

A message from Airservices Australia Chief Executive Officer Jason Harfield

Navigating our culture reform journey

In 2019, we engaged Elizabeth Broderick & Co (EB&Co.) to conduct a broad and enterprise-wide independent review of Airservices workplace culture (the Broderick Review). In May 2020, we released the Broderick Review findings in full to our people and externally, accepting and committing to the implementation of all the recommendations.

As part of our commitment to change and continuous improvement through our culture journey, we committed - in addition to the recommendations - that we would re-engage EB&Co. back in two years' time to undertake a review of our progress.

Today, we are releasing this Progress Report - ***Charting Cultural Transformation: A Progress Review of Airservices Cultural Reform Journey*** – an important milestone and one that provides us with key insights into how we are tracking. As with the initial Broderick Review, I have committed to adopting all the Progress Report's suggestions.

The Progress Report contains mixed findings. Most concerning are the unacceptable and disappointing outcomes relating to continued experiences in our workforce of harmful behaviour such as bullying and sexual harassment, an ingrained lack of trust, and that some of our focus on delivering the original recommendations has been fractured.

There are areas of progress and positive change. The Progress Report acknowledges that there were difficulties implementing initiatives due to the continued impact of COVID-19 throughout 2021, when as many as two thirds of our staff were under varying lockdown restrictions. It also acknowledges that despite these challenges, we remained committed to advancing our cultural reform. Other positives include embedding accountability through a leadership standard, establishing a Cultural Reform Board and improved data collection on misconduct and reporting. We will look to further improve on all of these.

Pride in our safety culture also continues to be recognised as a strength, just as it was in the 2020 Review.

The Board, Executive and I are concerned, disappointed and sorry to see that harmful behaviours continue to be experienced by some of our people. This experience is unacceptable and as such we are renewing and extending our efforts to tackle this as an immediate priority, to ensure a safe and inclusive workplace for all our people, every single day, without exception.

To that end, we are also releasing this Response Plan to the Progress Report. This Response Plan provides an outline of how we are continuing to deepen the impact of the 2020 Broderick Review recommendations with the 2023 Progress Report initiatives, as well as initiating a range of additional actions that go beyond what has been identified to date. This includes reshaping and refocussing our People and Culture Change Program to be owned, tracked and oversighted by the Executive and Board. The People and Culture Change Program is the cornerstone of our future success and all our other change programs.

Our response to improving our culture will continue to evolve and the detail of the refocused People and Culture Change Program, the specific activities, timeframes and measures will be released in the week of 9 October.

I want to thank the EB&Co. team for their insights as all of us at Airservices remains steadfast in our commitment in reforming our culture.

A handwritten signature in black ink, appearing to read "Jason Harfield".

Jason Harfield
Chief Executive Officer, Airservices Australia