in our day- to-day functions and sometimes become ‘passengers’. This program motivates, encourages and also makes us realise our own weak areas too. A person who has realised all these will positively contribute more to the organisation and to herself.”

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 2011/2012 reporting year:

1. Implement the recommendations of the Talent and Inclusion Working Group.
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 skill development.
4. Implement measurable objectives for achieving gender diversity as per the ASX Corporate Governance Principles and Recommendations.

The 2010/2011 Equal Opportunity for Women in the Workplace Report for QANTAS AIRWAYS LTD is accepted as a true and accurate record.

ORGANISATIONAL DETAILS COVER SHEET

Legal name of your organisation:	QANTAS AIRWAYS Limited		
If name has changed since your last EOWA report please indicate previous name:	N/A		
Trading name (if applicable):	The following business names are registered to Qantas Airways Limited: <ul style="list-style-type: none"> ▪ Q Catering ▪ Jets Transport Express ▪ Readyeats 		
Total No. of employees:	34,731	Organisation's ABN:	16 009 661 901
Major business (earning) activity:	Scheduled Air Transport: the operation of international and domestic air transportation services, the sale of worldwide and domestic holiday tours and associated support activities including catering, information technology, ground handling and engineering and maintenance.		
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?

2009/10	2010/11
<ul style="list-style-type: none"> • Australian Airlines Limited • Eastern Australia Airlines Pty Limited • Express Freighters Australia (Operations) Pty Limited • Express Ground Handling Pty Limited • Impulse Airlines Australia Pty Ltd • Jetset Travelworld Limited • Jetstar Airways Limited • JTG Services Pty Limited • Jupiter Air Oceania Limited • Q Catering Cairns Pty Limited • Q Catering Limited • Q Catering Riverside Pty Limited • Qantas Defence Services Pty Limited 	<ul style="list-style-type: none"> • Australian Airlines Limited • Eastern Australia Airlines Pty Limited • Express Freighters Australia (Operations) Pty Limited • Express Ground Handling Pty Limited • Impulse Airlines Australia Pty Ltd • Jetset Travelworld Limited* • Jetstar Airways Limited • Jetstar Group Pty Limited • JTG Services Pty Limited* • Q Catering Cairns Pty Limited • Q Catering Limited • Q Catering Riverside Pty Limited • Qantas Courier Limited

<ul style="list-style-type: none"> • <u>Qantas Domestic Pty Limited</u> • <u>Qantas Holidays Limited</u> • <u>Qantas Information Technology Ltd</u> • <u>Qantas Road Express Pty Limited</u> • <u>Qantas Superannuation Limited</u> • <u>QF Cabin Crew Australia Pty Limited</u> • <u>Snap Fresh Pty Limited</u> • <u>Southern Australia Airlines Pty Ltd</u> • <u>Sunstate Airlines (QLD) Pty Limited</u> • <u>Team Jetstar Pty Limited</u> 	<ul style="list-style-type: none"> • <u>Qantas Defence Services Pty Limited</u> • <u>Qantas Domestic Pty Limited</u> • <u>Qantas Holidays Limited*</u> • <u>Qantas Information Technology Ltd</u> • <u>Qantas Road Express Pty Limited</u> • <u>Qantas Superannuation Limited</u> • <u>QF Cabin Crew Australia Pty Limited</u> • <u>Snap Fresh Pty Limited</u> • <u>Southern Australia Airlines Pty Ltd</u> • <u>Sunstate Airlines (QLD) Pty Limited</u> <p>* Qantas Airways Limited ceased to control these companies from 1 October 2010.</p>
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Have any of the companies you reported on last time changed? YES	
a) Companies incorporated / acquired during the period:	
Company Name	Date of Incorporation / Acquisition
A.C.N. 147 543 806	25 November 2010
Travel Software Solutions Pty Limited	30 June 2010
CargoNet Pty Limited	30 June 2010
SCDS Holdings Pty Ltd	30 June 2010
Travel Technologies Pty. Limited	30 June 2010
Traveltrack Solutions Pty Limited	30 June 2010
QF Dash 8 Leasing No. 5 Pty Limited	8 February 2011
QF ECA A380 2010 No.1 Pty Limited	20 September 2010
QF ECA A380 2010 No.2 Pty Limited	20 September 2010
QF ECA A380 2010 No.3 Pty Limited	20 September 2010
QF ECA A380 2010 No.4 Pty Limited	20 September 2010
QF ECA A380 2011 No.1 Pty Limited	20 September 2010
QF ECA A380 2011 No.2 Pty Limited	20 September 2010
Network Aviation Holdings Pty Ltd	9 February 2011
Network Aviation Pty Ltd	9 February 2011
Network Holdings Investments Pty Ltd	9 February 2011
Network Turbine Solutions Pty Ltd	9 February 2011
Osnet Jets Pty Ltd	9 February 2011
b) Organisations that have changed their names:	
Previous Company Name	New Company Name
Jupiter Air Oceania Limited	Qantas Courier Limited
DPEX Ventures Pte Ltd	200100819H Pte Ltd
Team Jetstar Pty Limited	Jetstar Group Pty Limited
c) Organisations sold (include details of new owner if available):	

- Qantas Freight Holdings Pty Limited
- Qantas Freight Asia Holdings Pte Limited
- Asia Express Holdings Pte Ltd
- DPEX Transport Group Pte Ltd
- DPEX Worldwide Express Pty Ltd
- DPEX Worldwide Express Limited
- Kilda Express Pte Limited
- DPEX Worldwide Co Ltd

(the above companies were purchased by Toll International Investments Pty Limited on the 9 August 2010)

d) Organisations that have ceased trading:

Company Name	Date
BD No 1 Limited	5 May 2010
Kurrajong Limited	5 May 2010
Denmell Pty. Limited	25 August 2010
Denmint Pty. Limited	25 August 2010
Denold Pty. Limited	25 August 2010
Denpen Pty. Limited	25 August 2010
Denpet Pty. Limited	25 August 2010
Denpost Pty. limited	25 August 2010
Denrac Pty. limited	25 August 2010
Denseed Pty. Limited	25 August 2010
Qanfad Pty Limited	25 August 2010
Thai Air Cargo Holdings Pty Limited	25 August 2010
CargoNet Pty Limited	21 February 2011
SCDS Holdings Pty. Ltd	21 February 2011
Travel Technologies Pty. Limited	21 February 2011
Traveltrack Solutions Pty Limited	21 February 2011

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