



# Gender Pay Gap Statement 2025



# Message from Catherine Walsh



Everyone at Qantas is committed to creating a workplace that everyone is proud to belong to.

Part of that ambition includes reducing the gender pay gap, which has historically been high in the aviation sector.

While the data shows we made some progress in closing the gender pay gap in FY23, it also demonstrates the size of the challenge ahead.

Pleasingly we saw a 5 percentage point fall in the gender pay gap for total pay across the Group.

That was driven by the continued recovery in flying that meant cabin crew, who are predominately female, had increased hours on average, leading to higher pay. Their pay was also boosted by the finalisation of new enterprise agreements.

While this is positive, these trends are not expected to continue year on year, and longer term structural changes are required to properly address the underlying drivers of the gender pay gap in aviation.

The gender pay gap figure does not mean that women who have the same role as men are paid less. More than 80 per cent of employees across the Group are paid according to their Enterprise Agreement, which standardises pay levels regardless of gender.

That structural pay gap is largely driven by the fact that aviation has historically been a male dominated profession, with men still having the overwhelming majority of roles in high paying areas like pilots and engineers.

At Qantas 7.5 per cent of pilots are women, which is above the global industry average of 4 per cent<sup>1</sup>. The figures are similar for our engineering teams, with 4.3 per cent women, slightly above the global average around 3 per cent<sup>2</sup>.

We are working to address this imbalance through a number of initiatives. In early 2025 we welcomed the first apprentices to our Engineering Academy in Brisbane, with women expected to make up a quarter of engineering apprentices starting this year.

This builds on the successful model of our Pilot Academy in Toowoomba which recently celebrated its five-year anniversary. To date around 20 per cent of its 400 graduates have been women. This year we have doubled the number of scholarships to 20 for female students and Aboriginal and Torres Strait Islanders to make sure we are reaching a broader and more diverse talent base.

We are also increasing our schools outreach to increase the number of young women considering a career in aviation.

More broadly across the Group we are targeting more than 40 per cent of women in senior leadership roles. As at the time I write this, the Qantas Board is 50 per cent female, and the senior executive team is made up of seven women and five men.

For corporate employees not on an enterprise agreement, the difference in pay in like-for-like roles was 1.2 per cent in FY24.

Despite this, it's clear that the entire industry needs to encourage more young women to become aviators and aircraft mechanics, and Qantas is committed to building a long-term sustainable pipeline of female talent for the Group and wider sector.

Catherine Walsh  
Group Chief People Officer

## Understanding the gender pay gap

The gender pay gap is the difference in earnings between women and men across an organisation, regardless of the nature of their work or seniority. It can be confused with equal pay or 'like for like' pay, which is a legal obligation ensuring women and men are paid the same for performing the same or a similar job.

### Equal Pay



Men and women are paid the same for like work.

### The Gender Pay Gap



The difference between the pay of women and men across the whole organisation, irrespective of their role or seniority.

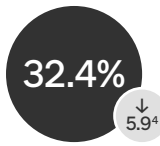
<sup>1</sup> According to the International Civil Aviation Organisation, women make up approximately 4 per cent of pilots in service globally.

<sup>2</sup> According to the International Civil Aviation Organisation, women make up approximately 3 per cent of aircraft engineers and technicians globally.



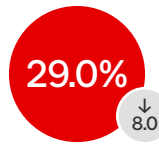
## Median gender pay gap (total remuneration) FY23<sup>3</sup>

**QANTAS GROUP**



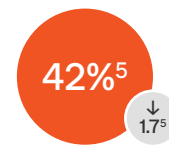
Base salary: 37.5%<sup>4</sup> (↓2.5<sup>4</sup>)

**QANTAS**



Base salary: 36.4% (↓2.9)

**Jetstar**

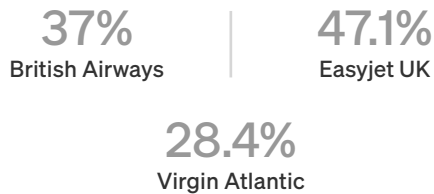


Base salary: 45.4% (↓8.1)

(For further information on other Qantas Group subsidiaries, see the next page)

### International comparison<sup>6</sup>

Median hourly pay gap



### How the Qantas Group is addressing the gender pay gap



#### Setting employment targets and increasing representation

- Targets include more than 40 percent women in senior management roles and 10 per cent of female pilots by FY28.
- Doubled the number of scholarship for female students attending the pilot academy, offering 20 scholarships.
- Opening of our Engineering Academy with a focus on increasing females representation.
- Building a pipeline of strong talent through outreach to schools and work experience programs.
- Undertaken remuneration reviews for Executive Roles (not covered by Enterprise Agreements) to ensure like for like pay.
- Signed on to International Air Traffic Association's 25 by 2025 global campaign to increase gender representation.



#### Internal development and progression of female talent

- Providing opportunities for development, mentoring and support for female talent.
- Gender Inclusion Network, Altitude, supports women across the group in building their networks.



#### Building a gender inclusive culture and addressing issues relating to sexual harassment

- Investing to help create a safe and inclusive culture, through our Inclusive Leadership Development Program.
- Comprehensive Respect at Work Program, including a safe space reporting channel.



#### Developing inclusive policies, systems and processes

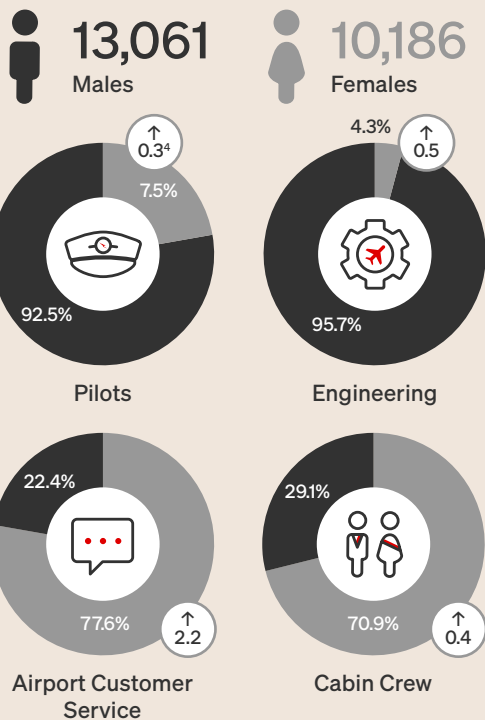
- Flex@Q policy offering a range of flexible work practices.
- Improved parental leave support including leave entitlements, a digital carer givers' platform and coaching for those returning from leave.



#### External leadership

- Advocate for gender inclusion more broadly through key relationships with Champions of Change (as a founding member), IATA, Chief Executive Women, and National Association of Women in Operations.

### Qantas Group gender split in key areas



Female pilots, engineering, customer service staff and cabin crew are on enterprise agreements and eligible for equal salaries and conditions as males.

<sup>3</sup> Pay Gap data is based on FY2023 earnings for Australian-based employees in line with WGEA reporting definitions.

<sup>4</sup> Compared to FY22 data.

<sup>5</sup> In 2024, WGEA reported combined Jetstar Group and Jetstar Airways GPG data for FY22. Jetstar Airways GPG in FY22 was 43.4 per cent for median total pay, and 46.0 per cent for median base pay.

<sup>6</sup> WGEA analysis compares annual calculated earnings rather than hourly pay rates. Industry comparison year based on data calculated in 2023.

## Qantas Group Gender Pay Gap by subsidiary<sup>7</sup>

Company	Median		Average	
	Base Pay	Total Pay	Base Pay	Total Pay
<b>Qantas Group</b>	<b>37.5%</b>	<b>32.4%</b>	<b>42.1%</b>	<b>41.2%</b>
Qantas Airways Limited	36.4%	29.0%	41.3%	39.2%
Jetstar <sup>8</sup>	45.4%	42.0%	42.9%	45.3%
Jetstar Group Pty Limited	-0.5%	4.1%	0.8%	6%
Jetstar Airways Pty Limited	46.0%	43.6%	38.0%	43.2%
QF Cabin Crew Australia Pty Limited	5.7%	19.1%	11.2%	14.9%
Eastern Australian Airlines Pty. Limited	37.8%	40.9%	32.5%	37.6%
Sunstate Airlines (Qld) Pty. Limited	34.1%	37.1%	39.1%	38.0%
Network Aviation Pty Ltd	55.4%	56.0%	53.8%	54.8%
Qantas Ground Services Pty Limited	-1.7%	-0.7%	-3.4%	-1.2%
Qantas Domestic Pty Limited	2.5%	10.3%	3.8%	8.1%
National Jet Systems Pty Ltd	38.7%	40.4%	38.8%	37.1%
Express Freighters Australia (Operations) Pty Limited	27.0%	19.0%	20.4%	19.5%
Australian Air Express Pty Ltd	0.7%	0.9%	1.4%	5.0%
Network Turbine Solutions Pty Ltd	16.7%	25.0%	32.7%	38.7%
Trip A Deal Pty Ltd	12.5%	11.0%	36.6%	36.0%
Taylor Fry Holdings Pty Limited	8.8%	12.2%	21.9%	25.1%

<sup>7</sup> Pay Gap data is based on FY2023 earnings for Australian-based employees in line with WGEA reporting definitions.

<sup>8</sup> Combined figure for Jetstar Airways and Jetstar Group Australian-based employees.