

Our Cultural Transformation

Progress Update

22 December 2023

Executive summary

One of the initiatives included in our cultural reform response plan, which was released in September 2023, was to provide quarterly progress updates on our activities. This quarterly update is the first of such reports and details the large body of work underway or planned for 2024 to help improve the daily experience of everyone who works at Airservices.

Our cultural transformation has and will continue to be a priority. The focus on improving our culture and cultivating workplaces that are safe, inclusive and respectful will underpin the direction of many of our learning and development opportunities, our people initiatives, internal communications and campaigns, facility upgrades, talent acquisition and leadership strategy.

Detailed in this update are the many activities that have been completed, are underway or are in the pipeline for next year. Since September we've continued to focus on deepening the impact of our cultural change initiatives. These initiatives and programs will power the ongoing cultural transformation of our organisation - helping to upskill our people, stamp out harmful behaviour, enhance the psychological safety of our workplaces and modernise our facilities.

As part of our cultural journey we are focusing on five key areas of cultural reform including:

- Developing courageous and inclusive leadership
- Preventing bullying and sexual harassment
- Giving our people the skills and knowledge to cultivate and support psychologically safe workplace environments
- Modernising our facilities to make them a place where our people are comfortable, and contribute to improved health and wellbeing
- Placing more rigour around the monitoring and evaluation of our cultural reform activities.

On slides 3 – 5 you'll see what the immediate focus of our cultural reform work is. Slides 8 – 14 highlight in more detail the progress that has been made to date on the broader body of culture transformation work.

Cultural reform: immediate focus areas

The priority

Codesign, in collaboration with unions, employee networks and the Culture Reform Board, initiatives to prevent bullying and sexual harassment initiatives.

What are we doing to address this priority?



Investing in our employees' health and wellbeing

- Our Peer Assistance Network has a ratio of 1 volunteer per 35 employees. This ratio of 1:35 is well above industry standards.
- Investment in the Mental Health First Aid training continues with 200 employees currently accredited. We're hoping to have a further 200 people accredited in 2024.
- We're trialling a new Wellbeinghub that gives you access to a raft of resources to support your physical, social, career, emotional and financial health.
- Support through our Employee Assistance Provider (EAP) - Converge.



Updating, communicating and educating everyone through CEO and Executive messages, team meetings and townhalls.



We are reviewing and refining our reporting on trends and patterns as they relate to unacceptable behaviour.



Creating a multimedia campaign on bullying and sexual harassment to set respectful workplace standards, raise awareness of the impacts of harmful behaviours, and offer appropriate support. **Launch timeframe - Q1 2024.**



Safe Place reporting continues through our monthly Executive Performance Oversight Meetings and the Board People Culture and Remuneration committee.

Cultural reform: immediate focus areas

The priority

Enhance our learning, development and training for leaders.

What are we doing to address this priority?



In Oct 2023, our Executive completed 'Bystander' training. Bystander helps to raise awareness and builds leadership skills to address problematic behaviours in the workplace.



In Nov 2023, 150 senior leaders completed the 'psychological safety in the workplace' training. This will be delivered to all people leaders across the organisation in 2024.



An implementation plan for the 'Leadership Shadow' program is being developed. Our Executive will be the first team to participate followed by all senior people leaders in 2024.



The Propel leadership program will be rolled out to all leaders across the organisation, commencing Feb 2024.

Cultural reform: immediate focus areas

The priority

Refocussed People and Culture Change Program

What are we doing to address this priority?



A new project plan for our People & Culture change program was delivered in October 2023. Critical path and delivery schedules currently are being worked through. Program updates are presented monthly to the Executive Performance Oversight Meeting and the Board People Culture and Remuneration committee

The priority

Report progress openly and transparently via regular reporting

What are we doing to address this priority?



Reviewing our reporting on trends as they relate to unacceptable behaviours. Additionally, Safe Place reporting continues through our monthly Executive Performance Oversight Meeting and the Board People Culture and Remuneration committee. The next report will be published in December 2023.

The priority

Independent reviews of key initiatives every 6 – 12 months

What are we doing to address this priority?



Reviews will be progressed as per proposed timings (April 2024).

Deepening the impact of cultural reform across our key areas

Activity update

Action pillar 1: Courageous and inclusive leadership

Key area to accelerate cultural reform	Recommendations	Progress as of Dec 2023
<p>Leadership development</p>	<p>Leadership training should be targeted and aligned with the findings of the Elizabeth Broderick & Co (EB & Co) Progress Review. Equip leaders (and aspiring leaders) with the knowledge and tools to enhance their capacity to cultivate psychologically safe team environments</p> <p>Measure the effectiveness of leadership development initiatives beyond completion numbers, by evaluating the impact of interventions on cultural reform goals.</p> <p>Measure the effectiveness of leadership development initiatives beyond completion numbers, by evaluating the impact of interventions on cultural reform goals.</p>	<p>The Executive team completed 'Bystander' training in Oct 2023.</p> <p>We are also partnering with EY to learn from their response to their culture review. The intention is to leverage their approach and learnings through the implementation of the Leadership Shadow</p> <p>Our line leaders' program Propel is being rolled out to all leaders across the organisation. Propel is being re-purposed for enabling leaders with the objective to have everyone completed this program by June 2024.</p> <p>A new data insights project has commenced that will identify direct and indirect measures of engagement.</p> <p>A pilot program for our Aspiring Leaders course was successfully run late 2023. The course introduces a new measure to test pre and post course knowledge of training topics including psychological safety</p>

Action pillar 1: Courageous and inclusive leadership

Key area to accelerate cultural reform	Recommendations	Progress as of Dec 2023
<p>Championing cultural reform</p>	<p>Strengthen messaging around the case for change by clearly articulating why cultural change is necessary, what are the benefits, what success looks like, priority areas, and key indicators of progress.</p> <p>Establish accountability measures by clearly defining goals and metrics related to cultural reform and diversity and inclusion initiatives. Track and report progress to assess and recognise leadership actions in support of cultural change.</p> <p>Hold all leaders accountable for creating and sustaining conditions of psychological safety within their teams. Include in performance reviews a criterion for leaders to demonstrate how they create respectful, safe and inclusive environments.</p>	<p>Work is underway to establish accountability measures. We are consulting with key stakeholders and expect to have a first draft by Q4 2023/2024.</p> <p>Leadership behaviours to support an inclusive and safe workplace have been called out explicitly in the new Airservices Leadership Capabilities Model - this provides an initial foundation that can be built on for creating clarity around the expectations of leaders</p> <p>Leader demonstration of behaviours to support an inclusive and safe environment has been integrated into the recent SLT-1 talent assessment approach.</p>

Action pillar 1: Courageous and inclusive leadership

Key area to accelerate cultural reform	Recommendations	Progress as of Dec 2023
<p>Enhancing the role of the Cultural Reform Board in driving enduring change</p>	<p>Establish a clear governance structure for the Cultural Reform Board (CRB) through a revised Charter,</p> <p>Appoint an independent external expert in cultural reform to the CRB as Chair. The Chair should support, guide, and lead the CRB and establish strong lines of communication and collaboration with the CEO, Board, and Executive team, providing valuable feedback and insights on the cultural reform efforts.</p> <p>Provide clear updates and progress reports to all of Airservices on the CRB's activities, initiatives, and their impact on the cultural reform journey.</p> <p>Establish an evaluation process for the CRB to address perceptions about a lack of outcomes.</p> <p>Establish a feedback mechanism that allows the broader organisation to provide input and suggestions to the CRB. Provide opportunities for staff to present their ideas, proposals, and concerns directly to the CRB. Consider allowing staff to choose or nominate representatives to serve on the CRB to ensure diverse perspectives are represented</p>	<p>Scope of role for Chair and shortlisting of potential candidates has commenced.</p> <p>CRB presented a Lunch and Learn for all staff in November 2023 to share progress and achievements</p>

Action pillar 1: Courageous and inclusive leadership

Key area to accelerate cultural reform	Recommendations	Progress as of Dec 2023
<p>Create more open and transparent recruitment and promotion processes</p>	<p>Conduct an independent audit (since 2020 to present time) to gain an unbiased assessment of past recruitment and promotion practices.</p> <p>Train all hiring managers on unconscious bias and implement standardised screening and selection processes to mitigate bias.</p> <p>Assess diversity at various stages of the recruiting process, from application submission to final selection which allows the identification of any drop-offs or disparities. Take corrective actions to ensure equitable representation throughout the process.</p> <p>Collect feedback from candidates about their recruitment experience.</p>	<p>No analysis or progress on actions. Timing will be reviewed in 2024</p>

Action pillar 2: Preventing bullying and sexual harassment

Key area to accelerate cultural reform	Recommendations	Progress as of Dec 2023
<p>Prevention of harmful behaviours</p>	<p>Champion a multimedia campaign that highlights the importance of diversity and inclusion in preventing bullying and harassment, as well as showcasing how a respectful workplace benefits everyone.</p> <p>Track trends and patterns in relation to reporting rates of unacceptable behaviours</p> <p>Embed zero tolerance for harmful behaviour into leader KPIs (Leaders should demonstrate how they have actioned zero harm approaches in their teams).</p> <p>Provide ongoing training and education to all employees about sexual harassment, bullying, discriminatory behaviours and respectful and inclusive workplaces. As well as the impact of this harmful conduct.</p>	<p>Design of the creative framework for the multimedia content initiative is under way with a cross-functional working group. Program kick off to be considered in February 2024.</p> <p>We are refining our reporting as it relates to unacceptable behaviours.</p> <p>Safe Place reporting continues through our monthly Executive Performance Oversight Meeting and the Board People Culture and Remuneration committee. The next report will be published in December 2023.</p> <p>We continue to invest in our employees' health and wellbeing via the Peer Assistance Network, our Mental Health First Aid course and a new Wellbeing Hub – to be launched in 2024.</p>

Action pillar 3: A compassionate and human-centred response to enhance the reporting of incidents

Key area to accelerate cultural reform	Recommendations	Progress as of Dec 2023
<p>Prioritise people through a human centred approach to leadership</p>	<p>Ensure leaders create psychologically safe work environments that instil confidence and trust in employees disclosing incidents of harm to them.</p> <p>Are equipped to respond to disclosures of harm in a sensitive and respectful way. This should involve providing leaders with training on trauma-informed disclosures.</p>	<p>Conversations are ongoing in relation to disclosure training.</p>
<p>Continuous refinement of Safe Place</p>	<p>Engage an independent expert advisor to assist Safe Place strengthen its profile, function, and communication.</p> <p>Deliver an organisation-wide, intensive communication strategy through a range of platforms, which explains the function of Safe Place.</p> <p>Commit to utilising external investigators for cases for senior leaders and where there are potential conflicts of interest or bias for a further two years.</p> <p>Ensure that both internal and external investigations have clearly defined and achievable timeframes for completion.</p> <p>Introduce a feedback mechanism for people.</p> <p>Safe Place provide the CEO and the People and Remuneration Committee with details of requests for flexible work options by complainants.</p>	<p>Safe Place engages regularly with an expert in Dispute Resolution Design for the purpose of Group Supervision, assistance with quality assurance and ongoing professional supervision.</p> <p>An expansion of business-as-usual activity to deliver an organisation-wide, intensive communication strategy will occur. Early conversations related to this have commenced with the Internal Communications team, initiated prior and separate to the commencement of this project.</p> <p>The use of external investigators currently occurs, preliminary assessments are internally completed. External investigators are being engaged where there is a potential for conflict of interest.</p>

Action pillar 4: Dignity, inclusion and safety at work

Key area to accelerate cultural reform	Recommendations	Progress as of Dec 2023
<p>Ensuring dignity, inclusion and safety in our workplaces</p>	<p>Pause current rollout plans of inclusive changing facilities. Prioritise an effective consultation process with users of facilities, considering their diverse needs and local workforce requirements.</p> <p>As a priority, separate male, female and a changing / bathroom facility that is inclusive for people of diverse genders be established across all worksites.</p>	<p>Rollout paused.</p> <p>We are consulting with our employees on the best model going forward.</p>

Action pillar 5: Monitoring and evaluation

Key areas to accelerate cultural reform progress	Recommendations	Progress as of Dec 2023
<p>Oversight of cultural reform</p>	<p>Establish a discrete leadership and management point to oversee the implementation and operationalisation of cultural reform recommendations</p> <p>Clearly define accountabilities for each Executive leader in relation to the recommendations, accompanied by specific metrics and goals tied to cultural reform.</p> <p>Develop a clear and measurable KPI report aligned with cultural reform objectives and regularly monitor and analyse progress.</p> <p>Clearly communicate information related to culture reform, diversity, and inclusion.</p> <p>Track the approval / refusal rates of the new forms of flexible leave to ensure it is being supported by leaders.</p> <p>Continue to facilitate independent review of progress to support cultural reform.</p>	<p>The People and Culture Program will oversee and report on the progress of the recommendations and our cultural transformation. This occurs every month at the Performance Oversight Meeting (POM) and Board People, Culture and Remuneration Committee.</p> <p>Our flexible leave policy continues.</p>
<p>Strengthening employee engagement and insights</p>	<p>Provide employees with access to comprehensive survey data Co-design culture surveys with staff input. Provide timely and transparent communication to employees regarding survey outcomes and actions taken.</p> <p>Transition from quarterly to half-yearly cultural pulse checks to balance regular feedback.</p>	<p>A new format and schedule for our People Engagement Survey is being developed. It's expected the next survey will be published in February/March 2024</p> <p>New thematic analysis will support the insight and action planning</p>