

Culture Improvement Program Progress Report

January to March 2026

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.

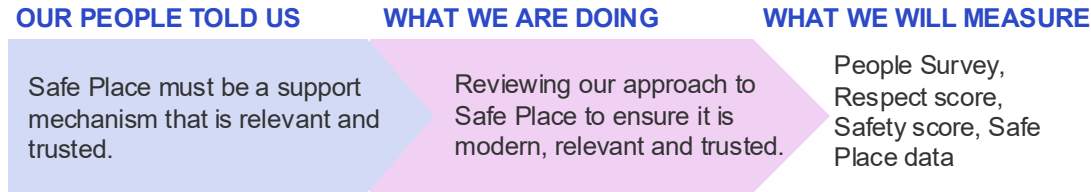
This requires leaders who are accountable, inspire trust and can provide clarity to our people on their roles and responsibilities, thereby raising their ability to deliver on outcomes. We are committed to improving engagement with our people, targeting an engagement score of 65% in FY2025–26.



Our target culture

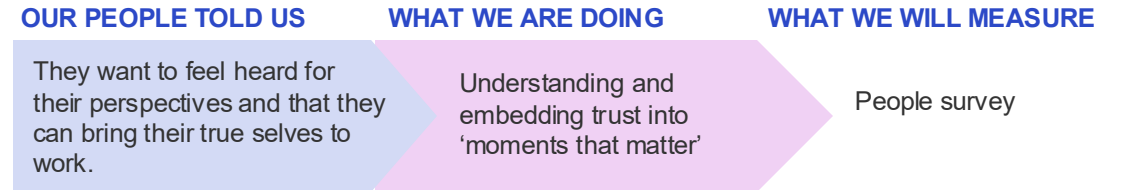
Achievements this quarter

We continued our focus on *safety and respect* as part of our target culture:



- We continued our focus on the rollout of bystander training across our workforce.
- The new Safe Place operating model was launched on March 16, inclusive of the new Prevention and Management of Harmful Workplace Behaviour policy. Key changes include:
 - More practical, hands-on support for leaders when preventing and responding to workplace concerns
 - A dedicated reporting portal to make it easier and safer for people to raise concerns
 - Safeguarding of sanction decisions through the establishment of a Conduct Review Panel
 - A greater focus on proactive engagement with teams and sites
- A multi-modality communication and change plan was initiated at the end of Q2 and has continued throughout Q3.

We continued our focus on *trust* as part of our target culture:



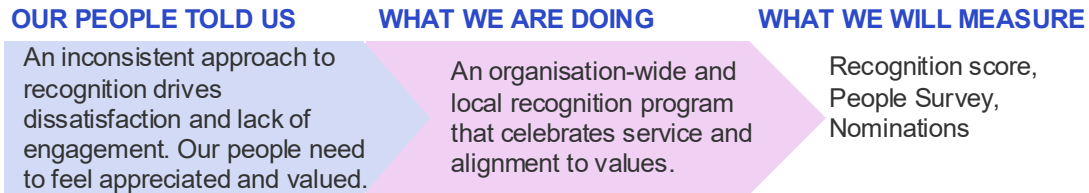
Our Culture Reform Board (CRB) met in March to hold a planning workshop focused on:

- Onboarding new CRB members and defining ways of working for the group
- Discussing the CRB workplan for 2026 aligned to the Culture Improvement Program
- Exploring 'moments of trust building' at Airservices to support this focus in our target culture

The outputs will be embedded through our ongoing program of work, including our leadership and internal communications strategies.

Achievements this quarter

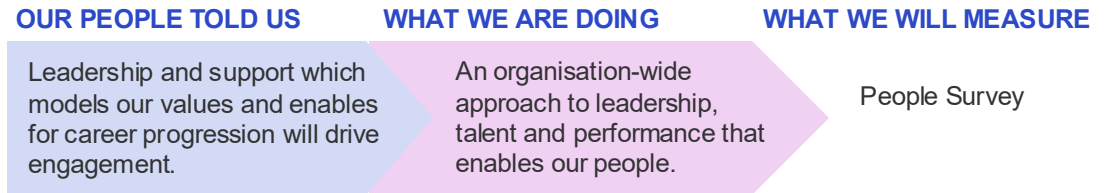
We continued our focus on *high performance* as part of our target culture:



Embedding the behavioural practice of recognition continues to be a focus with our new recognition program:

- The Q2 Award winners were celebrated at the CEO Town Hall on 17 February. The winners came from Aerodromes, Customer and External Relations, Airspace and Networks, Technology Enablement, Operating and People and Culture functions.
- Out of the 12 winners celebrated in Q2, coverage of the values was as follows: 3 for Service First, 3 for Love What We Do, 2 for Work as One, 2 for Own It, and 2 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 Q3, 57 nominations were received. This is an increase on 42 nominations in Q2. Judges will meet to determine the winners.
- We will test sentiment in the next people survey to assess impact.

We continued our focus on *high performance* as part of our target culture:



- The rollout of the End-of-Year (EOY) performance cycle has commenced. Work has been completed to strengthen leadership capability and performance management practices by introducing clearer guidance, improved tools and better accessibility to information throughout the cycle. These changes will lift the quality and consistency of performance conversations, reinforcing accountability and building confidence in the performance framework by increased role clarity and performance expectations and growth potential.
- Leadership capability remains a key organisational focus. The Executive have endorsed a system-led Leadership Development Approach that is fully integrated with our talent, performance and recruitment practices. The approach comprises a clear Leadership Standard, a 70:20:10 learning model, a 10-capability framework and four leadership pathways, providing a consistent and scalable foundation for leadership development across the organisation.
- Demonstrating that the organisation is committed to developing talent from within and planning for the long term, a Succession Planning identification and development process has also occurred across the ELT (Chief or equivalent) and SLT (Heads of or equivalent) levels of the organisation.

Achievements this quarter

We continued our focus on *collaboration* as part of our target culture:

OUR PEOPLE TOLD US

Inconsistent leadership behaviours and capability. Requirement for greater accountability and trust.

WHAT WE ARE DOING

Reinforcing expectations through policy, education, communication and performance measures

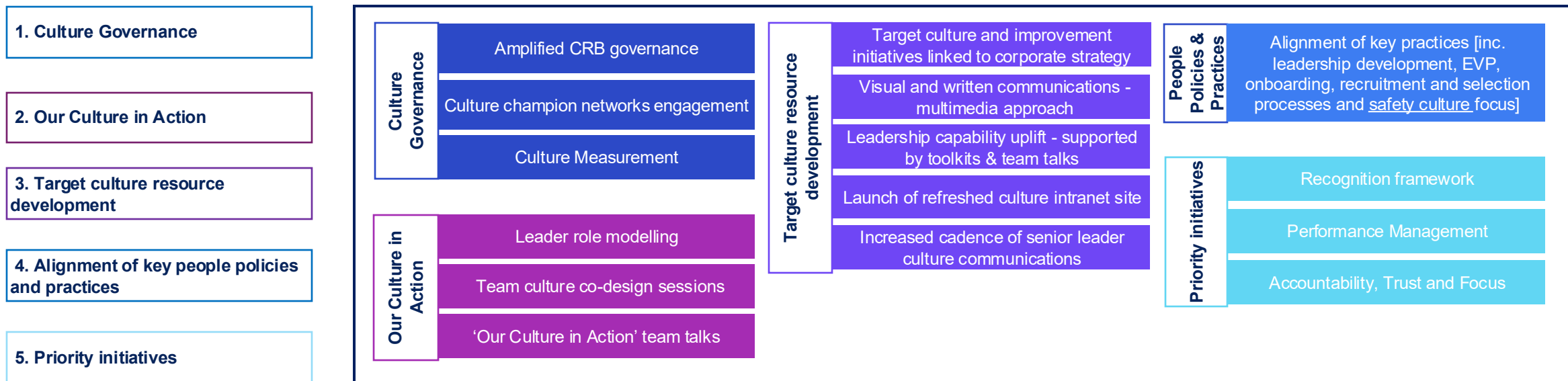
WHAT WE WILL MEASURE

Accountability score, leadership scores, Trust score, People Survey, A2E completion rate

- We strengthened our focus on collaboration by clarifying what good leadership looks like and reinforcing consistent expectations across the organisation. The new Leadership Development Approach and Leadership Capability Framework set clear standards and shared pathways for leaders at all levels, supporting more consistent behaviours, stronger decision-making and increased accountability. Together, these changes help build trust and encourage leaders to work more effectively across teams and functions. Content from previous development programs such as Propel and A2E will be evolved to align with our new approach.

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 Culture Strategy is structured across the following three-year horizon:

