

Elizabeth Broderick & Co. Progress Update

October to December 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.

Executive summary

We have continued to implement EB&Co's recommendations and drive cultural change across Airservices. Since the last Quarterly Update published in October 2024, we have completed a further 8 recommendations and accelerated the progress of others.

Of 46 Culture initiatives:



30 initiatives (65%) are **complete**.
This is an additional 8 initiatives completed this quarter.



11 initiatives (24%) are **in progress**.



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



The Quarterly Updates have marked our commitment to transparent reporting of progress both internally and externally. As we look ahead to 2025, we move into a new chapter of culture reform for Airservices Australia, a chapter that will see us shift from reporting a periodic uptick in implementing EB&Co. recommendations to one in which we will embrace a newly defined target culture that is truly embedded across behaviours, policies and processes.

Our new target culture will see us working together to build a high-performing, safe and respectful culture in service of our people, customers and community.

To support the embedding of the new target culture, a three-year roadmap and culture strategy has been developed, which will be supported by a robust measurement framework. This shift will see us close the 2024 Financial Year with the cessation of reporting on our EB&Co. progress and instead celebrate our success on the culture journey ahead of us. To not lose sight of the importance of any of the recommendations in the EB&Co. review, we will be honouring our commitment to them and ensuring they feature in our culture reform roadmap.

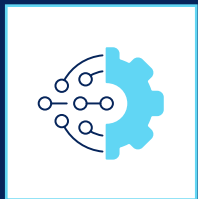
Cultural reform: What have we achieved this quarter?

Pillar 1 Courageous and inclusive leadership



- **Championing Cultural Reform:** We developed a change and communication strategy to support the implementation of our culture improvement journey. This strategy encompasses: the “why”; targeted messages for our operational teams; and key indicators of progress.
- **Championing Cultural Reform:** We have established clearly defined metrics for culture reform in our Culture Measurement tool. This tool will be our key enabler of tracking and reporting culture reform progress from 2025 onwards. This tool takes the form of a dashboard and will be included in all Performance Oversight Meetings.
- **Open and transparent recruitment and promotion processes:** Unconscious bias training has been added to Success Factors to enable those involved in the interview process to participate in a constructive and equitable manner. In addition, we have structured behavioural interview guides with assessment scoring.
- **Open and transparent recruitment and promotion processes:** We now have robust reporting in place to demonstrate our commitment to diversity throughout the recruitment process. This reporting is received monthly by our Executive Leadership Team.

Pillar 5 Monitoring and evaluation including oversight of cultural reform



- **Oversight of cultural reform:** We have developed a clear and measurable KPI report aligned with cultural reform objectives and will commence regularly monitoring and analysing progress to assist with decisions based on data-driven insights. Periodically this report will be provided to the CEO and People & Remuneration Committee.
- **Oversight of cultural reform:** We have been delivering clear and straightforward communication throughout the organisation when delivering information related to culture reform, diversity, and inclusion. Evidenced by our recent CEO townhalls, Organisational Health Index communications and ELT location-based engagement sessions.

Cultural reform: What will we see move into our culture reset roadmap?

In summary, there is more work for us to do and we are committed to seeing through our commitment to culture reform.

When the **Culture Reform Board (CRB)** meets in February 2025, they will:

- Establish an evaluation process for the CRB to address perceptions about a lack of outcomes.
- Establish a feedback mechanism that allows the broader organisation to provide input and suggestions to the CRB.
- Clarify the process for our people to present their ideas, proposals, and concerns directly to the CRB.

We have made significant progress with **leadership capability and development**, but will continue by:

- Measuring the effectiveness of leadership development initiatives beyond completion numbers, by evaluating the impact of interventions on cultural reform goals.
- Holding all leaders accountable for creating and sustaining conditions of psychological safety within their teams. Including a criterion in performance reviews for leaders to demonstrate how they create respectful, safe and inclusive environments.

In the last Quarter, a comprehensive **Safe Place** review was undertaken. Implementing the recommendations from the review will further focus our efforts to creating psychologically safe work environments and ensuring leaders are equipped to respond in a sensitive and respectful way to disclosures. We will also see more frequent and regular communications regarding Safe Place and support.

Finally, an independent audit of our **recruitment processes** with a view of enhancing diversity and inclusion practices will commence in early 2025. This audit will allow us to assess our progress to ensuring equity in the end-to-end process and make improvements where required.

2025 is the start of a new era at Airservices for Culture Reform, one that will see us take a holistic, programmatic approach to driving change.