

Our Cultural Transformation Progress Update

April to June 2024

Context – Quarterly Update

In 2019, Airservices Australia commissioned Elizabeth Broderick and Co. (EB&Co.) to undertake a review of its workplace culture. In 2023 they were invited to return to assess what had changed for the better in our culture and what needed further work. While our commitment to progress and transparency was noted, the key findings demonstrated that further work was required to create a more inclusive, respectful and safer work environment.

The Progress Review, published in September 2023, provided 36 recommendations to continue to enhance Airservices' culture. To augment these recommendations, an additional 10 initiatives were added by the Chief Executive Officer (CEO) and largely focussed on equipping line leaders, supervisors and managers to deal more effectively with inappropriate behaviours. These (in total) 46 culture initiatives were used to inform the 'Cultural Response Plan', a program of cultural improvement activities.

The EB&Co. recommendations are organised across the following five pillars:

1. Developing courageous and inclusive leadership
2. Preventing bullying and sexual harassment
3. A compassionate and human-centred response to encourage the reporting of incidents
4. Creating workplace environments that are inclusive, diverse and respectful
5. Monitoring and evaluation including oversight of cultural reform.

The following Quarterly Update marks our commitment to transparent reporting of progress both internally and externally.

Executive summary

We continue to implement EB&Co's recommendations and drive cultural change across Airservices. Since the last Quarterly Update published in April 2024, we have completed a number of recommendations and accelerated the progress of others, including:

Of 46 Culture initiatives:



16 initiatives (35%) are **complete**. This is up 12 from the 4 initiatives completed in the previous quarter.



21 initiatives (46%) are **in progress**.



9 initiatives (20%) are due to commence.



Key highlights include:



Appointment of the Chair of the Cultural Reform Board (CRB):

We have appointed a new Chair of our CRB and will be announcing our new Chair publicly and to the organisation late July. This appointment is key for the future development and governance of our culture change work. Once in role, the Chair will be tasked with overseeing an independent review of culture initiatives to date, the role of the CRB, as well as driving enhancements across the measurement and governance of culture at Airservices.



Leadership development:

We continued to invest in leadership development with a further 34 leaders undertaking Bystander training this quarter (bringing the cumulative total to 135 leaders since the program launch). The 'Propel' leadership course was extended beyond Operations to Enabling Services, with 121 additional leaders completing the Propel program in this quarter, bringing the total number of leaders across both areas completing training since its launch to 503 (19% of our workforce).

Cultural reform: focus areas

Pillar 1

Courageous and inclusive leadership

What have we done in the June quarter to address this priority?



Bystander Training – Creating Respectful Workplaces

An additional 188 employees and 34 leaders completed Bystander training this quarter. This brings the total participants since launch to 617, including a total of 135 leaders. This represents 19% of our total workforce.

Ongoing training will be delivered via a combination of external provider and train the trainer model.



Psychological Safety in the Workplace

At the end of this quarter, a total of 268 leaders (58%) have completed 'psychological safety in the workplace' training, up 68 from the last report.

This augments psychological safety content already embedded within the Propel program. Psychological Safety training will continue to be rolled out via an online option in addition to classroom learning.



Propel Leadership Program

Our frontline leadership training program 'Propel' concluded this quarter with 121 enabling services' leaders completing the course in mid June 2024. Overall, we invested \$2.9M for 503 leaders (96% of target) to participate in the training.

Application of new skills is being supported by on the job coaching and a broader review of effectiveness and impact will commence by Q4 FY2024/25.



Cultural Reform Board (CRB) Independent Chairperson

We completed our recruitment campaign for an independent chairperson for CRB, which attracted many high caliber candidates.

Our new CRB Chair will be introduced to the organisation and announced publicly late July 2024.

Cultural reform: immediate focus areas

Pillar 2

Preventing bullying and sexual harassment

Pillar 3

A compassionate and human centred response to enhance the reporting of incidents

What have we done in the June quarter to address this priority?



Code of Conduct Review

We are in the process of reviewing the Airservices Code of Conduct, which will include explicit reference to a standalone sexual harassment policy.

We are extending available sexual harassment training for staff by complementing existing training with externally sourced content via LinkedIn Learning and Respect @ Work.

We have also enhanced reporting of harmful behaviours in monthly executive reports, using a data driven approach to track patterns and trends.



Independent Review of Safe Place

An independent, externally led review of our Safe Place function has commenced. The aim of the review is to learn from external best practice and create a roadmap for improvement to build trust and confidence internally that the function operates with the highest standards.

We have appointed an expert external advisor and in consultation with key internal stakeholders is in progress. A steering committee has been established and is guiding the review.

Work is expected to conclude during the September quarter with recommendations to be considered by the Executive in October 2024.

Cultural reform: immediate focus areas

Pillar 4

Dignity, inclusion and safety at work. Creating workplace environments that are inclusive, diverse and respectful.

What have we done in the June quarter to address this priority?



Innovate Reconciliation Action Plan

The Reconciliation Action Plan (RAP) working group, along with key internal stakeholders and external provider YarnnUp, have developed the 2024-2026 Airservices Innovate Reconciliation Action Plan. This outlines future plans for reconciliation and builds on the foundational work of the last two years.

Our Innovate RAP was submitted to Reconciliation Australia in April 2024 for endorsement. We are currently working through Reconciliation Australia's feedback with a view to launching in September 2024.

Cultural reform: immediate focus areas

Pillar 5

Monitoring and evaluation including oversight of cultural reform

What have we done in the June quarter to address this priority?



People Survey results

Following the People Survey conducted in February 2024, in which the overall engagement score had decreased from 65 to 59, leaders were tasked with developing action plans to address feedback in their areas.

Support sessions were run over April to provide guidance on the development of effective and measurable action plans. We continue to encourage all leaders to develop and share progress against their plans in collaboration with their teams.



Measures of success and performance

The first iteration of the Culture Matrix was provided to Executive and Board in June 2024.

The Culture Matrix provides a data-driven perspective at an enterprise-level of our organisational health. As data maturity improves, we anticipate more accurate and useful insights with the ability to diagnose pain-points for specific groups and demographics.



Independent review of progress

In addition to the independent, externally-led review of Airservices' Safe Place function (see page 5), preparations are under way for the onboarding of the new Chair of the Culture Reform Board (CRB).

On commencement, the Chair will undertake an independent review of culture initiatives to date, including an assessment of the efficacy of the CRB itself, providing recommendations for enhancements.