

Elizabeth Broderick & Co. Progress Update

July to September 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 July 2024, we have completed 4 recommendations and accelerated the progress of others, including:

Of 46 Culture initiatives:



22 initiatives (48%) are **complete**.
This is an additional 6 initiatives completed this quarter.



19 initiatives (41%) are **in progress**.



5 initiatives (11%) are due to **commence**.



Of the 8 initiatives due to commence, 2 of these relate to Culture Reform Board (CRB) enhancements which will be addressed imminently under the guidance of the new CRB Chair, who commenced in August 2024.

Key highlights include:



Drafting of a Respectful Workplace Behaviour Policy

Working with an independent external expert, we have developed our first Respectful Workplace Behaviour Policy, due to be launched in December 2024. This policy sees us achieving a significant milestone in our commitment to zero tolerance of harmful behaviour.



Safe Place Scoping Review completed

The scoping phase of the Safe Place review was completed in July 2024. A Program Manager will commence in October to refine the governance, structure and process of the next iteration of Safe Place.

Cultural reform: focus areas

Pillar 1

Courageous and inclusive leadership

What have we done this quarter to address this priority?



Bystander Training – Creating Respectful Workplaces

An additional 93 employees and 21 leaders completed Bystander training this quarter. This brings the total participants since launch to 731, including a total of 156 leaders. This represents 23% of our total workforce.

We now have 8 Safe Place trainers, with another Bystander train-the-trainer course due to be held in November.

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



Leadership development – Aspiring Leaders and Propel

At the end of the quarter, an additional 56 participants had completed the Aspiring Leaders program.

Early data from the *Aspiring Leaders Participant Survey* and *Leader's Survey* indicates post-training participants are achieving faster career advancement compared to their pre-training pace and non-nominated peers (time-to-promotion decreased from 9.10 years to 6.77 years post-program). The program is accelerating the development of high-potential talent and providing these individuals with greater recognition and opportunities to demonstrate their leadership abilities.

The Propel Leadership program is undergoing an external post implementation review to measure impact and determine future steps. The review outcome is expected early November 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 this quarter to address this priority?



Code of Conduct Review

We have reviewed our existing Code of Conduct with support from an external organisation to ensure it is in line with best practice. As a result, we have now developed a refreshed Code of Conduct and Respectful Workplace Behaviour Policy. This also ensures that we adhere to Respect@Work Positive Duty legislation.

They are due to be launched in December in conjunction with a suite of communications and supporting training to ensure both People Leaders and all other employees are aware of expectations, what this means for them and consequence.



Independent Review of Safe Place

The independent review of Safe Place has now been completed.

A Program Manager has been appointed to develop and implement the recommendations from the review. A component of the implementation will include setting up appropriate governance and confirming scope of Safe Place.

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 this quarter to address this priority?



Separate male/female bathroom/changing facilities

Architectural designs for uplifting the current facilities across our sites have been completed.

Uplift work has commenced at the Adelaide ARFF station, with a further 11 sites requiring work.

Cultural reform: immediate focus areas

Pillar 5

Monitoring and evaluation including oversight of cultural reform

What have we done this quarter to address this priority?



Communicate with Leaders to champion new forms of leave and flexible working arrangements

We have commenced a review and refresh of our Employee Value Proposition (EVP), which will seek to enhance and provide clarity on our end-to-end employee offering. Leave and flexible working arrangements, including availability, uptake and awareness will form part of the overarching EVP implementation roadmap.

The refresh will be underpinned by supporting messages for Leaders to communicate our EVP to employees to encourage uptake.



Independent review of progress

We have commenced an independent review with an external consultancy to track our progress toward achieving cultural improvement.

The review commenced in August and is scheduled to conclude in December 2024. The outcome of the review will be a Culture Strategy, target culture and supporting behavioural framework, detailed initiatives to cover the next 12 months in addition to a three-year implementation roadmap. This will be supported by an outcome-based measurement framework which will enable us to continuously test, learn and refine.