

Culture Improvement Program Progress Report

July to September 2025

Our Culture Improvement Program

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 provides a strategic framework and prioritised initiatives to support continuous progress towards our desired culture.

Our target culture:

Co-created with our people and executive leadership, our target culture will see us working together to build a high-performing, safe and respectful culture, grounded in trust and in service of our people, customers and community. Our culture is brought to life by living our values every day. They reflect what is important to us and guide our daily interactions.

The importance of strong foundations:

Central to our progress is the foundational work and insights provided by the Elizabeth Broderick & Co. team, the ethos and principles of which remain firmly embedded in our continued approach to culture improvement.

We continue to implement cultural change with a focus on enhancing employee experience and addressing cultural challenges, while promoting a respectful, inclusive and psychologically safe workplace.

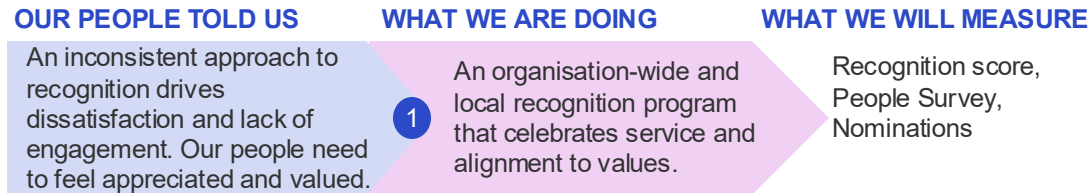
This requires leaders who are accountable, inspire trust and can provide clarity to our people on their roles and responsibilities, thereby raising their ability to deliver on outcomes. We are committed to improving engagement with our people, targeting an engagement score of 65% in FY2025–26.



Our target culture

Achievements this quarter

This quarter saw the launch of a new organisation-wide recognition program:



The new program includes:

- A new policy, endorsed by the executive and launched organisation-wide
- The launch of the **Above and Beyond Quarterly and Annual Awards**, which celebrate our people who have gone above and beyond in demonstrating our values. On closure of the first quarter, we received a pleasing 56 nominations, 55% of which came from our Aerodromes and Airspace and Networks workforce, showing strong operational engagement. The judging panel will meet next quarter to adjudicate on the winners. A program of communications will follow to celebrate their achievements.
- The relaunch of our Service Awards, extending to the whole organisation and providing clear guidance to leaders to ensure a consistent approach. The new process sees our people awarded at 10, 20, 30 and 40 years and provided with a certificate, voucher and service pin.
- Special recognition will be provided from the CEO for those with over 20 years' service. To date, the CEO Town Hall welcomed and championed several employees who have hit the 40 year milestone, providing them with a platform to share their stories and be recognised for their service.
- We will test sentiment in the next people survey to assess impact.

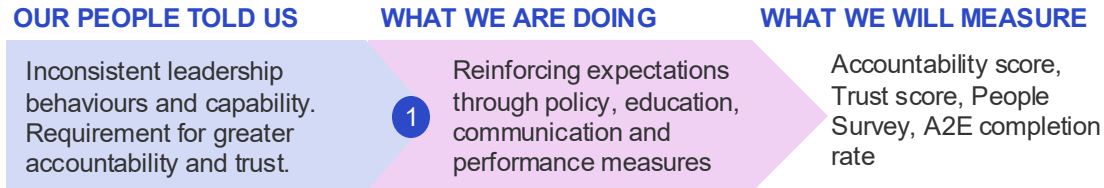
Conclusion of the Independent Review:

In August 2025 we completed an Independent Review of our progress in implementing the *Elizabeth Broderick & Co. Progress Report 2023* recommendations. The objective was to confirm whether we had satisfactorily addressed and / or responded to the 36 recommendations, plus the 10 additional management commitments.

The Review found we had substantially addressed all recommendations, with remaining actions now embedded in our Culture Improvement Program roadmap. Key findings related to strong CEO and Executive Leadership Team engagement, improved governance, and a shift toward data-driven, organisation-wide reform. The Review states that "it would now be appropriate for all the required actions to be delivered and reported on through the Culture Roadmap, with no residual EB&Co. program of work."

Achievements this quarter

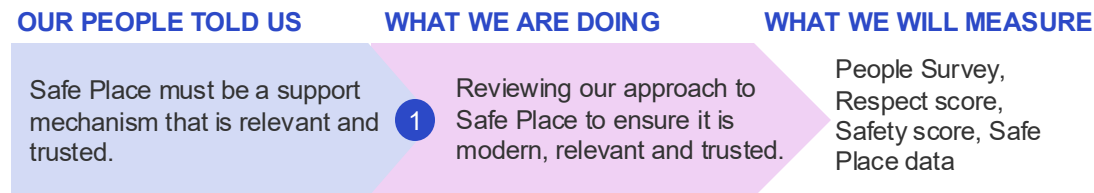
We continued our focus on leadership capability and behaviours:



- We continued the roll-out of A2E. 190 leaders have completed the program as at the end of this quarter. When the program concludes next quarter, the focus shifts to embedding the nine core skills into broader learning initiatives.
- We refreshed the **Leadership Standard** in line with our new target culture.
- The Leadership Standard also includes an explicit reference to expectations of all leaders to foster an environment of psychological safety with zero tolerance for harmful behaviours.
- It was deployed as part of the Year End performance review process and will continue to be used and embedded throughout the course of the year.

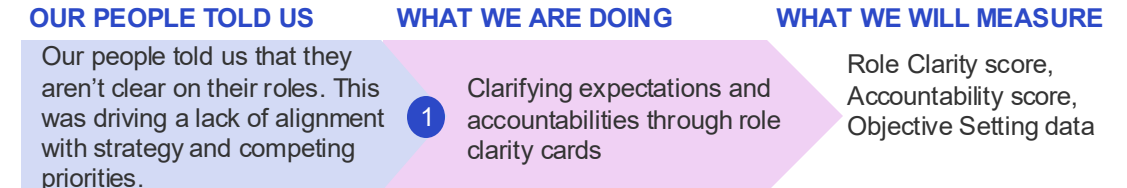
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The reset of Safe Place continued making progress:



- The Safe Place review is nearly complete, with implementation of the new operating model underway. A soft launch is planned for Q2 FY26, ahead of a full relaunch in Q3 FY26.
- The new model will strengthen psychological safety, prevent harmful behaviours, and support a safer workplace culture.
- Safe Place continues to lead training and policy updates, including embedding the Respectful Workplace Behaviour policy and developing a new Code of Conduct and employee handbook.

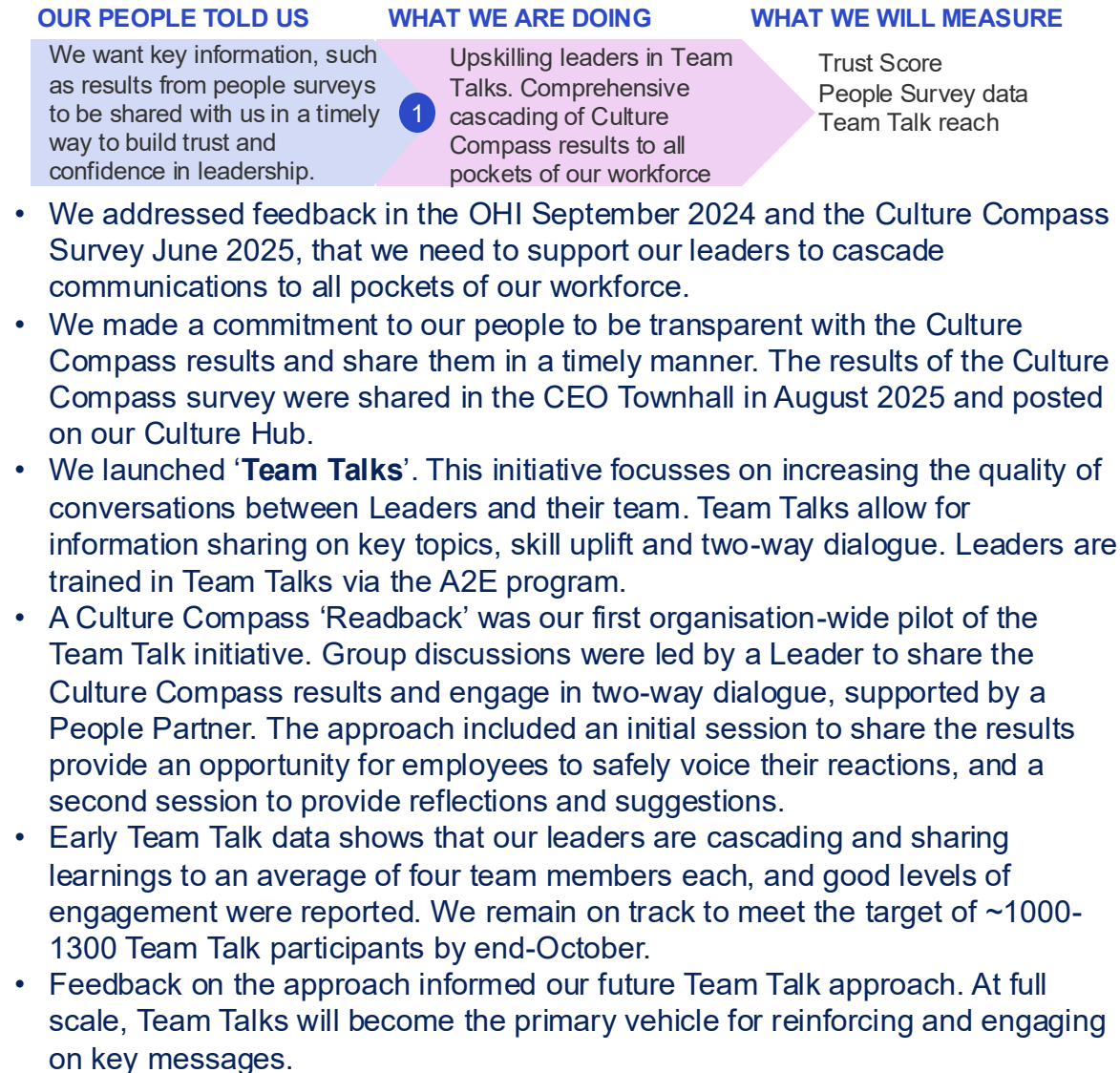
Role Clarity Cards improved role clarity and accountability:



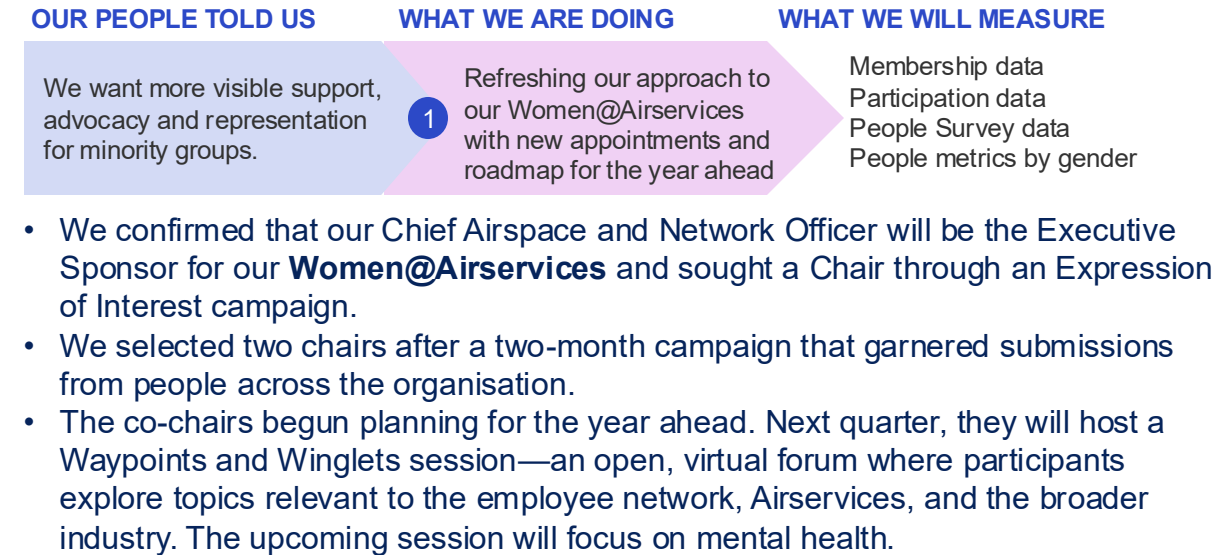
- Results from the OHI survey conducted in September 2024 indicated a lack of role clarity and limited understanding of our strategic direction. It is important for all our people to have a clear understanding of where we are headed as an organisation and how their role contributes to realising that vision.
- To address the feedback, we released **Role Clarity Cards** as part of our ongoing commitment to provide greater strategic focus, improve alignment to strategy and drive greater accountability.
- Role Clarity Cards were completed by the Executive in August and then cascaded to employees via their leaders.
- All employees received a copy of the revised Leadership standard, corporate KPIs and were asked to complete a Role Clarity Card to support them in developing their objectives.
- The cards will be re-used at the Mid Year performance point to ensure role clarity is an ongoing conversation.

Achievements this quarter

Leaders enhanced open communication and built trust through Team Talks:

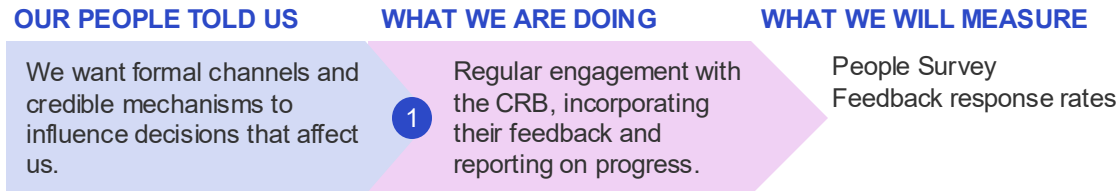


We revitalised our employee networks to improve belonging and engagement:



Achievements this quarter

We improved culture governance:



- Our Culture Reform Board met in August. The meeting agenda included a Leadership Standard update, Culture Improvement roadmap progress update, Culture Compass results, workplan for next 6 months and Diversity, Equity and Inclusion Strategy input.
- We captured learnings from the CRB to incorporate into our future work. Key takeaways include:
 1. Role of the Culture Reform Board. The Chair and P&C members emphasised the value of CRB input to Culture Roadmap initiatives and their impact, recent examples being the Leadership Standard, Culture Compass, and Recognition Program. Also, the CRB Chair brings CRB insights constantly into her ELT role, directly reporting to the CEO, providing updates to the ELT Forum, and with regular appearances at the Board (People Culture and Remuneration Committee). The CRB is a valuable source of insight and has influence where it is needed.
 2. Culture Compass - 'The Readback'. CRB members were pre-briefed on the 2025 results, to gather insights that will be used to keep improving the process and to help with messaging the wider release. CRB members considered that the survey results reflect both the impact of current changes and longer-term concerns that continue to need attention. We agreed that Airservices needs to collectively own these results, and all work together to fix what's wrong.
 3. Challenges of communication within Airservices. The nature of Airservices means that it is difficult to reach people, for example people on rosters with limited access to computers or ability to attend Town Halls etc. People are therefore unaware of a lot of the good things that are happening, and feel less engaged than ideal. Significant efforts are being made by CEO, ELT and Internal Comms on this, e.g. multichannel messaging via printed newsletters, team talks, cascading through levels of leadership, and use of screens in workplaces.
- As part of their workplan, we met with a cohort of CRB members to seek feedback on our Gender Equality Action Plan, Reconciliation Action Plan and Statement of Commitment. The meeting was also attended by the Independent Culture Advisor. This supports us in ensuring we have heard and reflected representative voices from the business and updates were made accordingly.

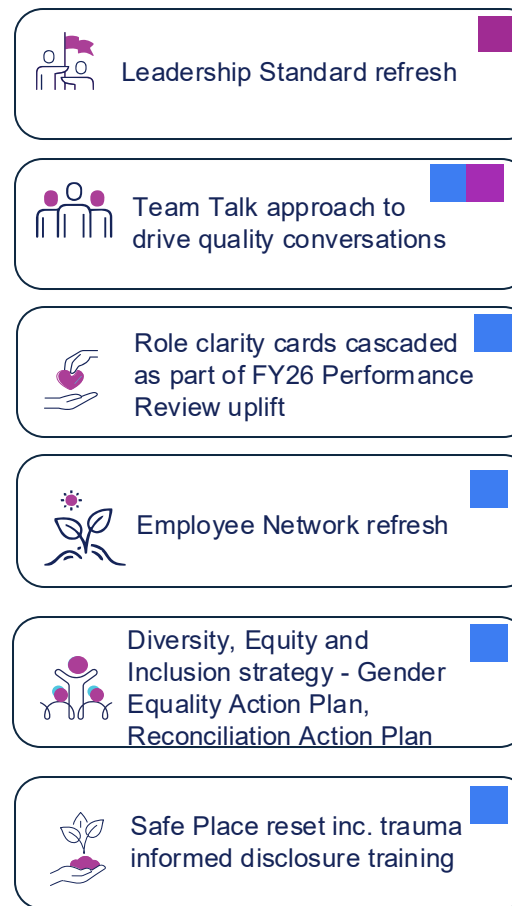
The Culture Improvement Program roadmap 2025-2027

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

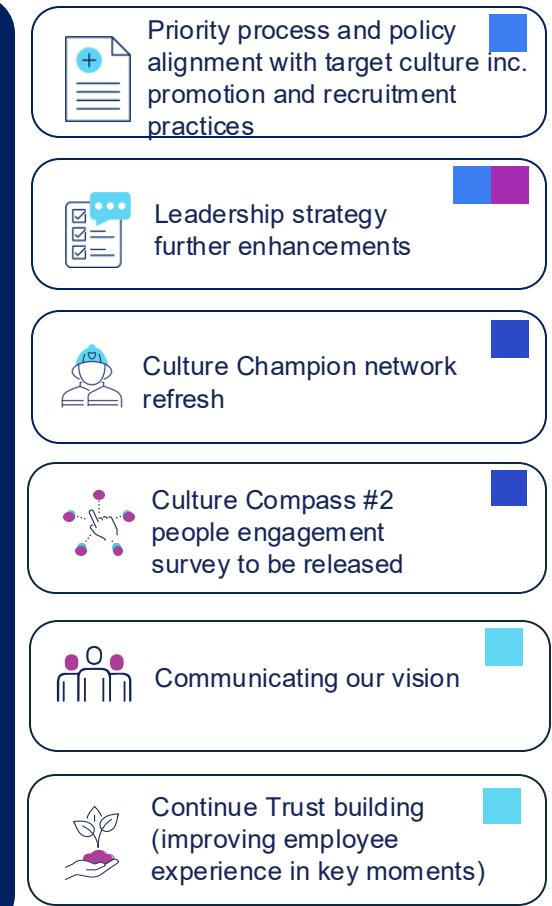
Achieved



In progress



Future initiatives



Highlights from the roadmap:



Culture Reform Board (CRB) reset inc. governance and charter

We amplified the governance of our Culture Strategy by addressing concerns regarding limited impact of the Culture Reform Board (CRB). The uplift to the CRB and articulation of the role of the CRB within a Charter delivers on our commitment in year one of the Culture Strategy to address Culture Governance. The CRB is comprised of 17 members (with increased representation from our ARFFs and ATC workforce) and includes the appointment of an Independent Chair and Independent Adviser. The CRB Charter increases clarity of the role of CRB members.



Safe Place functional review complete

Responding to the recommendations within the Elizabeth Broderick & Co. Review, and the need to rebuild trust and confidence in Safe Place, we conducted an independent external review of the Safe Place function. Recommendations from the review highlighted the need to modernise our approach to Safe Place and develop contemporary, proactive and person-centred responses to harmful behaviours in the workplace. Undertaking the review in the Ignite phase of the Culture Strategy has activated the review of practices that will embed behavioural change and build safety and respect.



Code of Conduct and Respectful Workplace Behaviour policies released

As reported in the Elizabeth Broderick & Co Review and our own Culture Review at the end of 2024, there was inconsistency in the way in which instances of undesirable workplace behaviour was managed. As an overt commitment to ensuring a safe and respectful workplace for all our people, we refreshed our Code of Conduct Policy and introduced a Respectful Workplace Behaviours Policy. Both policies align with best practice, explicitly referencing sexual harassment and bullying and clearly outlining the consequences for perpetrators.



Recognition program refresh including Service Awards

To reinforce our target culture and embed sustained behavioural change, we conducted a holistic review of recognition. The review led to the refresh of our Values awards – introducing the Above and Beyond awards. It also led to a renewed approach to dedicated Service Awards. The Recognition program will importantly seek to create consistency in the way our people are recognised and celebrated for their contributions.



Enhanced Culture measurement framework introduced

In developing our Culture Strategy and roadmap, we will proactively measure the efficacy of interventions and continually listen to our people. To ensure we maintain focus and progress, we have compiled robust metrics to assess the effectiveness of culture interventions. The dashboard is periodically provided through to ELT and Board for accountability and allows for scrutiny and informed decision-making. While we have previously provided qualitative input on culture progress, the dashboard amplifies the laser focus on culture through quantitative measures.

Highlights from the roadmap:



Recruitment and Promotion audit complete

The Elizabeth Broderick & Co. Review recommended we conduct an independent external audit into bias, particularly from a diversity, equity and inclusion lens, in our recruitment and promotion practices. The review was conducted and made recommendations our People and Culture function will be looking to embed through revised policies and practices. This work has already commenced. Through making the changes recommended we will be increasing equity in the recruitment and promotion processes, rebuilding trust and increasing transparency.



Targeted leadership enhancements inc. Leadership Engagement Forum

In establishing a new target culture, we have amplified the desired behaviours we are seeking to embed across Airservices: trust, collaboration, safety and respect. We believe that when these behaviours show up every day in our interactions and our approach to work, we will achieve high performance. Importantly, we need our leaders at all levels of the organisation to role model the target culture behaviours. By fostering open dialogue between the Executive Leadership Team and Senior Leadership Team through a Leadership Engagement Forum, we are encouraging cross-divisional collaboration, and ensuring leaders are equipped with the information, resources, and support needed to drive tangible outcomes. This forum also promotes accountability, ensuring that actions are followed through to deliver meaningful results for the organisation.



Ability to Execute (A2E) program being rolled out

The Ability to Execute (A2E) Program was implemented to foster a unified, empowered workforce capable of navigating transformation through shared language and practical skills. Through the implementation of nine key skills, the A2E program aims to embed trust, collaboration, and accountability into everyday work, strengthening the cultural foundation needed to support lasting change. The program is one of the key approaches we are utilising to embed the desired target culture and is foundational to the realisation of high performance.



Culture Compass people engagement survey completed

In bringing to life our Culture, we need to ensure we are continuously listening to our people and creating a workplace where our people feel safe, respected and able to do their best work. Periodically, we seek to gain the feedback of our people through anonymous surveys. Results provide input into the key priorities for addressing in the next phase of our culture roadmap. In June 2025, we conducted a People Survey called the 'Culture Compass' to gain valuable feedback and insights on employee sentiment. Results were shared with the leadership and cascaded to our people for further feedback via a 'Readback'. Our overall employee engagement score was 49%, a 10-point decline from the last survey in February 2024.