

Performance and Metrics

	Unit	2016/17	2015/2016	2014/2015	Notes [*]
ECONOMIC INTEGRITY					
Underlying PBT	\$M	1,401	1,532	975	1
ROIC	%	20.1	22.7	16.2	2
Net free cash flow	\$M	1,309	1,674	1,104	3
Optimal capital structure – FFO/net debt	%	58	52	45	4
Optimal capital structure – Debt/adjusted EBITDA	x	2.3	2.5	3.0	5
SAFETY AND SECURITY					
Total Recordable Injury Frequency Rate	TRIFR	24.7	25	30.3	6
Lost Work Case Frequency Rate	LWCFR	9.1	8.6	10	7
Duration rate	DR	66.7	56.9	60.3	8
Fatalities	#	0	0	0	
CUSTOMER AND BRAND					
On-time performance	%	81.2	83.0	83.4	9
Brand preference – Best Products and Services	%	74	72	65	10
Domestic Operational NPS – Gap over major competitor	Score	23	16.5	20.2	11
Total number of suppliers	#	9,933	10,128	11,194	12
Total supplier spend	\$M	10,089	9,887	10,365	13

	Unit	2016/17	2015/2016	2014/2015	Notes*
Australian supplier spend	\$M	6,603	6,395	6,814	14
Total community partnerships investment	\$M	3,671	6,806	3,300	15
Proportion of Aboriginal and Torres Strait Islander investment	%	32.6	41.0	22.5	16
Total UNICEF donations facilitated through Change for Good program	\$M	1,429	1,500	1,400	17
Total World Vision donations facilitated through StarKids program	\$M	1,655	2,600	1,600	18

PEOPLE AND CULTURE

Number of full-time equivalent employees	#	29,596	29,204	28,622	19
Percentage of part-time employees	%	18.5	17.0	16.8	20
Percentage of employees under a collective bargaining agreement	%	80.6	80	-	20
Percentage of women	%	42.6	41.7	40.6	20
Percentage of women in senior positions	%	35.0	34.0	31.6	20
Percentage of women Directors on the Qantas Board	%	30.0	30.0	33.3	20
Number of women Directors on the Qantas Board	#	3	3	3	20
Percentage of women recruited into the graduate program	%	52.4	61.0	N/A	20
Percentage of temporary or casual employees	%	8.7	9.9	7.5	20
Number of Indigenous Australian employees	#	384	369	329	20

EMPLOYEES BY AGE GROUP (PERMANENT EMPLOYEES)

16–24 years	%	6.5	4.8	4.9	20
25–34 years	%	20.9	20.0	20.6	20
35–44 years	%	24.5	26.2	27.5	20
45–54 years	%	29.8	31.5	31.4	20
55–64 years	%	16.7	16.3	14.5	20
65 years +	%	1.7	1.2	1.1	20
Voluntary employee turnover	%	4.9	4.4	4.7	
Total employee turnover	%	8.4	7.8	11.6	

	Unit	2016/17	2015/2016	2014/2015	Notes ¹
ENERGY AND EMISSIONS					
Average aircraft age – scheduled passenger fleet	Years	9.6	8.6	7.7	21
Aviation fuel consumption	'000 Litres	4,873,267	4,805,045	4,635,760	22
Electricity (Australia)	MWh	169,466	172,092	191,459	23
Natural gas (Australia)	GJ	218,797	229,630	316,198	23
Diesel (Australia)	Litres	6,115,161	6,370,835	7,199,289	23
Fuel per 100 RTKs (Group efficiency)	Litres	37.6	37.7	37.9	24
Water (Australia)	'000 Litres	902,545	973,611	874,929	25
CO ₂ -e emissions – Scope 1	Tonnes	12,248,233	12,070,474	11,707,259	26
CO ₂ -e emissions – Scope 2	Tonnes	139,433	142,227	155,826	27
CO ₂ -e emissions – Total	Tonnes	12,387,666	12,212,701	11,863,085	28
CO ₂ -e emissions – Domestic	Tonnes	4,503,746	4,569,452	4,613,753	29
CO ₂ -e emissions – International	Tonnes	7,883,921	7,643,249	7,249,332	30
CO ₂ -e per 100 RTKs (Group efficiency)	Kilograms	96.0	96	97	31
Change in emissions (year on year)	%	1.4	3.0	-2.1	32
Direct waste to landfill (Australia)	Tonnes	20,635	21,972	20,115	33

Footnotes:

Scope includes Qantas Airways Limited and controlled entities, including Qantas International, Qantas Domestic, QantasLink, Network Aviation, Jetstar International, Jetstar Domestic and Jetstar Asia unless stated otherwise.

- Underlying Profit Before Tax (PBT) is a non-statutory measure, and is the primary reporting measure used by the Qantas Group's chief operating decision-making bodies, being the Chief Executive Officer (CEO), the Executive Committee and the Board of Directors, for the purpose of assessing the performance of the Group. Underlying PBT is derived by adjusting Statutory PBT for the impacts of ineffectiveness and non-designated derivatives relating to other reporting periods and certain other items which are not included in Underlying PBT. For the reconciliation of Underlying PBT to Statutory PBT, refer to Note 1A to the Financial Statements in the Qantas Annual Report 2017.
- Return on Invested Capital (ROIC %) is a non-statutory measure and is the financial return measure of the Group. ROIC is calculated as Return on Invested Capital EBIT (ROIC EBIT) divided by Average Invested Capital. ROIC EBIT is derived by adjusting Underlying EBIT to exclude non-cancellable aircraft operating lease rentals and include notional depreciation for these aircraft to account for them as if they were owned aircraft. Invested capital includes the net assets of the business other than cash, debt, other financial assets and liabilities, tax balances and includes the capitalised value of operating leased aircraft assets. Average invested capital is equal to the 12-month average of the monthly invested capital.
- Net free cash flow is a measure of financial performance calculated as operating cash flows net of investing cash flows (excluding aircraft operating lease refinancing).
Scope: The Consolidated Financial Statements for the year ended 30 June 2017 comprise Qantas and its controlled entities and the Qantas Group's interest in investments accounted for under the equity method.
- Funds from Operations/net debt: Management's estimates based on Standard & Poor's methodology.

- 5 Debt/Adjusted Earnings Before Interest, Tax, Depreciation and Amortisation. Management's estimates based on Moody's methodology.
- 6 Total Recordable Injury Frequency Rate (TRIFR): Lost time injuries per million hours worked. The total number of injuries or illnesses during work hours (1 July to 30 June) with an accepted workers' compensation claim for Australian-based personnel, or equivalent in other jurisdictions, per million hours worked. Journey and slip port injuries are excluded from this calculation. This metric includes embedded contractors that work exclusively for the Qantas Group and perform work that is considered core business. When considering lost time, Qantas Group injury metrics are calculated using medically certified calendar days, including partial days, for which the injured worker is unable to fulfil the duties for which they are employed regardless of roster (partial days are counted as one full day).
- 7 Lost Work Case Frequency Rate (LWCFR): Described as the total number of injuries or illnesses during work hours (1 July to 30 June) with an accepted workers' compensation claim for Australian-based personnel, or equivalent in other jurisdictions, which resulted in total incapacity, per million hours worked. Total incapacity is defined as any injury or illness that results in an injured worker being unfit for work. Journey and slip port injuries are excluded from this calculation. This metric includes embedded contractors (as described above) and employees of wholly-owned entities of the Qantas Group. When considering lost time, Qantas Group injury metrics are calculated using medically certified calendar days, including partial days, for which the injured worker is unable to fulfil the duties for which they are employed regardless of roster (partial days are counted as one full day).
- 8 Duration rate indicates the average number of lost days per injury/illness with an accepted workers' compensation claim for Australian-based personnel, or equivalent in other jurisdictions, resulting in partial incapacity or total incapacity. Partial incapacity means any injury/illness that resulted in an injured/ill worker being fit for work but at a reduced capacity. When considering lost time, Qantas Group injury metrics are calculated using medically certified calendar days, including partial days, for which the injured worker is unable to fulfil the duties for which they are employed (partial days are counted as one full day). Journey and slip port injuries are excluded from this calculation. This metric includes embedded contractors and employees of wholly-owned entities of the Qantas Group.
- 9 On-time performance as measured by the percentage of flights departing within 15 minutes of scheduled departure for Total Group operations including Qantas International, Qantas Domestic, QantasLink, Jetstar International and Jetstar Domestic, including Jetstar Domestic New Zealand.
- 10 Brand Preference — Best Products and Services indicates percentage of customers who agree with the statement 'Qantas is focused on providing the best products and services to its customers'. Source: Brand Tracking Research (House of Brand Group).
- 11 Domestic operational NPS — Average Qantas Domestic Gap to Competitor, based on internal Qantas reporting.
- 12 Total number of suppliers has been restated for 2015/16 and 2014/15.
- 13 Total supplier spend excluding payments processed through IATA clearing account and direct bank deposits for the purposes of aircraft lease payments.
- 14 Australian supplier spend where supplier headquarters are located in Australia. Australian supplier spend has been restated for 2015/16 and 2014/15.
- 15 Total Qantas community partnerships investment excludes donations facilitated through other areas of the business and voluntary logistical support provided to the Australian Government in times of crisis. The Group has transitioned from the Qantas Foundation into an internal Grant Giving program, managed by Good 2 Give. This transition has impacted the disbursement of cash compared to 2015/16. Next year will reflect the disbursement of grants donated to employees' chosen organisations, estimated at \$200,000 per year.
- 16 Proportion of total community investment donated to benefit Aboriginal and Torres Strait Islander communities. Proportion of total community investment donated to benefit Aboriginal and Torres Strait Islander communities has been restated for 2015/16.
- 17 Total UNICEF donations facilitated through Qantas' Change for Good program.
- 18 Total World Vision donations facilitated through Jetstar's StarKids program.
- 19 Total number of employees of wholly-owned entities of the Qantas Group as by employment type, full-time or part-time.
- 20 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity is limited to total workforce of wholly-owned entities of Qantas Airways Limited broken down by gender, age group and Indigenous employees as well as women in the following positions: Non-Executive Directors and Senior Management. Gender diversity indicators are consistent with diversity policy and targets, measured as at 30 June 2017. Indigenous employees refer to team members who have identified as being Aboriginal or Torres Strait Islander.
- 21 Average fleet age — scheduled passenger fleet is calculated by determining the average age of the Group's scheduled passenger fleet based on manufacturing dates.
Scope: The scheduled passenger fleet of the Qantas Group, including both owned and leased aircraft. The Qantas Group's scheduled passenger fleet does not include dedicated freighters and Network Aviation fleet.
- 22 The total volume of aviation kerosene consumed by the Qantas Group's flying businesses from 1 July to 30 June.
Scope: Aviation fuel consumption includes Qantas, Jetstar, QantasLink, Network Aviation, Jetconnect and Qantas Freight, for both domestic and international operations. Aviation fuel consumption does not include consumption by Jetstar Asia or codeshare partners.
- 23 The total amount of electricity consumed as measured in megawatt hours (MWh), Natural gas measured in gigajoules (GJ) and diesel measured in litres (L) where separately billed to Qantas wholly-owned entities within Australia for the period 1 July to 30 June.
- 24 Fuel per 100 revenue tonne kilometres (RTK). RTK quantifies Group fuel efficiency, described as the amount of revenue-generating payload carried, for the distance flown. Total number of tonnes of paying passenger, freight and mail carried, multiplied by the number of kilometres flown.
Scope: Fuel per 100 revenue tonne kilometres (RTK) includes Qantas, Jetstar, QantasLink, Jetconnect, Network Aviation and Qantas Freight for both domestic and international operations.

- 25 Total municipal water supplies withdrawn at metred Australian locations, measured in kilolitres ('000 L) where water is separately billed to Qantas wholly-owned entities for the period 1 July to 30 June.
- 26 Direct greenhouse gas emissions (Scope 1) measured in tonnes. Scope 1 emissions include aviation fuel and aircraft engine oil from international and domestic operations as well as ground fuel (unleaded petrol and diesel) from airport operations in Australia. The Qantas Group applies the National Greenhouse Accounts (NGA) emissions factors and methodology for the calculation of CO₂-e.
Scope: All activities under the control of the Qantas Group.
- 27 Total indirect greenhouse gas emissions measured in tonnes. Scope 2 emissions include electricity use from Australian facilities. The Qantas Group applies the NGA emissions factors and methodology for the calculation of CO₂-e.
Scope: All activities under the control of the Qantas Group.
- 28 Total direct and indirect greenhouse gas emissions measured in tonnes. The Qantas Group applies the NGA emissions factors and methodology for the calculation of CO₂-e.
Scope: All activities under the control of the Qantas Group.
- 29 CO₂-e emissions — Domestic: Total direct and indirect greenhouse gas emissions measured in tonnes. The Qantas Group applies the NGA emissions factors and methodology for the calculation of CO₂-e with the exception of aviation fuel.
Scope: Australian operations.
- 30 CO₂-e emissions — International: Total direct and indirect greenhouse gas emissions measured in tonnes. The Qantas Group applies the NGA emissions factors and methodology for the calculation of CO₂-e.
Scope: International operations.
- 31 Greenhouse gas emissions intensity measured in kilograms of CO₂-e per 100 revenue tonne kilometres (RTK) converted to CO₂-e tonnes by the NGA emissions factors.
Scope: All activities under the control of the Qantas Group.
- 32 Percentage change in total greenhouse gas emissions (CO₂-e) compared with the previous financial year.
Scope: All activities under the control of the Qantas Group.
- 33 Total waste generated measured in tonnes, where this waste is delivered from Qantas premises directly to a landfill site and where the Qantas Group is responsible for the waste removal and is separately billed to Qantas wholly-owned entities by a waste service provider.