

# Culture Improvement Program Progress Report

October to December 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.

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**

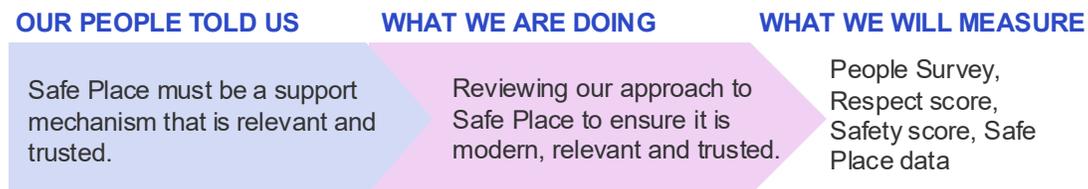
# Achievements this quarter

## We continued our focus on capability and behaviours:



- The Ability to Execute (A2E) Essentials Program is a behavioural change journey designed to empower all employees with foundational skills for day-to-day execution. These skills translate into measurable, lasting business outcomes and are critical to driving and sustaining change at Airservices. We continued the roll-out of A2E this quarter. An additional 121 employees have completed the program as at the end of this quarter, including 44 identified as Leads. There is a focus next quarter of targeting the remaining leaders who are yet to attend the program.

## The reset of Safe Place continued making progress:



- Work commenced work on the implementation of the new Safe Place Service model following completion of consultation with unions and our people as at 3 December. Feedback from consultation with unions was, in the main, constructive and positive.
- Information sessions on the new Safe Place service model have commenced with our operations leadership group with further session across both operations and enabling functions to continue in 2026. The new Safe Place service model will be live from 2 February 2026.

## Mid-year reviews continue to improve role clarity and accountability:



- We brought our mid-year cycle forward to give our people time to review their performance plans, discuss their progress and fine-tune their focus areas for the start of the calendar year.
- Performance conversation drop-in sessions and tools and resources were offered to provide practical advice for leaders on holding clear and helpful mid-cycle review conversations with their people.
- We continued to embed the use of Role Clarity Cards by using them as part of mid-year reviews to support ongoing conversations on priorities.
- The Role Clarity Cards are part of our ongoing commitment to provide greater strategic focus, improve alignment to strategy and drive greater accountability.

# Achievements this quarter

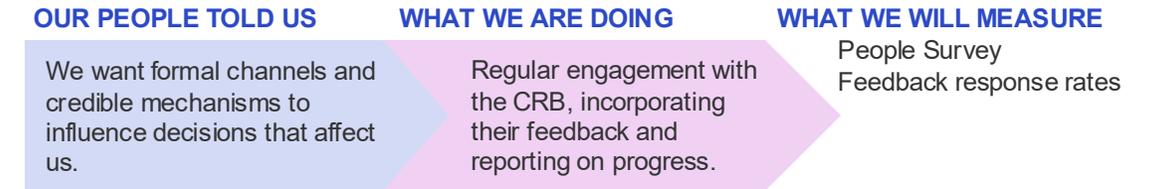
## We continued to implement our new recognition program:



Further to the launch of the new program last quarter, this quarter:

- Ten Above and Beyond Awards winners were celebrated at the CEO Town Hall on 18 November. The winners came from Aerodromes, operating, Technology Enablement, Risk, Noise and Environment functions. Coverage of values was as follows: 3 for Work as One, 2 for Own It, 2 for Service First, 2 for Love What We Do, and 1 for Safe Always.
- As part of our ongoing efforts to reinforce the behavioural practice of recognition, all those who made nominations were contacted with a note of thanks for their nominations. All nominees were also contacted so they could receive their recognition regardless of whether they received the final award.
- At the close of nominations for Q2, 42 nominations were received. Judges will meet to determine the winners.
- We will test sentiment in the next people survey to assess impact.

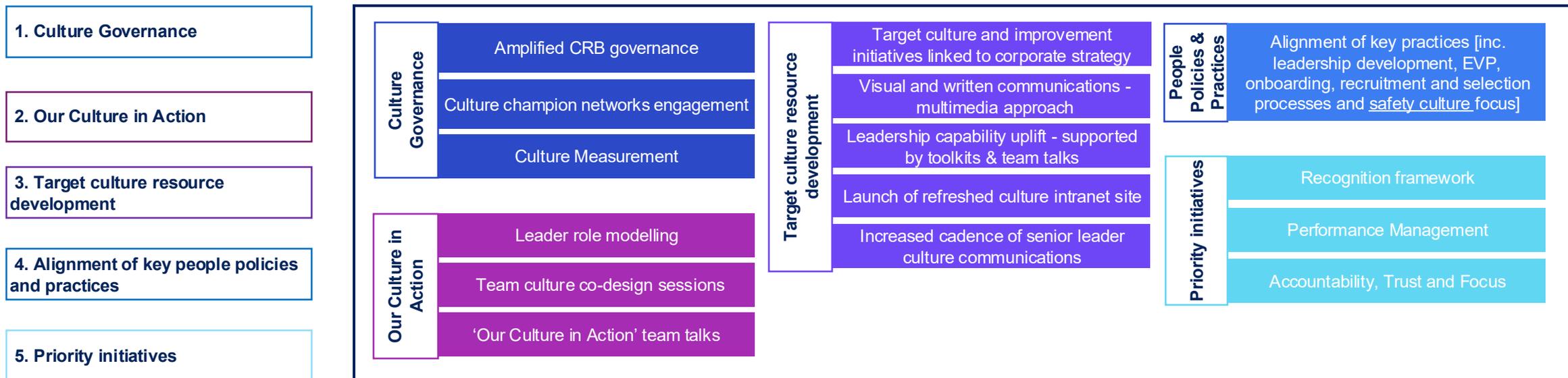
## We continued to engage our people as part of our improved culture governance:



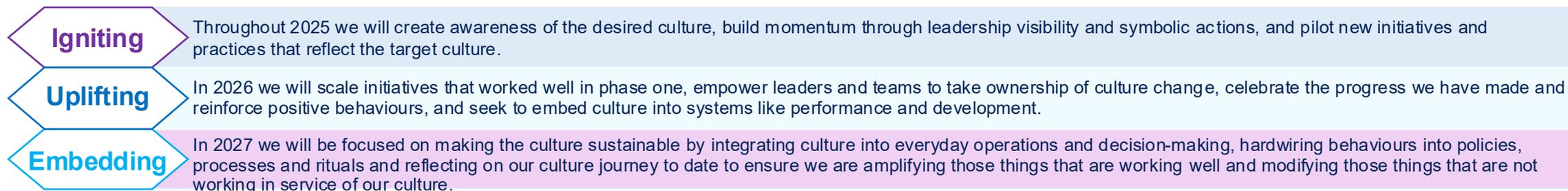
- The Culture Reform Board (CRB) held its final meeting for 2025 and reflected on some of the core milestones in our culture journey and the CRB's role, including:
  - Standing up culture communications and our new Culture Hub
  - Championing our refreshed Recognition Program
  - Contributing to our 'culture in action' activities that make culture real, such as our work on the Leadership Standard.
- The end of year saw a CRB communication released to the organisation to provide their 2025 wrap-up and reflections.
- The CRB will meet again in February 2026 with a focus on standing up key programs of work for the year ahead.

# Our 3-year 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. In 2026, we will move into the *Uplifting* phase of our strategy.



The strategy will be delivered over a phased three-year horizon:



Delivery of the strategy will be underpinned by change management and communications.