

# 2020 - 21 Compliance Program

Submitted by:

**Qantas Airways Limited  
(ABN:16009661901)**



# #Workplace overview

## Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Retention	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Performance management processes	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Promotions	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Talent identification/identification of high potentials	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Succession planning	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Training and development	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Key performance indicators for managers relating to gender equality	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(*Select all that apply*)

...Yes	Policy Strategy
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3: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

## Governing bodies

*Qantas Airways Limited*

1: Does this organisation have a governing body?	Yes( <i>Provide further details on the governing body(ies) and its composition</i> )
1.1: What is the name of your governing body?	Qantas Airways Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female (F)	0
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	4
...Male (M)	5
...Gender X	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	No( <i>Select all that apply</i> )
	Other (provide details)
	Within the Qantas Group Nominations Committee Charter - in the selection Responsibilities and duties, there are clear diversity actions related to a) Board appointments , Re-Elections and performance, and b) Diversity Obligations. updated 21 August 2019 to reflect revised ASX Principles (4th Edition)
1.5: Has a target been set to increase the representation of women on this governing body?	No( <i>Select all that apply</i> )
	Other (provide details)
	Gender balance is a key consideration in the selection process and managed by the Nominations Committee

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

# #Action on gender equality

## Gender pay gaps

1: Do you have a formal policy and/or formal strategy on remuneration generally?

Yes(*Select all that apply*)

...Yes	Policy Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	Yes( <i>Select all that apply</i> )
...Yes	To achieve gender pay equity To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews) To ensure managers are held accountable for pay equity outcomes

2: Did your organisation receive JobKeeper payments?

Yes

2.1: Please indicate which months in the reporting period your organisation received JobKeeper payments:

.. April 2020

Yes

...May 2020

Yes

...June 2020

Yes

...July 2020

Yes

...August 2020

Yes

...September 2020

Yes

...October 2020

Yes

...November 2020

Yes

...December 2020

Yes

...January 2021

Yes

...February 2021

Yes

...March 2021

Yes

3: What was the snapshot date used for your Workplace Profile?

30-Jun-2020

4: If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

## Employer action on pay equity

1: Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes(Provide further details on the most recent gender remuneration gap analysis that was undertaken.)

1.1: When was the most recent gender remuneration gap analysis undertaken?

Within the last 1-2 years

1.2: Did you take any actions as a result of your gender remuneration gap analysis?

Yes(Select all that apply)

1.2: Did you take any actions as a result of your gender remuneration gap analysis?

Created a pay equity strategy or action plan  
 Identified cause/s of the gaps  
 Reviewed remuneration decision-making processes  
 Analysed commencement salaries by gender to ensure there are no pay gaps  
 Analysed performance pay to ensure there is no gender bias (including unconscious bias)  
 Analysed performance ratings to ensure there is no gender bias (including unconscious bias)  
 Reported pay equity metrics (including gender pay gaps) to the governing body  
 Reported pay equity metrics (including gender pay gaps) to the executive  
 Trained people-managers in addressing gender bias (including unconscious bias)  
 Corrected like-for-like gaps  
 Implemented other changes (provide details):

.. Yes

...Implemented other changes (provide details):

Analysed commencement salaries by gender to ensure there are no like for like pay gaps

1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)

Within the context of the Qantas Group employees not covered by an Enterprise Agreement the following occurred: \*Defined Gender Pay Equity and Inequity, \*Explored Causes of Gender Pay Inequity, \*Assessed Gender pay equity in 2 ways - 'job grade' and 'job family', and \*Introduced changes to Mitigate for Gender Bias in Remuneration.

2: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

## Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace?

No(Select all that apply)

...No

Others (Provide Details)

No consultations in the past 12 months due to

...Others (Provide Details)

majority of employees being stood down as a result of COVID 19.

2: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

# #Employee work/life balance

## Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes (*Select all that apply*)

...Yes	Policy Strategy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	No ( <i>Select all that apply</i> )
...Targets have been set for men's engagement in flexible work	No ( <i>Select all that apply</i> )
...Leaders are held accountable for improving workplace flexibility	No ( <i>Select all that apply</i> )
...Manager training on flexible working is provided throughout the organisation	No ( <i>Select all that apply</i> )
...Employee training is provided throughout the organisation	No ( <i>Select all that apply</i> )
...Team-based training is provided throughout the organisation	No ( <i>Select all that apply</i> )
...Employees are surveyed on whether they have sufficient flexibility	No ( <i>Select all that apply</i> )
...The organisation's approach to flexibility is integrated into client conversations	No ( <i>Select all that apply</i> )
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	No ( <i>Select all that apply</i> )
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	No ( <i>Select all that apply</i> )
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	No ( <i>Select all that apply</i> )
...Other (provide details)	No

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Informal options are available
...Time-in-lieu	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Telecommuting (e.g. working from home)	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Part-time work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Job sharing	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Carer's leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Purchased leave	No( <i>You may specify why the above option is not available to your employees.</i> )
...No	Other (provide details)
...Other (provide details)	Due to the significant impact that the COVID-19 crisis had on the business, a decision has been made to pause both the Executive Purchased Annual Leave Scheme (PALS) from 1 July 2020, and the Credit Leave Scheme for FY21.
...Unpaid leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available



3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?

Yes, ALL managers

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

Yes, for both women and men

6: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

# #Employee support

## Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave (using the primary/secondary carer definition)

1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?	Yes( <i>Please indicate how employer funded paid parental leave is provided to the primary carers.</i> )
1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:	All, regardless of gender
1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:	Birth Adoption Surrogacy Stillbirth
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the employee's full salary
1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	14
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	91-100%
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes( <i>Please indicate how employer funded paid parental leave is provided to the secondary carers.</i> )
1.2.a: Please indicate whether your employer-funded paid parental leave for secondary carers is available to:	All, regardless of gender
1.2.b: Please indicate whether your employer-funded paid parental leave for secondary carers covers:	Birth Adoption Surrogacy Stillbirth
1.2.c: How do you pay employer funded paid parental leave to secondary carers?	Paying the employee's full salary

1.2.d: Do you pay superannuation contribution to your secondary carers while they are on parental leave?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	1
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	90-100%

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

### Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes(Select all that apply)

...Yes	Policy Strategy
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2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at SOME worksites
...On-site childcare	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at SOME worksites
...Breastfeeding facilities	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at SOME worksites
...Childcare referral services	No(You may specify why the above support mechanism is not available to your employees.)
...Internal support networks for parents	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at ALL worksites
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No(You may specify why the above support mechanism is not available to your employees.)
...Information packs for new parents and/or those with elder care responsibilities	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at ALL worksites
...Referral services to support employees with family and/or caring responsibilities	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at ALL worksites

...Targeted communication mechanisms (e.g. intranet/forums)	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Support in securing school holiday care	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Coaching for employees on returning to work from parental leave	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Parenting workshops targeting mothers	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Parenting workshops targeting fathers	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

### Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(*Select all that apply*)

...Yes	Policy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes( <i>Please indicate how often is this training provided (select all that apply):</i> )
...Yes	At induction Every three years or more
...All employees	Yes( <i>Please indicate how often is this training provided (select all that apply):</i> )
...Yes	At induction Every three years or more

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

### Family or domestic violence

1: Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

Yes(*Select all that apply*)

...Yes	Policy
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2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

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...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
...Training of key personnel	No( <i>Select all that apply</i> )
...A domestic violence clause is in an enterprise agreement or workplace agreement	Yes
...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	Yes
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	Yes
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes
...Access to unpaid leave	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Would be reviewed on an individual basis
...Offer change of office location	Yes
...Emergency accommodation assistance	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Would be reviewed on an individual basis
...Access to medical services (e.g. doctor or nurse)	No( <i>Select all that apply</i> )
...Other (provide details)	No( <i>Select all that apply</i> )

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

# Workforce Management Statistics Table

Industry: Air and Space Transport

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	1		1
			Managers	109	122	231
			Non-managers	121	118	239
		Fixed-Term Contract	Non-managers		6	6
	Part-time	Permanent	Managers	4	3	7
			Non-managers	10	3	13
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	2	1	3
			Managers	48	47	95
			Non-managers	40	54	94
		Fixed-Term Contract	Managers	8	2	10
			Non-managers	3		3
	Part-time	Permanent	Managers	3		3
			Non-managers	8	2	10
		Fixed-Term Contract	Managers	2	8	10
Non-managers	14		22	36		
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	Managers	8	16	24
			Non-managers	18	12	30
		Fixed-Term Contract	Managers		2	2
			Non-managers	4	2	6
	N/A	Casual	Non-managers		8	8

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Air and Space Transport

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs		1	1
			Managers	78	118	196
			Non-managers	92	174	266
		Fixed-Term Contract	Managers	2		2
			Non-managers	7	11	18
	Part-time	Permanent	Managers	8	2	10
			Non-managers	45	17	62
Fixed-Term Contract		Non-managers	1		1	
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	61	4	65
			Non-managers	138	1	139
	Part-time	Permanent	Managers	29		29
			Non-managers	119		119
		Fixed-Term Contract	Non-managers	1		1
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers		24	24
			Non-managers		122	122
	Part-time	Permanent	Non-managers		9	9

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Air and Space Transport

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	Managers	6	2	8
			Non-managers	20	1	21
		Fixed-Term Contract	Non-managers		9	9
	Part-time	Permanent	Managers	3		3
			Non-managers	17		17

\* Total employees includes Gender X



# Workplace Profile Table

Industry: Air and Space Transport

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	680	1,090	0	0	1,770
	Full-time contract	7	5	0	0	12
	Part-time permanent	90	9	0	0	99
	Part-time contract	1	1	0	0	2
Professionals	Full-time permanent	777	3,009	0	0	3,786
	Full-time contract	28	25	13	16	82
	Part-time permanent	102	5	0	0	107
	Part-time contract	3	2	0	0	5
Technicians And Trades Workers	Full-time permanent	68	2,138	0	0	2,206
	Full-time contract	1	0	10	66	77
	Part-time permanent	8	49	0	0	57
Community And Personal Service Workers	Full-time permanent	2,057	1,526	0	0	3,583
	Full-time contract	3	1	0	0	4
	Part-time permanent	1,643	277	0	0	1,920
	Part-time contract	10	2	0	0	12
Clerical And Administrative Workers	Full-time permanent	431	532	0	0	963
	Full-time contract	13	3	0	0	16
	Part-time permanent	102	5	0	0	107
Sales Workers	Full-time permanent	188	71	0	0	259
	Full-time contract	2	0	0	0	2
	Part-time permanent	121	8	0	0	129
Machinery Operators And Drivers	Full-time permanent	4	746	0	0	750
	Full-time contract	0	3	0	0	3
	Part-time permanent	3	49	0	0	52
Labourers	Full-time permanent	90	385	0	0	475
	Part-time permanent	15	12	0	0	27

\* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

\*\* Total employees includes Gender X

# Workplace Profile Table

Industry: Air and Space Transport

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP	-1	Full-time permanent	3	6	9
GM	-2	Full-time permanent	9	22	31
	-3	Full-time permanent	2	8	10
SM	-2	Full-time permanent	9	15	24
		Full-time permanent	61	94	155
		Full-time contract	0	1	1
	-3	Part-time permanent	14	1	15
		Full-time permanent	26	59	85
		Part-time permanent	3	2	5
	-4	Part-time contract	1	0	1
		Full-time permanent	2	4	6
		Part-time permanent	1	0	1
	-5	Full-time permanent	1	1	2
Full-time permanent		30	23	53	
OM	-3	Part-time permanent	5	1	6
		Full-time permanent	227	260	487
	-4	Full-time contract	2	0	2
		Part-time permanent	32	2	34
		Full-time permanent	243	415	658
	-5	Full-time contract	4	4	8
		Part-time permanent	25	1	26
		Part-time contract	0	1	1
		Full-time permanent	55	150	205
	-6	Full-time contract	1	0	1
		Part-time permanent	9	2	11
		Full-time permanent	10	28	38
	-7	Part-time permanent	1	0	1
		Full-time permanent	2	4	6
	-8	Full-time permanent			

\* Total employees includes Gender X