

A black and white photograph of several hands of different skin tones stacked on top of each other, symbolizing unity and diversity. The hands are positioned in the lower-left and center of the page. A large blue triangle is overlaid on the bottom right corner of the page.

Diversity and inclusion strategy

2016–2020

Airservices diversity statement

Diversity recognises and celebrates the value and contribution that each individual brings to our workplace. It facilitates acceptance, trust, respect and inclusion. Diversity is a cornerstone of our culture, creating connection, learning and opportunity. Individual differences are unified through our common focus and commitment to equality and service excellence.

These differences include skills, experience, thought, gender, age, disability, ethnicity, cultural or socio-economic background, religion, sexual orientation, political or ideological beliefs.

Diversity is embraced as a strength and asset for Airservices. We strive for an inclusive culture in which difference creates opportunity to leverage untapped talent and innovation. We believe bringing together men and women from diverse backgrounds delivers the best solutions to our challenges and supports sustainable services for our business, people and customers. An open, fair and inclusive workforce facilitates greater, collaboration and engagement delivering an enhanced performance.

OUR COMMITMENT TO DIVERSITY

Airservices takes a holistic approach to diversity, acknowledging we must represent the community we service.

Our commitment to diversity is demonstrated by our diversity strategy and our diversity council. It guides our support initiatives and integration with leadership, talent and development programs. It also supports flexible work arrangements, recruitment and selection processes. This approach is underpinned by a range of supporting policies including:

- Airservices Code of Conduct
- Anti-Bullying and Harassment
- Human Resources.

Airservices leaders support diversity practices and demonstrate through their behaviours and actions a commitment to fostering workplaces where people feel included, valued and able to contribute and perform to their very best.

We reinforce and educate our people about the benefits that diversity and inclusion brings to our business and aim to include best practice into our people programs.

OUR OBJECTIVE FOR DIVERSITY AND INCLUSION

We set measurable outcomes for achieving diversity and inclusion at Airservices. Targets are included in our business planning and cascade into every executive's performance and development plan.



Each year our Board and Executive committee review the objectives and performance against our targets, and a detailed summary of our diversity and equity performance is outlined in our Annual Report.

PURPOSE OF THIS STRATEGY

The intention of this strategy is to enhance our workforce capability through diversity and inclusive practices.

Aligned with our Corporate Plan, Workforce Strategy and Our people, our future culture transformation program, Airservices is an inclusive organisation that maximises the capability of our workforce by capitalising on the opportunity and organisational advantage that diversity brings.

Our vision is one where individual difference is recognised, celebrated, respected and valued. Diversity and difference create an opportunity to learn and leverage individual strengths within our workplace. To achieve this goal we need to operate in an environment

where talent is nurtured and leadership and career advancement opportunities are open to everyone.

Inclusion extends our organisational culture by welcoming and accepting everyone's contribution to our Airservices family. We achieve this by facilitating interdependence and support for best performance and engagement outcomes. Emphasis on diversity and inclusion sets the context for our strategy and reflects the maturing of our organisational goals.

We are committed to three strategic goals:

- demonstrating a commitment to diversity and inclusion
- recognising the unique needs of our employees and utilising their diverse talents
- supporting the employment of identified diverse groups that require priority attention.

From these goals a clear focus is established on two groups that are important in helping achieve specific target outcomes and an inclusive culture—women and Indigenous Australians.

Additional groups that are representative of an inclusive culture include:

- people with disability
- people from a Culturally and Linguistically Diverse (CALD) background
- Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) persons
- intergenerational.

Our organisation

Airservices provides navigation services across 11 per cent of the Earth's surface and each year we manage more than four million aircraft movements carrying more than 90 million passengers from cultures across the world. With a workforce of 4469 people at more than 30 geographic sites around the country we successfully deliver safe air navigation services to a global and diverse customer base.

Airservices is a dynamic, agile and progressive organisation, transforming culture and business for a sustainable future. Workforce capability is critical to our success if we are to support the largest and most complex change in Australian air traffic management through our OneSKY Australia Program.

This program will see the introduction of a world-leading air navigation system integrating civil and military air navigation operations.

Increased complexity and industry demand means Airservices must continue to attract, develop, retain and transition people with the right skills into the right jobs to successfully respond to our changing environment. It's essential we future-proof our workforce by developing agile, innovative, resilient people who will successfully take us into the future. The road map to our transformation is outlined in the *Airservices Workforce Strategy 2015–2035*.

Diversity and inclusion is a key enabler of our workforce transformation and is dependent on a culture where

our people are genuinely inclusive and collectively diverse across all areas of the business. The objectives for our diversity and inclusion strategy are embedded in, and will be realised through, the workforce transformation framework.

More specifically, our transformation framework aims to ensure that:

- our workforce planning process assists us in setting realistic targets for diversity
- our talent sourcing processes help us to attract and recruit diverse talent
- our talent management, along with education and training processes, ensure that we are able to identify and develop those individuals with the motivation and capability to transition into more senior roles
- our leadership takes responsibility for the achievement of our diversity strategy and act as role models in promoting a workplace culture that values diversity and inclusivity.

The diversity strategy will be implemented within the legislative frameworks provided by our industrial environment.

Airservices must display diversity holistically across the organisation if we are to reflect the community we serve and transition to an employer of choice. As at 30 September 2015, Airservices employed a workforce of 4469 people consisting of 860 females (19.2 per cent) and 3609 males (80.8 per cent). Just 1.1 per cent of our workforce identify as Aboriginal or Torres Strait Islander peoples and another 1.1 per cent self-identify as having a disability.

We must look for opportunities for greater diversity representation across a range of target groups if we are to achieve a minimum parity with the Australian Public Sector and reflect community ratios.

Implementation of specific actions to increase the representation of women at all levels of the public sector and corporate organisations is important in demonstrating commitment to career

equality. Airservices is faced with the same challenge in building on existing gender initiatives to drive a more equitable distribution of women across the organisation.

The Australian Government has encouraged organisations to implement plans that will ensure 2.7 per cent representation of Indigenous Australians by 2018. Airservices remains committed to achieving this target and enhancing the career opportunities of Indigenous Australians through our Reconciliation Action Plan and specific vocational training and development options.

As a result, women and Indigenous Australians will be a key area of focus for our diversity and inclusion strategy with employment targets set for each group.

Of similar significance is disability, sexual orientation, cultural and linguistic background and age as diversity indicators. Our approach to these is focused on inclusion rather than set targets. Representation of these groups in our workforce will reflect a tolerant, accepting and non-discriminatory culture and workplace that welcomes and mirrors the diversity characteristics found in the wider community.



BENCHMARK DATA

Table 1 is a statistical representation of our current measures as benchmarked against the Australian Working Population and the Australian Public Sector using gender, Indigenous Australian status and disability as reporting fields¹.

LEADERSHIP

Table 2 provides a view of our leadership diversity. Organisational leadership is critical to ensuring successful strategic implementation and diversity in leadership is an important first step towards a more diverse and inclusive workplace.

This data indicates significant disparity in the representation of women, Indigenous Australians and those with disabilities within our leadership levels. Clear opportunities exist to enhance and achieve a greater level of alignment with our diversity objectives in relation to leadership in our organisation.

WORKFORCE DIVERSITY

Table 3 provides an overview of diversity across all job functions. Similarly, this data provides a clear picture of the representation of women, Indigenous Australians and people with disability across our entire organisation.

Specific areas of the organisation reflect a more comprehensive diversity representation, however, consistency across the organisation as a whole remains our aim.

TABLE 1 Diversity statistics of Airservices as at 30 September 2015

	Total Number	Female	Male	ATSI	Disability
Airservices	4469	19.2%	80.8%	1.1%	1.1%
Australian Community Data	15.6 mil ²	50.2% ³	49.8%	3% ⁴	18.5 ⁵
APS	136498	57.9%	42.1%	2.6%	3.5%

1 APS Statistic Bulletin September 2015. APS Figures include ongoing and non-ongoing employees. Due to data restrictions, Cultural and Linguistic Diversity data measured using non-English speaking data has been excluded.

2 Working age population (age 16–64). 3235.0 Population by age and sex. 2014. Australian Bureau of Statistics

3 Women comprise 45.9% of all employees in Australia. (Workplace Gender Equality Agency)

4 Australian Bureau of Statistics. 3238. 0. 55. 001. Estimates of Aboriginal and Torres Strait Islander Australians. 2011

5 Employment Rate for People with Disabilities. Australian Network on Disability. 4433.0.55.006 Disability and Labour Force Participation 2012

TABLE 2 Organisational leadership diversity statistics by job role as at 30 September 2015.

	Total	Females		Males		Indigenous Australians		People with a disability	
		Number	%	Number	%	Number	%	Number	%
Organisation leadership total	295	66	22%	226	77%	2	1%	1	-
Executive	7	2	29%	5	71%	-	-	-	-
Management and planning	186	57	31%	128	69	-	-	1	1%
Operations management	67	7	10%	60	90%	-	-	-	-
Station management	35	0	0%	33	94%	2	6%	0	0

TABLE 3 Diversity statistics of Airservices workforce by job functions as at 30 September 2015.

	Total	Females		Males		Indigenous Australians		People with a disability	
		Number	%	Number	%	Number	%	Number	%
Airservices	4453	867	19%	3,586	81	49	1%	50	1%
Air traffic services	1557	234	15%	1,323	85%	13	1%	18	1%
Aviation rescue fire fighting	852	26	3%	826	97%	25	3%	2	
Accounting and finance	123	78	63%	45	37%	-	-	3	2%
Administration	180	121	67%	59	33%	-	-	5	3%
Communications and stakeholder engagement	54	28	52%	26	48%	-	-	1	2%
Comply regulate, monitor and audit	88	30	34%	58	66%	-	-	-	-
Engineering and technical	694	45	6%	649	94%	4	1%	16	2%
Information and communication technology	102	24	24%	78	76%	1	1	1	1%
Information and knowledge management	34	26	76%	8	24%	-	-	-	-
Legal	7	3	43%	4	57%	-	-	-	-
People	203	86	42%	117	58%	4	2%	3	1%
Service delivery	49	14	29%	35	71%	-	-	-	-

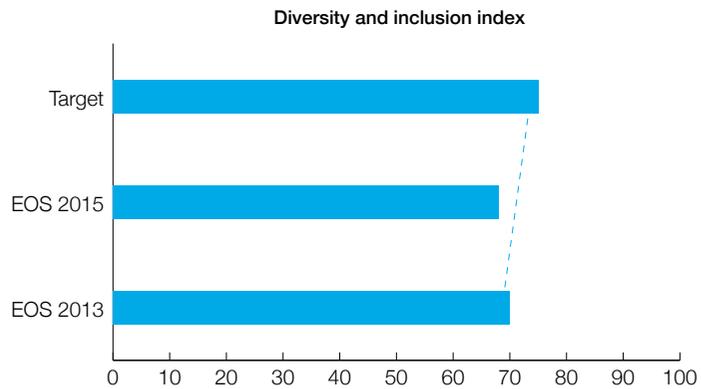
WORKPLACE DIVERSITY AND INCLUSION

The diversity and inclusion index is derived from the Airservices Employee Opinion Survey (EOS) and provides a measure of our people's perception in achieving success as an inclusive workplace that supports diversity.

Graph 1 indicates the overall score Airservices achieved against the diversity and inclusion index in 2015. Results indicate our overall workforce reported lower satisfaction with Airservices commitment to having a diverse workforce than benchmark organisations in 2015. The overall satisfaction score was also lower than reported in the 2013 EOS.

The 2015 diversity and inclusion score, together with our demographic data, provides clear support for our three identified strategic goals and our customised approach to enhanced diversity and inclusion at Airservices.

GRAPH 1 Perceptions of organisational diversity and inclusion practices.







Our goals for diversity and inclusion

Key activities will support the implementation of our three strategic goals and optimise our people's capability now and into the future.

Goal 1 Our workforce

Our workforce is diverse and individual uniqueness is valued

KEY INITIATIVES AND ACTIONS

Valuing diversity

Action: Development of a diversity and inclusion engagement plan

A diversity and inclusion engagement plan is developed, which outlines the value of diversity in our organisation and how it supports our strategic direction, vision and operational realities.

Leading diversity

Action: Development of tools and support frameworks

Leaders are provided with development opportunities to ensure they are capable of:

- a) articulating the long-term vision of diversity and inclusion at Airservices
- b) management support to accommodate diverse team members.

KEY OUTCOMES

All individuals:

- value each other's uniqueness and encourage diversity
- treat each other with fairness and respect
- work collaboratively in relationships based on mutual trust
- feel empowered to make a unique contribution and perform at their full potential.

All leaders:

- actively demonstrate their commitment to diversity and inclusion
- develop and leverage diverse talent
- show support for diversity and inclusion to drive positive change.

MEASURES OF SUCCESS

- An annual increase in employment of women and Aboriginal and Torres Strait Islander peoples.
- Year-on-year increase in employees who self-identify as being from a diverse background.

Goal 2 Our workplace

Our workplace systems, structures and processes accommodate diversity

KEY INITIATIVES AND ACTIONS

Organisational capability

Action: Consistent implementation of inclusive work practices

Workplace systems, structures and processes are flexible and supportive of a diverse workforce, allowing all team members to work at their full potential.

Leadership accountability

Action: Diversity objectives are included in corporate business planning and work performance agreements

Diversity objectives (as informed by data and benchmarks) are included in corporate business planning and leaders' work performance agreements, supporting inclusive behaviours and driving our high-performance culture.

KEY OUTCOMES

Airservices has systems, structures and processes which ensure:

- our people have opportunities to balance their work and home life
- our people are offered equal participation in workplace events
- our people are granted equal access to opportunities and are offered a flexible approach to development and career planning
- our leaders have diversity objectives/behaviours embedded in their work performance agreements
- our business plans include workplace diversity targets.

MEASURES OF SUCCESS

Year-on-year increase of the employee opinion survey diversity and inclusion index with the ultimate goal of being within the top 45 percentile by 2020 when compared to benchmarked organisations.

Goal 3 The industry

We are an employer of choice for workplace diversity and inclusion

KEY INITIATIVES AND ACTIONS

Industry partnerships

Action: Establish 'champions of change'

Airservices 'champions of change' groups are change catalysts for diversity, clearly demonstrating and promoting inclusive behaviours.

Contemporary and innovative performance

Action: Recognised as a leader for diversity and inclusion in the industry

Clear, consistent messages and behaviours lived and visible, ensuring that Airservices is recognised as a diverse and inclusive organisation.

KEY OUTCOMES

Our diverse workforce:

- contributes to improved decision making and high performance
- drives innovation, creativity and continuous improvement
- sets the benchmark for diversity and inclusion within our industry
- ensures we are recognised by our customers and our community for maximising our potential.

MEASURES OF SUCCESS

Recognition as an employer of choice for workplace diversity (gender and Indigenous employment) by 2020.



airservices
www.airservicesaustralia.com