

# Culture Transformation Progress Update

June 2025

# Executive summary

In early 2025, the Culture Improvement Program formally commenced to support and deepen the outcomes of our ongoing efforts to uplift organisational culture. The Culture Improvement Program is underpinned by a strategic and programmatic approach to culture transformation. The program is supported by a new target culture design, culture strategy and three-year roadmap.

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

As reported in our Q2 Culture Report, all remaining Elizabeth Broderick & Co. (EB&Co.) recommendations have been fully incorporated into the Culture Improvement roadmap and will be completed by the end of June 2025. An independent review is currently underway of our implementation of the 2023 EB&Co. Progress Report recommendations. The assessment, which will be complete in August 2025, will provide us with insight into whether we have satisfactorily responded to the intent of the 36 recommendations in addition to the 10 management commitments. Insights from the assessment will be used to shape and inform the Culture Improvement Program.

The six-month period from January 2025 has seen the finalisation of some of the remaining few EB&Co. actions such as strengthening of the governance placed around organisational culture, the independent review of Safe Place, and progress with leadership capability and development.

Highlights of the last six-month period include:

- Release of a new **Code of Conduct** and **Respectful Workplace Behaviours Policy**
- Release of a **digital Culture Hub**, an online platform to support the culture change we are seeking
- Uplifted approach to the **mid-year Performance Reviews** including the creation and cascade of **Role Clarity Cards** to provide clear accountabilities and empower decision-making
- The start of implementing the recommendations from the **Safe Place Review**, including a restructure and repositioning of the Safe Place team.

The next six months will see the delivery of a new recognition program; further roll-out of our leadership development program (Ability to Execute); the release of priority Diversity, Equity and Inclusion strategies; and importantly, a 'pulse check' on the engagement of our people.

# Our Target Culture

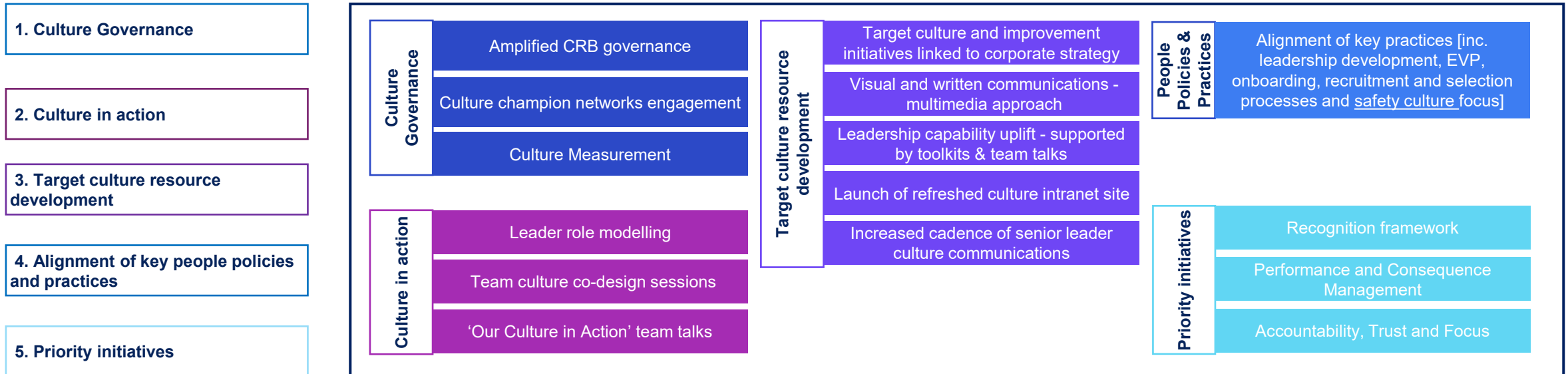
In everything we do, our new target culture is underpinned by three focus areas with clear behaviours and mindsets for each, that guide how we show up and work together to achieve our goals. The outcome is high performance.

We work together to build a **high-performing, safe and respectful**, grounded in **trust** in service of our people, customers and community.

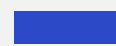


# Our Culture Strategy

The culture improvement strategy is underpinned by five core building blocks to ensure that we have the right foundations from which to deliver meaningful and measurable culture improvement.



## Legend:



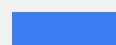
Culture governance



Target culture resources



Culture in action



People policies and practices



Priority initiatives

# The Culture Improvement Program roadmap 2025-2027

The following priority initiatives, aligned to the culture strategy, comprise our Culture Improvement roadmap.

## Achieved



Culture Reform Board reset  
inc. governance and charter



Safe Place functional review  
complete



Code of Conduct and  
Respectful Workplace  
Behaviour policies released



Mid- year Performance  
Review enhancements



Role clarity cards released



Digital Culture Hub launched  
and enhanced senior leader  
culture communications

## In progress



Recognition program refresh  
including Service Awards



Recruitment and Promotion  
audit complete with results  
being assessed



Targeted leadership  
enhancements underway



Ability to Execute (A2E)  
Program being rolled out



Leadership Standard refresh  
inc. statement on zero tolerance  
of harmful behaviours



Culture Compass people  
engagement survey to be  
released



Enhanced Culture  
measurement framework  
introduced



Reconciliation Action Plan  
draft underway



Diversity, Equity and  
Inclusion strategy drafted



Employee Network Groups  
relaunch and refresh



Gender Equality Action Plan  
updates



Safe Place relaunch

## Future initiatives



Employee benefits refinement



Priority process and policy  
alignment with target culture



Leadership strategy  
further enhancements

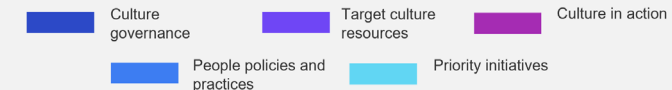


Early careers program to be  
developed



Culture Champion network  
refresh

### Legend:



# Elizabeth Broderick & Co. recommendations update

Embedded into our Culture Improvement Program roadmap, the following EB&Co. initiatives have also been completed this quarter:

## Pillar 1 Courageous and inclusive leadership

- **Open and transparent recruitment and promotion processes:** completion of independent audit of recruitment and promotion practices. Recommendations for improvement currently are currently being assessed for incorporation into our talent processes and procedures.
- **Enhancing the role of the Culture Reform Board:** commencement of an Independent Adviser, Rupert Hoskin, to work alongside Executive Chair, our Chief Risk, Noise and Environment Officer, Jacqui O'Dea. The appointment of these roles enables greater governance of culture, with a direct reporting line to the CEO and regular reporting cadence to the Board.
- **Enhancing the role of the Culture Reform Board:** implementation of a refreshed CRB Charter, contributed to by the Independent Adviser, Chair and CRB members. The updated charter reflects the new governance position and clarifies the intent of the CRB, which is to represent the voice and experience of our workforce, provide insights to help decision making and share perspectives on the steps needed to improve the culture at Airservices.

## Pillar 2 Preventing bullying and sexual harassment

- **Prevention of harmful behaviours:** release of a new Code of Conduct and Respectful Workplace Behaviours Policy to strengthen our stance on fostering positive workplace behaviours and articulate the consequences of negative behaviours.
- **Prevention of harmful behaviours:** continued roll-out of Bystander program. Early indications are that the program leads to a more proactive use of our Safe Place function.

## Pillar 5 Monitoring and evaluation including oversight of cultural reform

- **Oversight of cultural reform:** further strengthening of culture communications via regular cadence of CEO townhalls, the introduction of a new CEO video, and ongoing ELT site visits.
- **Strengthening employee engagement and actionable insights:** development of a new people engagement survey, called Culture Compass, fully aligned to the Culture Improvement Roadmap and designed to gauge current employee sentiment. The Culture Compass survey is due to be rolled out in Q4.